



EVANSVILLE VANDERBURGH PUBLIC LIBRARY

Facilities Master Plan

JANUARY 2022

EVPL
EVANSVILLE VANDERBURGH
PUBLIC LIBRARY

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As modern communities continue to struggle with growing health disparities and social inequality, the public library stands as an invaluable resource – one that can exist as an anchor institution for the neighborhoods it works diligently to support. The public library is more than just another building. It’s an opportunity incubator for people of all ages and abilities. This equitable access to information, entertainment, and well-being is more important than ever. Especially in Evansville.

With eight locations throughout the county, the Evansville Vanderburgh Public Library (EVPL) understands that it is uniquely positioned to utilize its buildings, programs, and services to support local neighborhoods and increase access to opportunity for some of the city’s most vulnerable populations. This Facilities Master Plan provides strategies that build on the strength of the library and puts forth facility recommendations that empower staff to nimbly react to the shifting priorities and needs of each neighborhood.

EXECUTIVE SUMMARY

The Evansville Vanderburgh Public Library (EVPL) experiences over one million visits and holds more than 1,500 programs every year. The intent of the Facilities Master Plan is to identify strategies that optimize the physical infrastructure of its eight locations through enhanced capital improvement projects, expanded access, and innovative service delivery.

The plan is designed to serve as a framework for EVPL staff as they consider capital investments, fundraising, and decision-making for both the short and long-term. It incorporates data and research regarding the community's evolving socio-economic conditions, growth patterns, and underserved service areas. It situates EVPL in the broader county context and is informed by research of peer library systems from across the country.

Guided by the library's desire to increase equity and access to opportunity, the plan brings together an assessment and analysis of EVPL's physical infrastructure, user data, and collection utilization, combined with community-identified needs.

The recommendations included herein are segmented by location and strive to provide a collection of strategies unique to each facility. Action steps are presented in implementable phases – *quick wins*, *moderate steps*, and *substantial moves* – creating opportunities for improvement that can be acted on immediately, and into the future.

As one of the most deeply loved and historic institutions in the city, the Evansville Vanderburgh Public Library (EVPL) is uniquely positioned to leverage its locations, programs, and services to support neighborhoods, and increase access to opportunity for the city's most vulnerable communities. This plan provides recommendations and strategies that build on the strength of the library and puts forth facility interventions that empower library staff to nimbly react to the shifting priorities and needs of each neighborhood with recommendations guided by the following principles:

SUPPORT AND SERVE ALL PEOPLE: Increase the library's ability to provide meaningful resources and experiences for a diverse collection of patrons.

ESTABLISH EQUITABLE PLACES: Enhance the library's ability to provide places that are accessible to a variety of people.

CREATE WONDERFUL PLATFORMS: Strengthen the library's ability to cultivate curiosity through platforms dedicated to creating wonder.

“The public library is where place and possibility meet.”

- Stuart Dybek

SYSTEM SNAPSHOT

8 Locations
1,000,000 Annual Visits
1,500,000 Annual circulation
1,500 Programs
25,000 Program Attendance

FACILITY PLANNING GOALS + VISION

The Evansville Vanderburgh Public Library (EVPL) has conducted a comprehensive assessment of its current facilities and produced a comprehensive Facilities Master Plan to guide planning, renovations, and improvements for the next twenty years.

This work evaluated current facilities and provides a needs assessment for the expansion and/or renovation of current facilities, including but not limited to advising on the appropriate size and location of EVPL buildings in the current geographic areas, and identifying whether new facilities, expansions, and/or renovations are needed and in what areas they should be located.

Mission

We cultivate curiosity by creating wonder.

Vision

Communities united through shared exploration and understanding.

Discover. Explore. Connect.

PLANNING APPROACH



The Facilities Master Plan is an outgrowth of interactive staff and community engagement, as well as spatial and library design best practices to ensure that the facilities and the patron experiences they provide align with the defined mission and visions of EVPL.

The planning process was led by MKM architecture + design, an architecture and planning firm dedicated to enhancing community health and well-being through design. The planning team included a multi-disciplinary team of architects, engineers, interior designers, and programmers with many years of experience collaborating on library and community projects that advance equitable and inclusive places.

Over a six-month period, the team's multi-pronged approach looked at the various locations throughout the library's service areas through multiple lenses:

- Peer Research
- Engagement
- Facility Assessment
- Community Context

In addition to gathering location-specific information, significant research was shared on the importance of libraries as “third places” and anchor institutions within various communities over the past decade. This research guided the planning team to understand both the brick-and-mortar needs of the buildings and the societal needs of equity and accessibility that should be met. All of these inputs were woven together to formulate the Facilities Master Plan recommendations and framework.

INPUTS



PEER RESEARCH

Comparisons to peer library facilities, community health data, and national best practices.



COMMUNITY ENGAGEMENT

Community needs and priorities were identified through engagement with over 700 residents, 90 library staff and dozens of service providers who participated in advisory meetings and surveys.



FACILITIES ASSESSMENT

Assessments of building conditions, staff interviews, existing programming, and circulation.



COMMUNITY CONTEXT

Spatial analysis of the county's most vulnerable and underserved neighborhoods, community-wide capital investments, and population trends.

PLANNING FRAMEWORK

SYSTEM-WIDE RECOMMENDATIONS

All recommendations for the system aim to equalize each location by identifying unique strengths at each building, investigating the source of that strength, and applying those principles across the entire system.



LEVELS OF INTERVENTION

1. QUICK WINS

Timeframe: **Immediate**
Cost: **Low (<\$20k)**

Includes new signage, multilingual options, new artwork, exterior seating, fire alarm upgrades, and extended wi-fi access.



2. MODERATE STEPS

Timeframe: **1-2 Years**
Cost: **Moderate (\$20-\$500k)**

Includes upgrades to HVAC & lighting, new staff & circulation casework, new finishes, additional parking, and renovated meeting rooms.



3. SUBSTANTIAL MOVES

Timeframe: **3-10 Years**
Cost: **High (>\$500k)**

Includes proposed new buildings, building additions, and major renovations.



"Libraries store the energy that fuels the imagination. They open up windows to the world and inspire us to explore and achieve, and contribute to improving our quality of life."

- Sidney Sheldon

INTRODUCTION

Evansville is changing. Anchoring southern Indiana as the largest city in the state south of Indianapolis, the region has seen slight population growth over the last nine years and continues to have a robust economy driven largely by advanced manufacturing and health and life sciences.

Understanding the unique reality of each of EVPL's eight locations is critical to implementing innovative planning strategies that reflect the needs of Evansville's diverse communities. The Facilities Master Plan builds on the library's previous work and national best practices to inform a new and modified approach to service delivery.

In response to in-depth community engagement, the plan attempts to define a framework that can exist as a fluid planning tool for EVPL as it explores the most effective ways to serve the community. It explores the system's community context by leveraging the city's strengths as a backdrop to how each EVPL location anchors its specific service area and community. Over a six-month period, the planning team looked at the library system through multiple lenses:

PEER RESEARCH: Research, interviews and lessons learned from library systems across the United States informed best practices, service gaps, and growth areas.

COMMUNITY ENGAGEMENT: A layered community engagement process mobilized local stakeholders to identify public priorities for library facilities. Community input informed the equitable design and development of programmatic interventions, spaces and service models that optimize facility use and respond to resident needs.

FACILITIES ASSESSMENT: Facility assessments and the evaluation of existing conditions informed a roadmap for implementation. Decision-making criteria will allow EVPL to assess and prioritize various development options by considering community need, cost, feasibility, and impact.

COMMUNITY CONTEXT: A study of the city's social and physical context highlighted areas of high vulnerability, city growth trends and capital investment patterns, to identify priority neighborhoods for future investment.

All these inputs were woven together to formulate the Facilities Master Plan framework into a strategy focused on positioning EVPL as an efficient and effective platform for cultivating curiosity by creating wonder throughout Vanderburgh County.

PEER COMPARISON

COMPARISON BENCHMARK ANALYSIS – COHORT AVERAGES ONLY (2019)

#	Service Population	→	Open Book	Programs	Attendance	PC's
NUMBER OF BRANCHES	SERVICE POPULATION	TOTAL VISITS PER CAPITA	TOTAL CIRC. PER CAPITA	TOTAL PROGRAMS PER 10K CAPITA	PROGRAM ATT. PER 100 CAPITA	TOTAL PUBLIC PC'S
National 8.0	LJ Star Lib. 214,136	LJ Star Libraries 7.0	LJ Star Libraries 17.9	Regional 24	LJ Star Libraries 66	LJ Star Libraries 304
Regional 7.2	National 195,127	Avg. of Cohorts 5.4	Regional 13.3	LJ Star Libraries 23	Regional 57	National 231
Indiana 7.0	Avg. of Cohorts 186,201	Regional 5.2	Avg. of Cohorts 12.7	Avg. of Cohorts 22	Avg. of Cohorts 53	Avg. of Cohorts 230
Avg. Cohorts 7.0	EVPL 179,703	EVPL 5.2	Indiana 12.4	National 20	National 45	Regional 196
EVPL 7.0	Regional 168,163	Indiana 4.8	EVPL 10.4	Indiana 20	Indiana 43	Indiana 189
LJ Star Branches 5.6	Indiana 167,377	National 4.5	National 7.1	EVPL 10	EVPL 25	EVPL 134

When comparing EVPL to other peer libraries, the system performs on or near par across most categories. EVPL is providing more reference assistance to users than its peers (though it should be noted that Reference reporting standards aren't as stringent as they should be so some of this variation could be attributable to that). EVPL falls behind its peers as it relates to physical collection turnover (utilization), but probably more concerning is a deficiency in programming. EVPL offers less quantity of programs and has lower attendance per capita than all of the peer cohort averages. This shortage is likely a combination of staff resources and facility limitations. All recommendations for the EVPL system aim to equalize each location by identifying unique strengths at each building, investigating the source of that strength and applying those principles system-wide.

PROGRAMMING CAPACITY

When comparing the EVPL locations to peer libraries, one clear outlier was in the total programs and programming attendance per capita – where EVPL performed substantially lower than other systems. Careful consideration needs to be given to understand what changes should be made to marketing, staffing, and facilities to increase these metrics in the future.

FACILITY ASSESSMENT

BRANCH SNAPSHOT

8 Locations | 55 Average Age | 3.81 Average Collection per Square Foot

Evansville Vanderburgh Public Library maintains a diverse collection of facilities ranging in age from the oldest, East and West (109 years old), to the youngest, North Park (17 years old). Differences in building age, size, location, program, and style affect the ways each library is maintained, operated, and used by patrons over time. To assess each location's overall health, the team reviewed building-related documentation and maintenance logs, conducted in-depth interviews with staff, and toured each facility.

Facility assessments take into consideration building conditions, programming and operations and are used to inform both system-wide and branch-specific recommendations. At the system scale, the facility assessment prioritizes improvements across branches to allocate funding to the locations in most need. The assessment identifies opportunities and challenges to existing building conditions and provides design recommendations at various scales for each location. Together, these create a flexible and tangible roadmap for development decisions that incorporate flexibility, community needs, cost, feasibility, and impact.

Key considerations include:

- Space needs (i.e., meeting rooms)
- ADA accessibility
- Aging HVAC infrastructure (even within newer facilities)
- Lack of fire alarms
- Low lighting levels



Central
(2004)



North Park
(2005)



Oaklyn
(2002)



Red Bank
(1991)



McCollough
(1964)



Stringtown
(1938)



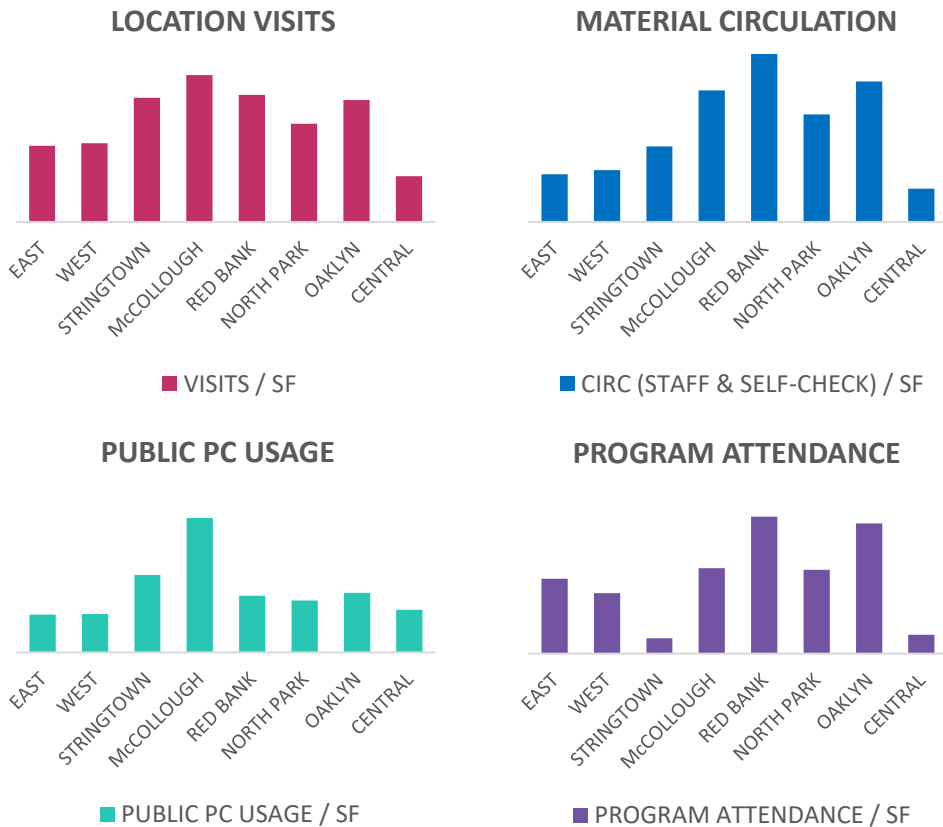
East
(1913)



West
(1913)

LOCATION UTILIZATION

In analyzing the utilization at each location, a “busy-ness” factor is defined. This analysis determines how active a library location is per square foot of space by comparison to the other locations in the system. The weighted score is calculated by scoring each activity based on building, staff, and other resource utilization and multiplying that score by the actual level of activity.



BUSY-NESS ASSESSMENT



Note: Central/Main Library locations always tend to show up at the bottom of these rankings for a variety of reasons. It doesn't indicate a lack of importance of these larger libraries as they often are a supporting resource to the other locations and as such probably cannot be judged fairly in this type of assessment. EVPL Central ranking 8 of 8 in this assessment is typical.

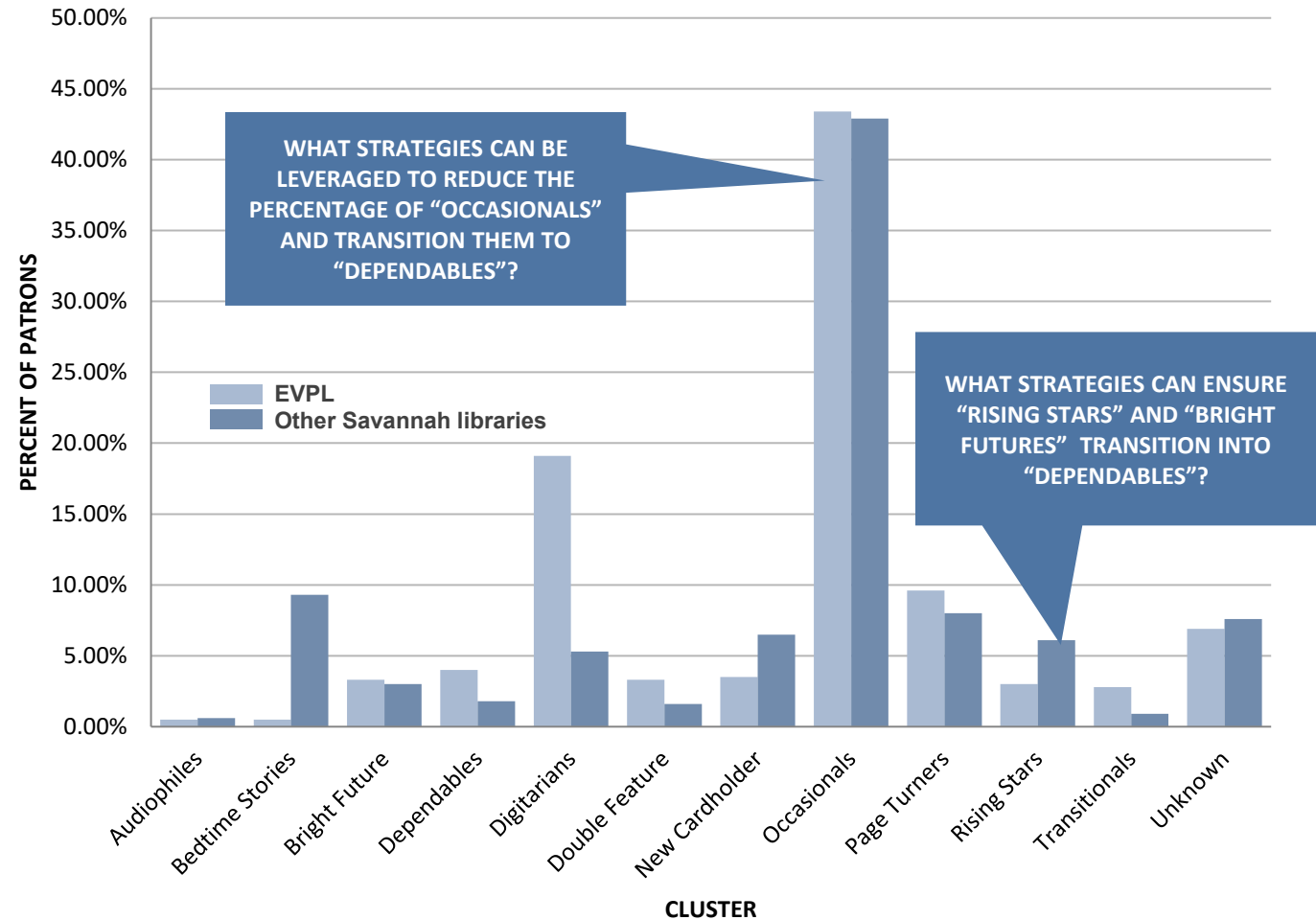
PATRON DEMOGRAPHICS

CLUSTER SEGMENTATION

It can be helpful to understand how patron behavior compares to other library systems. A common way to determine those trends is to analyze cluster segmentation – data that recognizes that every customer is different and that their needs are better served if services and marketing are personalized or targeted relevant to each customer’s behavior. It also allows an organization to focus and effectively allocate resources and maximize cross-promotional opportunities to improve customer engagement. Other benefits of customer segmentation include identifying new products and services that might appeal to each type of customer cluster or improving products and services to meet your customers’ needs and expectations.

Cluster Name	Behaviors
Audiophiles	Primarily borrow physical audiobooks
Bedtime Stories	Adults who borrow children's materials
Bright Futures	Teens between the age of 13-17
Dependables	Use a mixture of physical circulation types – Adult print, DVDs, etc.
Digitarians	Primarily use digital resources - Overdrive, Hoopla, etc.
Double Feature	Primarily borrow A/V (DVDs, CDs, etc)
New Cardholders	Signed up within the past 12 weeks
Page Turners	Primarily borrow adult and teen print
Rising Stars	Youth between the age of 0-12
Staying Connected	Public computer users
Transitionals	Borrow both digital and physical circulation
Occasionals	Have not used their library card in at least 12 weeks to a year prior
Inactives	Have not used their library card in more than 12 months

ALL EVPL LOCATIONS vs. SAVANNAH LIBRARY CLUSTERS



LOCATION TYPOLOGIES

One unique condition within the EVPL system is the existence of three distinct location typologies:

- **NEIGHBORHOOD:** A pedestrian location focused on serving the neighborhood at an intimate scale – often with patrons living within walking distance of the facility. These locations have physical collection counts between 20,000 – 30,000.
- **REGIONAL:** Often a more suburban facility, these locations provide a larger service area with a more robust market catchment for patrons. These locations have physical collection counts between 70,000 – 85,000.
- **CENTRAL:** The central hub for the entire system, located within the city's urban core, it is the epicenter for larger events, widest collection offerings, and regional attractions. The Central location has a physical collection count of around 325,000.

Each one of these facility types are responsible for serving different service areas. While the neighborhood locations are focused on providing a small presence that welcomes pedestrian traffic, the regional locations are designed to serve a larger catchment area – one that focuses on more suburban contexts. Lastly, the central location not only serve as a branch location for downtown users, but it also exists as the central hub for all resources flowing through the system. These different scales allow the library the ability to provide different patron experiences for various locations and user groups.

DIFFERENTIATING FACILITY SCALE



Neighborhood



Regional



Central

COMMUNITY DEMOGRAPHICS

The socio-economic profile of Vanderburgh County has seen substantial changes over the last twenty years. Like many communities of similar size, suburban growth has accommodated population growth and migration. However, this growth also stretched services and resources over a larger geographic area. These changes have not only shifted the demographic profiles of many neighborhoods within the community, but they have also located larger numbers of people outside a conventional service area for the existing facilities.

RACE

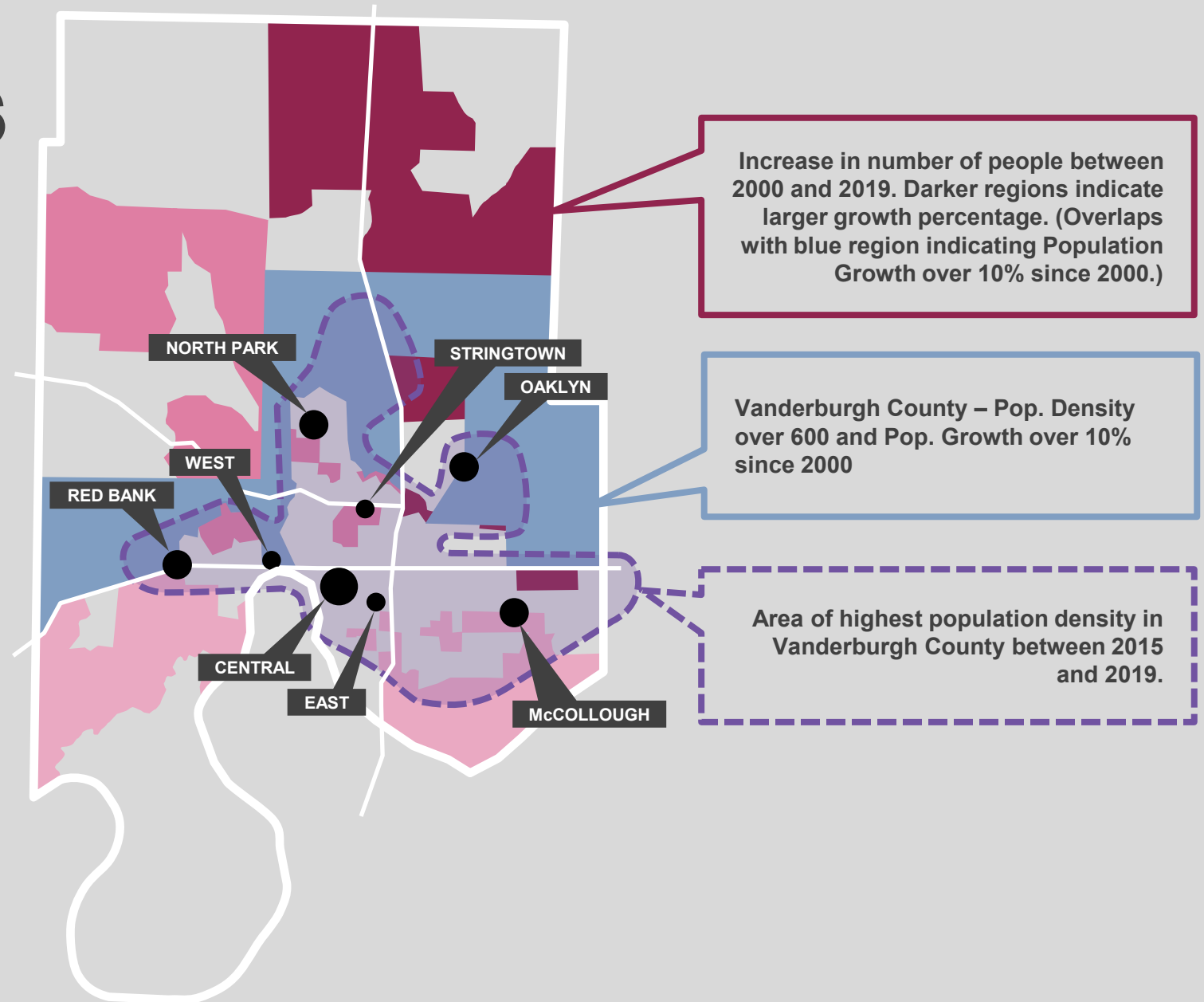
Of the people living in this area between 2015-2019, 85.01% are White, 9.55% are African American, 2.66% are Hispanic, 1.24% are Asian, 0.18% are either Native Hawaiian or Pacific Islander, 0.11% are American Indian or Alaskan Native, 1.22% are of "some other race" and 2.69% are of two or more races. Between 2000 and 2019, the White population changed by 0.44%, the African American population by 27.39%, and Asian population by 41.98%. The number of Hispanics changed by 185.19%.

AGE

In the report area between 2015-2019, 16.42% of the population is over the age of 65, 61.88% are of working age (18-64). 21.7% are under 18, and 6.04% are under 5 years old.

INCOME

The median household income for the study area was \$49,708, compared to the state of Indiana with a median of \$56,303. In the period of 2015-2019, 50.24% of households in the study area had an annual income of less than \$50,000, compared to 44.4% of people in the state of Indiana.



ENGAGEMENT

700+ SURVEYS | 20+ INTERVIEWS | 10 STAFF FOCUS GROUPS | VIRTUAL TOWN HALL

TOP SPACE PRIORITIES

- Not surprisingly, 89% of the respondents felt that readily accessible collections were the most important priority for the Library.
- This is followed by 73% for accessible parking, 66% for technology access, and 52% for interactive spaces for children 0-12.
- Least important are large meeting spaces for over 50 people (18% extremely important and 12% unimportant) and 24/7 access to materials (26% extremely important and 11% unimportant).

KEY DEMOGRAPHIC INFO

- 722 respondents completed the survey.
- Respondents were well spread across the area. Areas with fewest respondents were 47708 and 47639.
- Age range was well distributed. About 26% of respondents were over 65 years old, 20% were 36-45, 18% were 26-35, 17% were 56-65, and 15% were 46-55. 5% were under 26.

LIBRARY ACTIVITY

- 69% of respondents visit the library once a month or more, 34% visit weekly or more.
- Of those who don't visit the physical building, 29% say they are "virtual" library users and 32% had Other reason such as not living in the District or just moving here during the pandemic.
- For those who didn't visit regularly, some of the things that would make them consider visiting more were reminders of what the Library has to offer and more convenient locations.
- 96% of respondents have a library card. Those who don't have one most often indicated that they don't live in the County and the cost of a card is prohibitive, or their card is expired or lost.

"Love my library! It is an essential part of our community."

-Survey respondent

TOP SURVEY RESPONSE:
A readily accessible collection.

"I wish the library was open late any day including weekends."

-Survey respondent

TOP SURVEY RESPONSE:
Accessible parking and technology is a high priority.

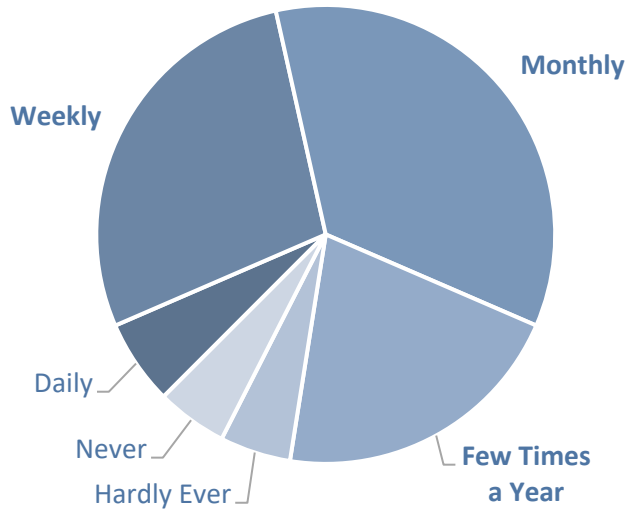
"The public library staff do an excellent job."

-Survey respondent

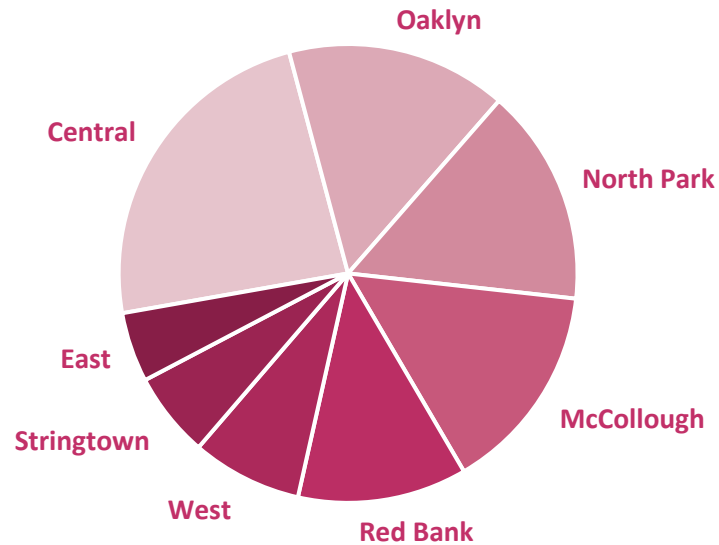
ENGAGEMENT

SYSTEM-WIDE SURVEY RESULTS

HOW OFTEN DO YOU VISIT?



WHICH LOCATIONS DO YOU VISIT?



34% of survey responders visit an EVPL location at least once a week, 69% at least once a month.

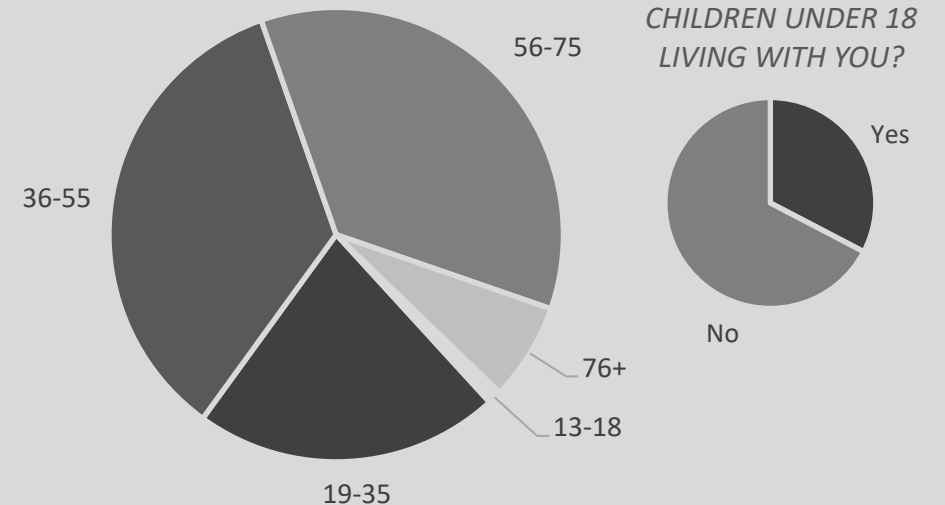


572 survey responders selected having visited multiple EVPL locations. 1,951 selections were marked, meaning that on average, responders visited 3.4 different locations. EVPL Central was the most visited at 25%.

REASON FOR VISIT

- FIND A BOOK/MAGAZINE
- FIND DVD/CD/VIDEO ETC.
- ATTEND A LIBRARY PROGRAM
- ATTEND A MEETING
- USE PRINTER/PHOTOCOPIER
- USE LIBRARY COMPUTER
- USE LIBRARY WI-FI
- QUIET STUDY
- ATTEND STORYTIME

SURVEY RESPONDENT PROFILE



IDENTIFYING OPPORTUNITIES

Through a variety of surveys, interviews, workshops, and staff discussions, specific challenges and opportunities were defined at each location. However, during those conversations, recurring themes were also identified as issues that need addressed across the EVPL system.



MEETING ROOM CAPACITY

Many of the meeting room spaces throughout the system are insufficient in size and/or quantity. While most locations rely on a singular room for housing all programming, these spaces are often undersized and don't provide the flexibility and capacity that a series of additional smaller meeting rooms could offer.



ACCESS TO COLLECTION

Accessing the physical collection is still a top priority to most survey respondents. The post-pandemic operation of each facility will likely need to reconsider the patron experience in searching, selecting, and accessing the collection (both physically and virtually) across multiple locations.



FUNCTIONAL TECHNOLOGY

Technology is an ever-evolving priority for all libraries. With the varying facility types (neighborhood, regional, etc.) in the EVPL system, a standardized approach to technology management will not address the various needs for the diverse user groups at each location.



INCLUSIVE PLACEMAKING

Access to the collection is a multifaceted issue. Beyond the need to ensure each facility is fully ADA-accessible, additional measures should be made to increase patron access to the collection and programming offered throughout the system by people of all ages and abilities.

"To ask why we need libraries at all, when there is so much information available elsewhere, is about as sensible as asking if roadmaps are necessary now that there are so very many roads."

- Jon Bing

FACILITY PLAN FRAMEWORK

The framework for this plan provides system-wide recommendations and location-specific strategies that look to enhance the multiple ways people use libraries today and creates a flexible roadmap for adapting to future changes.

Libraries have a proven positive impact on the daily lives of patrons much beyond a traditional exchange and absorption of knowledge. A 2017 Pew Research study found that Americans believe libraries help them in the following ways:

- 65% say libraries help them grow as people.
- 49% think libraries help them focus on things that matter in their lives.
- 43% believe libraries help them cope with a busy world.
- 38% say libraries help them cope with a world where it's hard to get ahead.
- 27% think libraries help them protect their personal data from online thieves.

System-wide and location-specific recommendations present pathways to increase the reach and impact of all facilities and provide tangible action steps. Together, they serve as a prioritized framework for future investment that builds on the existing strengths within each service area and help transform the system into a driver of equity and opportunity throughout the city.

As outlined in The Aspen Institute's report, *Rising to the Challenge: Re-Envisioning Public Libraries*, in an increasingly virtual world, physical library places are community assets. They:

ESTABLISH PERSONAL CONNECTIONS that help define community needs and interests

PROVIDE AN ANCHOR for economic development and neighborhood revitalization

STRENGTHEN COMMUNITY IDENTITY in ways that yield significant return on investment, including drawing people together for diverse purposes

PROVIDE A SAFE AND TRUSTED LOCATION for community services such as health clinics, emergency response centers, small business incubators, workforce development centers, and immigrant resource centers

CREATE CONNECTING PLACES in new locations that draw people together—shopping malls, big box stores, airports, and mobile buses

THE VALUE PROPOSITION OF THE PUBLIC LIBRARY

The emerging value proposition of the public library is built around three key assets – *people, place* and *platform*: *

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

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

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

*SOURCE: *Rising to the Challenge: Re-Envisioning Public Libraries*, The Aspen Institute (2014)



“Persistent education and learning are the reality... the library as people, place and platform is the new knowledge institution that can serve all those needs.”

- Lee Rainie

COMMUNITY HEALTH & WELL-BEING

As this value proposition evolves over time within the community, it is a reality that is coupled with the growing research connecting the built environment with neighborhood health and well-being.

Beyond the conventional duty of providing resources and programming, libraries need to strengthen their ability to serve as social hubs for people of all ages and abilities. More precisely, they need to operate as an effective “third place” – the place beyond the realms of (1) home and (2) work. As Ray Oldenburg defined it in his book, *The Great Good Place*, “The third place is a generic designation for a great variety of public spaces that host the regular, voluntary, informal, and happily anticipated gatherings of individuals beyond the realms of home and work.” In embracing the role as a third place, specific attention is given to how the library operates as a gathering place and how the physical structure impacts the health of the neighborhood it looks to support.

A reason public libraries are seen as such important third-place institutions is that they and their librarians have gradually taken on other functions well beyond lending out books. In many communities, librarians are also ad hoc social workers and navigators. They help local people figure out the complexities of life, from navigating the health system to helping those with housing needs. This “go-to” role has influenced library programming and events, with libraries providing advice and connections to health, housing, literacy, and other areas.

Other sectors, such as healthcare, increasingly see public libraries as a critical link to improving community health and well-being. For instance, the National Library of Medicine is helping local librarians to be more effective local navigators by regularly hosting webinars and training sessions for local librarians on how to navigate social services, aging, mental health, welfare and public assistance, housing resources, health care, and employment resources.



PRIORITIZING THE ROLE AS AN ANCHOR INSTITUTION

In many communities, libraries are combining the access and trust characteristics of a third place with a growing interest in eliminating health disparities – using partnerships with other institutions to connect people with services and help. Additionally, through localized initiatives, the role of the modern public library is moving beyond identifying as an information hub or a social node and gravitating towards the necessary function of an *anchor institution*.

“Main Street public libraries became local agents, physical and figurative, through which their communities’ citizens – elite as well as common – accomplished two tasks for local harmony. First, the libraries provided public space to demonstrate and teach social behaviors and responsibilities acceptable to the community. Second, they provided literary space through collections and services that offered models for successful living, problem solving, and an orderly life at the same time they peacefully mediated a set of ever-shifting cultural values constantly influenced by inside and outside forces.”*

Anchor institutions are deeply rooted economic engines in the communities they serve, holding significant social capital. They are often trusted leaders in their communities, well positioned to help lead multi-sector work aimed at eliminating health disparities. By leveraging their economic power, good will, and human resources, anchor institutions can make significant advancements in the promotion of health equity. It’s a role that works to respond to specific and urgent challenges facing many communities – one that will shape the planning, development, and management of public libraries for the next several years.

* Wayne Wiegand, “Main Street Public Library,” *American Libraries Magazine*, September/October 2011, p. 16



GUIDING PRINCIPLES

Recommendations

a SUPPORT AND SERVE ALL PEOPLE

Increase the library's ability to provide meaningful resources and experiences for a diverse collection of patrons.



b ESTABLISH EQUITABLE PLACES

Enhance the library's ability to provide places that are accessible to a variety of people.



c CREATE WONDERFUL PLATFORMS

Strengthen the library's ability to cultivate curiosity through platforms dedicated to creating wonder.



Opportunities

- Effective wayfinding and signage.
- Flexible meeting and programming rooms.
- Unisex restrooms at all locations.
- Sensory rooms within all central and regional locations.

- ADA accessible facilities throughout the system.
- Wi-fi access throughout interior and exterior spaces.
- Increase access to collection and programming (especially within existing library deserts) through non-traditional locations.

- Makerspaces and creative programming space.
- Outdoor programming spaces (i.e., story walks)
- Mural and art unique to each location.
- Cognitive wayfinding measures for people of all ages and abilities.

SYSTEM-WIDE RECOMMENDATIONS

In response to the existing facility assessments and guiding principles, a series of system-wide recommendations were developed for application across all facilities to align strategic initiatives and (where appropriate) provide brand consistency within the patron experience.



MEETING ROOM CAPACITY

Providing a diverse offering of meeting rooms (especially those serving 4-6 people each) is prioritized at all locations to house functions ranging from small group programs to one-on-one tutoring.



ACCESS TO COLLECTION

Develop sustainable strategies to provide access to the collection within underserved areas throughout the county – including the potential of new locations and the adoption of nontraditional library installations.



FUNCTIONAL TECHNOLOGY

Implement a technology integration plan segmented by facility size, prioritizing patron access to wi-fi and the growth of a formal makerspace housed in the Central location. Additional considerations should be given to an enhanced building management capabilities, lighting, security, and audiovisual capabilities.



INCLUSIVE PLACEMAKING

Improve cognitive wayfinding and equitable accessibility across all facilities with strategies ranging from universal-design signage, to the inclusion of sensory rooms, to nontraditional partnerships and marketing efforts that aim to increase utilization and programming attendance (especially in underserved populations).

SYSTEM-WIDE RECOMMENDATIONS

DIFFERENTIATING STRATEGIES

Beyond the system-wide recommendations, specific challenges and opportunities were identified through this framework and organized into four key categories:

- **CENTRAL:** The central hub for the entire system, located within the city's urban core it is the epicenter for larger events, widest collection offerings, and regional attractions. The Central location has a physical collection count of around 325,000.
- **REGIONAL:** Often a more suburban facility, these locations provide a larger service area with a more robust market catchment for patrons. These locations have physical collection counts between 70,000 – 85,000.
- **NEIGHBORHOOD:** A pedestrian location focused on serving the neighborhood at an intimate scale – often with patrons living within walking distance of the facility. These locations have physical collection counts between 20,000 – 30,000.
- **MICRO-LOCATIONS:** Physical interventions within underserved areas that look to provide patrons access to collections and programming through nontraditional strategies.

Micro-Location(s)



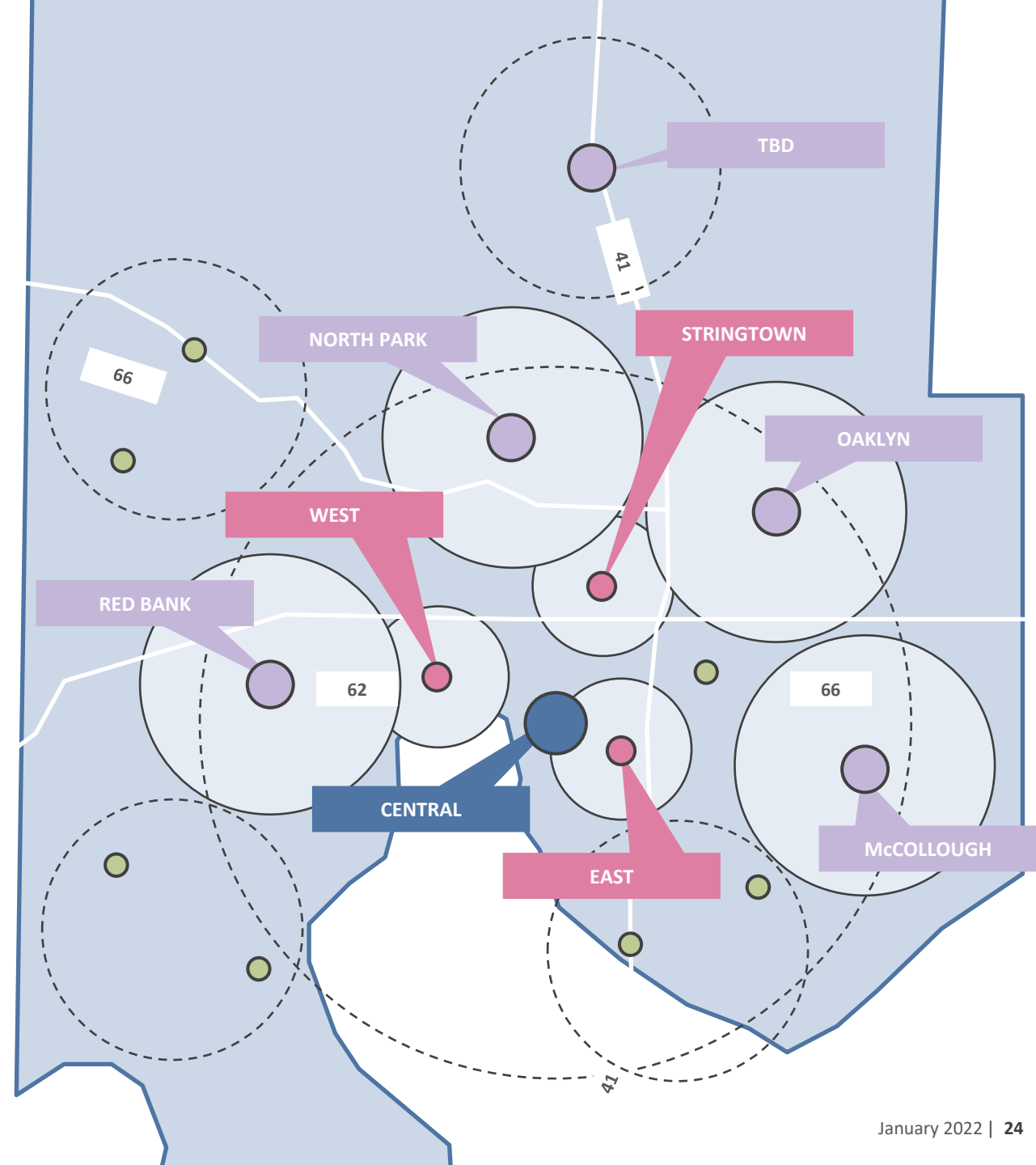
Neighborhood



Regional



Central



LOCATION-SPECIFIC RECOMMENDATIONS

Location-specific recommendations celebrate the legacy, culture, and challenges facing each facility and recognize that investments will be carried out incrementally over time. The different strategies give each location the flexibility and information to seek out additional funds for specific projects, as well as direct funds as they become available to locations in a systematic and equitable manner.

QUICK WINS: Quick wins can be made immediately and at little or no cost. These are recommended for all locations. They can be used to make quick and visible programmatic and/or physical improvements that can energize staff and patrons and create immediate impacts.

MODERATE STEPS: Moderate steps are strategic investments that can be made at modest costs. They can dramatically increase functionality, attract new users, increase outreach, and impact vulnerable groups.

SUBSTANTIAL MOVES: Substantial moves radically rethink service delivery at locations and include recommendations that impact both physical and programming resources. Implementing these strategies will require longer timeframes, capital investments, and staff time but result in lasting community benefits.

The following recommendations present a series of strategies for each location. However, these recommendations are not mutually exclusive. For branches that might not warrant immediate substantial moves, a focus should be put on the possibility of successfully implementing a series of “quick wins.” Conversely, if an identified “substantial move” is likely to be pursued in the immediate future, some of the “quick wins” identified at those locations may be dismissed (with the assumption such opportunities could be absorbed in the larger effort).



1. Quick Wins

Timeframe: **Immediate**
Cost: **Low (<\$20k)**

2. Moderate Steps

Timeframe: **1-2 Years**
Cost: **Moderate (\$20-\$500k)**

3. Substantial Moves

Timeframe: **3-10 Years**
Cost: **High (>\$500k)**

NEW SERVICE EXPERIENCE | MICRO-LOCATIONS

PRELIMINARY CONSIDERATIONS

Alternative outreach opportunities should be explored when determining how best to meet needs in service deserts. While small in footprint, these installations can have a significant cost to implement. Most of these concepts fall within the “moderate steps” category, and if multiple installations were to be simultaneously considered across the county, the cost would likely exceed the threshold for a “substantial move.” Additionally, the implementation of this type of patron interface will require additional staffing requirements and overhead costs before implementation; however, innovative installations to better serve patrons could include, but not be limited to the following:

LIBRARY HOLD LOCKERS: External hold lockers come in a wide variety of options from simple keyed locks to more sophisticated units reliant on smart phones or library cards for access. These still require library staff to fill and retrieve books but can be a great option for patrons who want access to physical materials.

STANDALONE KIOSKS: From repurposed vending machines to purpose-built pieces of machinery, offering a variety of books – often popular materials, DVD, and children’s collection – in a browsable kiosk offers patrons the option to peruse and happen-upon a new book in lieu of putting materials on hold. These kiosks should be sheltered from weather, have adequate lighting, and utilize security cameras. Offering free wi-fi and seating as part of this installation is also highly recommended.

BOOK MOBILES: These roving service models are not new. However, they are growing in popularity in response to exploring sustainable ways to provide access within underserved areas. Offering wi-fi/computer access, providing a private computer booth for telehealth, or partnering with mobile clinics and blood donation drives are innovative methods of bringing this time-tested service into the 21st century.

CULTURAL HUB: Identifying strong cultural hubs can be the impetus for the creation of micro-libraries that offer materials pertaining to a specific community or place. Building upon and uplifting an established neighborhood identity strengthens the bond of the community with the library and provides them a scalable location to provide limited access to the collection and programming.

PARTNERSHIPS: While a physical location might not be possible everywhere, partnering with other local entities can provide an opportunity to allow patrons to access collections, technology, and programming. Of all the micro-location options, forming these types of partnerships falls easily into the “quick wins” category and should be considered whenever the opportunity arises at the neighborhood level.



HOLD LOCKERS



KIOSKS



BOOK MOBILE



CULTURAL HUB

WEST | NEIGHBORHOOD LOCATION



2000 W Franklin St, Evansville, IN 47712

LOT SIZE: ~8,000 SF (*Westside Library Park is city-owned property*)
BLDG SIZE: 7,838 SF (2 STORY)

--- METS Route
--- Building/Site



WEST | NEIGHBORHOOD LOCATION

LOCATION ASSESSMENT

EVPL West is one of two sister Carnegie Library buildings. The West and East locations were both built in 1913 and retain both the beauty and the challenges that come with maintaining historic buildings. The facility itself is a beloved structure in the neighborhood and has operated as an anchor for generations. The size of the building and its lack of an accessible means of egress reduces its capacity to provide meaningful collections and services to patrons of all ages and abilities.

NEIGHBORHOOD DEMOGRAPHICS

	CATCHMENT ZONE	EVPL SYSTEM-WIDE AVG.
MEDIAN HOME VALUE	\$125,000.00	\$121,674.45
MEDIAN HOUSEHOLD INCOME	\$39,958.68	\$47,085.94
POP. DENSITY PER SQ MILE	1,224	1,907
EDUCATION (% OF POP. WITH BACHELOR OR HIGHER)	12%	12%
MEDIAN AGE	48.15	40.55
FAMILY SIZE (AVERAGE)	2.88	2.91
HOUSEHOLD SIZE (AVERAGE)	1.95	2.24
LANGUAGE SPOKEN OTHER THAN ENGLISH (% OF POPULATION)	0.57	3.16
ACCESS TO INTERNET (%)	74%	69%
TOTAL POPULATION	2,309	22,660

WHAT'S WORKING

- Historic character
- Vibrant neighborhood
- Staff outreach to neighborhood
- Welcoming atmosphere

NEEDS IMPROVEMENT

- Accessibility into the building
- Hours of operation
- Size of collection
- Meeting room space

WHAT WE'VE HEARD

- EVPL West Patrons

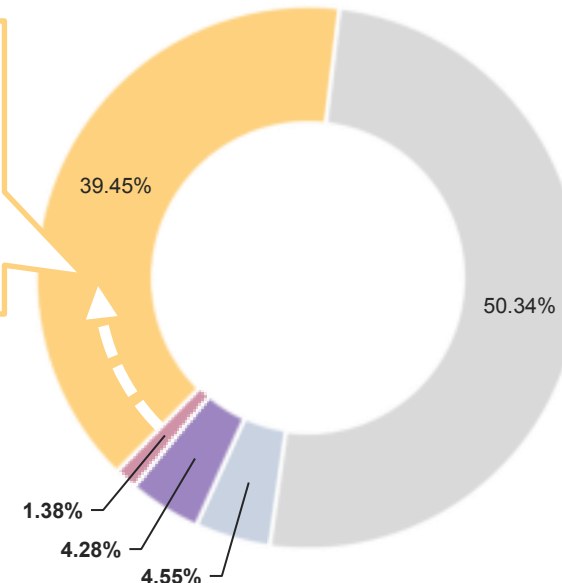
“EVPL is a superb system, especially for a city the size of Evansville. Very responsive to community & patron needs, a great resource for our city.”

“Really appreciate the call and pick up book service offered during Covid 19.”

“...If I ever move, I could never expect another city, even bigger to have a better library system...”

GROWTH OPPORTUNITY
Success can be measured on how many patrons move from the Occasional cohort into the Dependable, Rising Star, or Bright Future cohorts.

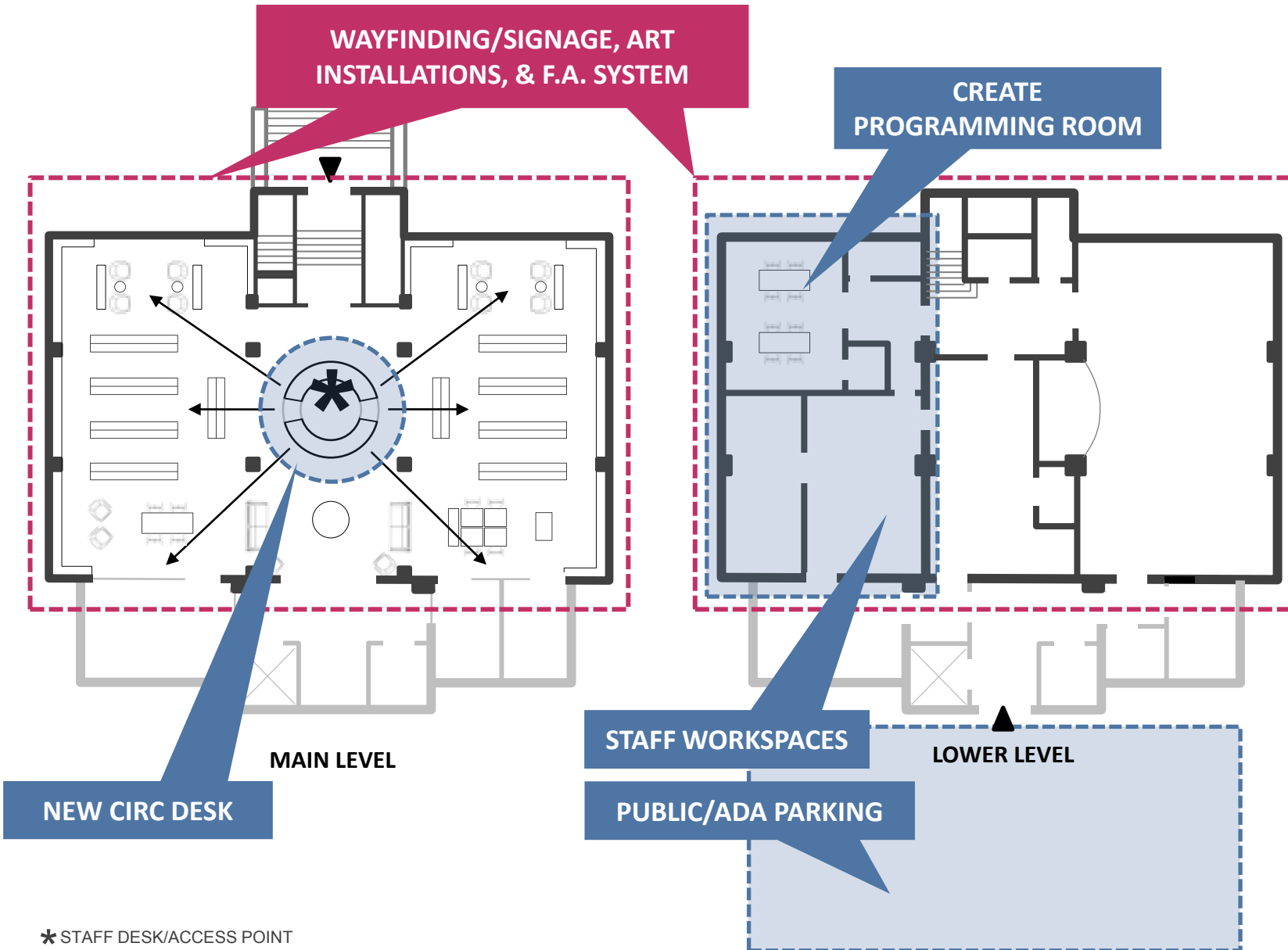
- DEPENDABLES
- RISING STARS
- BRIGHT FUTURES
- OCCASIONALS
- OTHER



WEST | NEIGHBORHOOD LOCATION



WEST | NEIGHBORHOOD LOCATION



PRELIMINARY CONSIDERATIONS

QUICK WINS

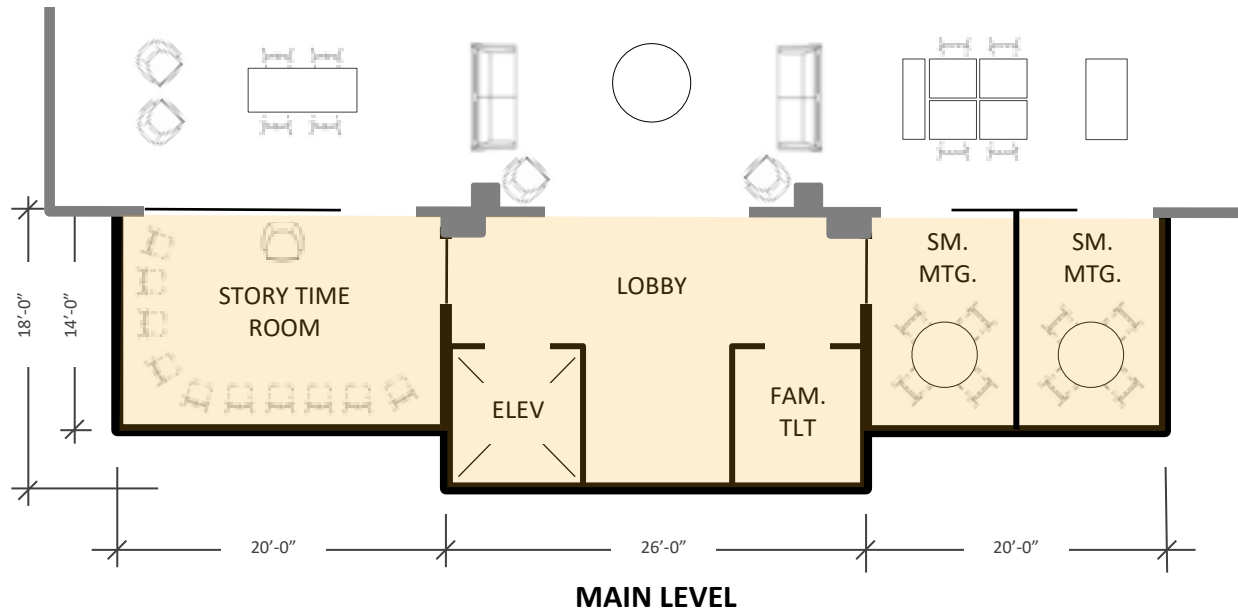
- Improve way-finding and signage
- Increase art installations and murals
- Fire alarm system

MODERATE STEPS

- Increase public and ADA parking
- HVAC and lighting upgrades
- Provide new circulation desk and enhance staff work areas
- Repurpose existing staff break room as Arts & Crafts Programming room (once proposed expansion is complete)

* STAFF DESK/ACCESS POINT

WEST | NEIGHBORHOOD LOCATION

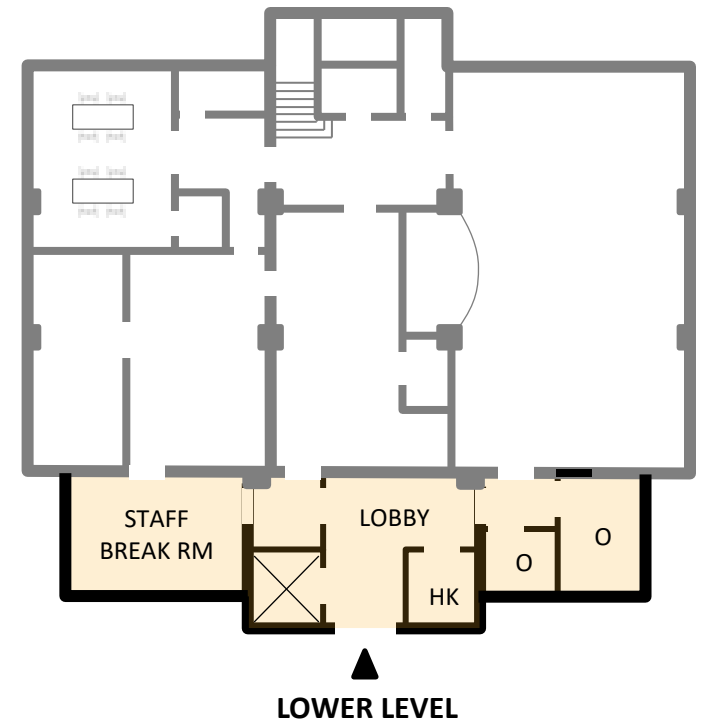


PRELIMINARY CONSIDERATIONS

SUBSTANTIAL MOVES

- Expand the building to include new accessible entrance, elevator, meeting rooms, story time area, staff break room, staff office space, and unisex restroom.

EXAMPLE IMAGERY



EAST | NEIGHBORHOOD LOCATION



840 E Chandler Ave, Evansville, IN 47713

LOT SIZE: 1.78 Acres
BLDG SIZE: 7,838 SF (2 STORY)

— Building/Site



EAST | NEIGHBORHOOD LOCATION

LOCATION ASSESSMENT

EVPL East is one of two sister Carnegie Library buildings. The West and East locations were both built in 1913 and retain both the beauty and the challenges that come with maintaining historic buildings. The facility itself is a beloved structure in the neighborhood and has operated as an anchor for generations. The size of the building and its lack of an accessible means of egress reduces its capability to provide meaningful collections and services to patrons of all ages and abilities.

NEIGHBORHOOD DEMOGRAPHICS

(Shares catchment zone with EVPL Central)

	CATCHMENT ZONE	EVPL SYSTEM-WIDE AVG.
MEDIAN HOME VALUE	\$75,629.10	\$121,674.45
MEDIAN HOUSEHOLD INCOME	\$29,883.54	\$47,085.94
POP. DENSITY PER SQ MILE	3,383	1,907
EDUCATION (% OF POP. WITH BACHELOR OR HIGHER)	6.5%	12%
MEDIAN AGE	35.54	40.55
FAMILY SIZE (AVERAGE)	3.08	2.91
HOUSEHOLD SIZE (AVERAGE)	2.32	2.24
LANGUAGE SPOKEN OTHER THAN ENGLISH (% OF POPULATION)	4.47	3.16
ACCESS TO INTERNET (%)	64%	69%
TOTAL POPULATION	33,425	22,660

WHAT'S WORKING

- Historic character
- Adjacent Park
- Staff outreach to neighborhood
- Welcoming atmosphere

NEEDS IMPROVEMENT

- Accessibility into the building
- Hours of operation
- Size of collection
- Meeting room space

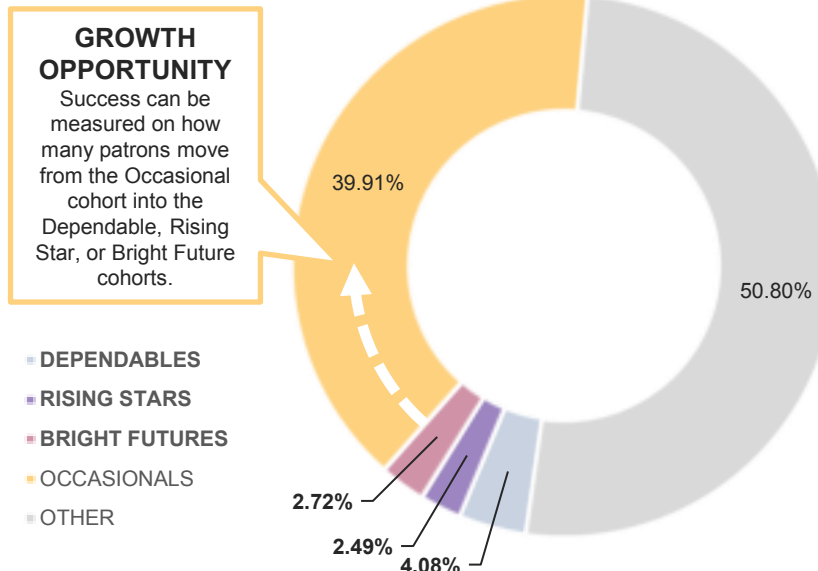
WHAT WE'VE HEARD

- EVPL East Patrons

"I love almost all of the current locations ...and think the libraries do a great job."

"...I love the idea of a machine that would be available after hours that would let me retrieve books I've requested..."

"More music downloads available. Can't always get to a physical location."



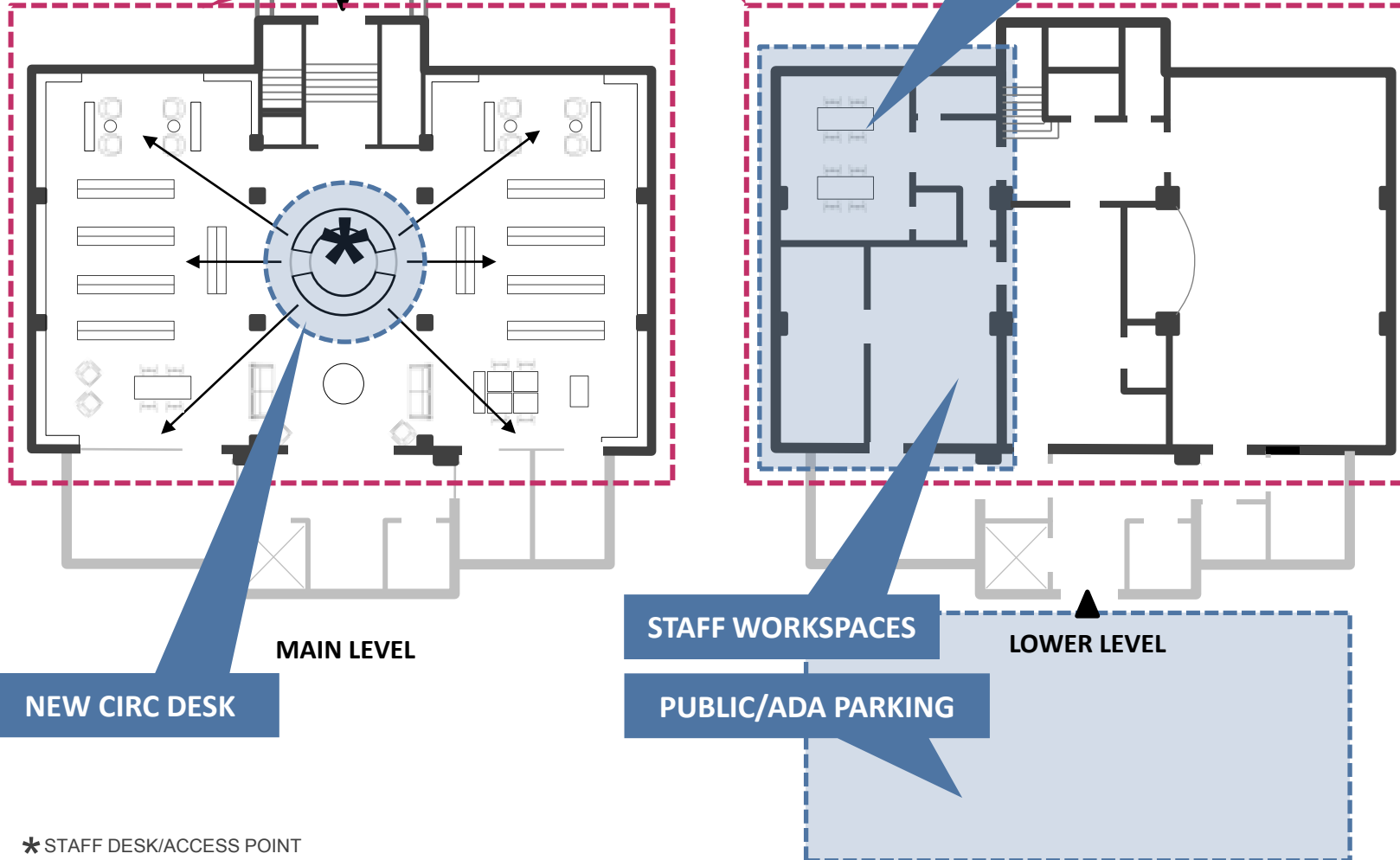
EAST | NEIGHBORHOOD LOCATION



EAST | NEIGHBORHOOD LOCATION

WAYFINDING/SIGNAGE, ART INSTALLATIONS, & F.A. SYSTEM

CREATE PROGRAMMING ROOM



PRELIMINARY CONSIDERATIONS

QUICK WINS

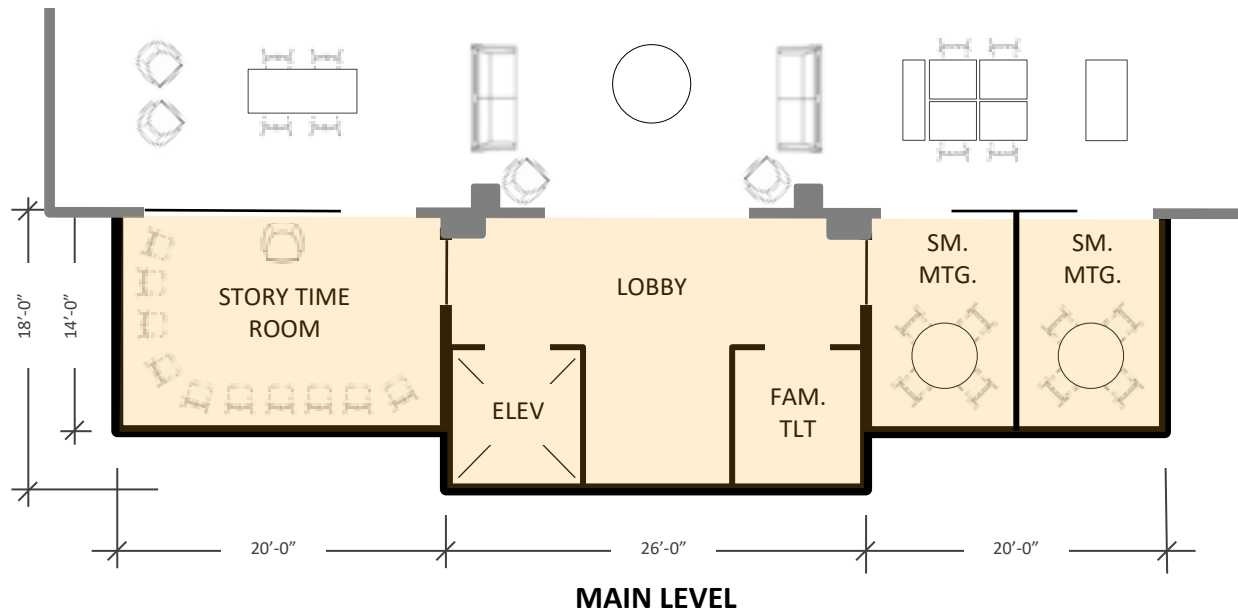
- Improve way-finding and signage
- Increase art installations and murals
- Fire alarm system

MODERATE STEPS

- Increase public and ADA parking
- HVAC and lighting upgrades
- Provide new circulation desk and enhance staff work areas
- Repurpose existing staff break room as Arts & Crafts Programming room (once proposed expansion is complete)

* STAFF DESK/ACCESS POINT

EAST | NEIGHBORHOOD LOCATION

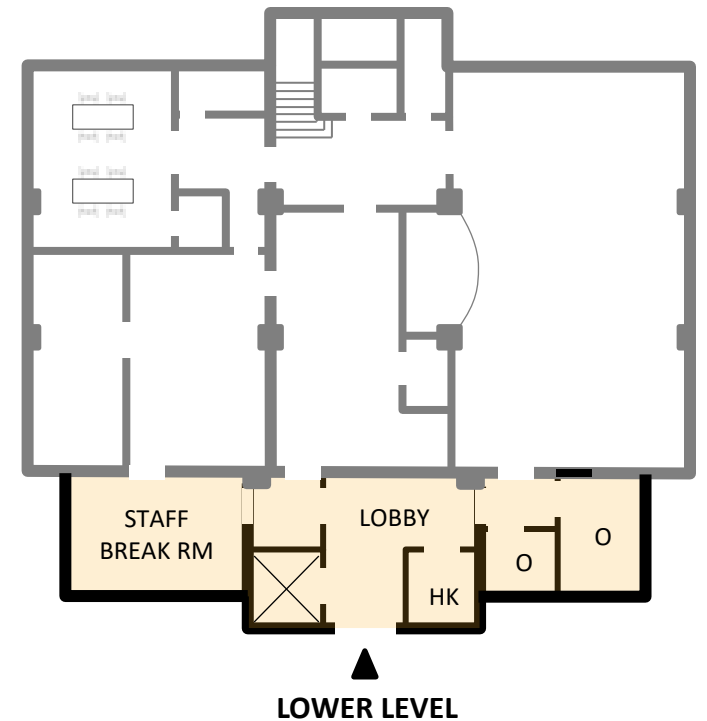


PRELIMINARY CONSIDERATIONS

SUBSTANTIAL MOVES

- Expand the building to include new ADA entrance, elevator, meeting rooms, story time area, break room, staff offices, and unisex restroom.
- Explore potential uses of acreage to the northwest of facility for expanded public engagement and programming.

EXAMPLE IMAGERY



STRINGTOWN | NEIGHBORHOOD LOCATION



2100 Stringtown Rd, Evansville, IN 47711

LOT SIZE: 0.42 Acres
BLDG SIZE: 5,475 SF (2 STORY)

--- METS Route
— Building/Site

STRINGTOWN | NEIGHBORHOOD LOCATION

LOCATION ASSESSMENT

EVPL Stringtown has served its community since it was constructed in 1938. Though the structure appears dated by today's standards, it was a very modern library when first built. Over the years there have been discussions regarding the possibility of relocating or closing this location – conversations that were met with resistance from those adamant that the library should continue to serve the surrounding neighborhood. It is the smallest of the three Neighborhood Locations (along with East and West). Options for renovations or additions are limited due to the style of construction and the restrictions of the site. If a new building is considered, it should be located within the existing service area.

NEIGHBORHOOD DEMOGRAPHICS

	CATCHMENT ZONE	EVPL SYSTEM-WIDE AVG.
MEDIAN HOME VALUE	\$78,449.95	\$121,674.45
MEDIAN HOUSEHOLD INCOME	\$37,750.32	\$47,085.94
POP. DENSITY PER SQ MILE	3,468	1,907
EDUCATION (# OF POP. WITH BACHELOR OR HIGHER)	5%	12%
MEDIAN AGE	39.97	40.55
FAMILY SIZE (AVERAGE)	2.84	2.91
HOUSEHOLD SIZE (AVERAGE)	2.22	2.24
LANGUAGE SPOKEN OTHER THAN ENGLISH (% OF POPULATION)	1.97	3.16
ACCESS TO INTERNET (%)	68%	69%
TOTAL POPULATION	5,534	22,660

WHAT'S WORKING

- Community anchor
- Welcoming atmosphere
- Access to public transportation

NEEDS IMPROVEMENT

- Lacking adequate space
- Size of collection
- Informal meeting space

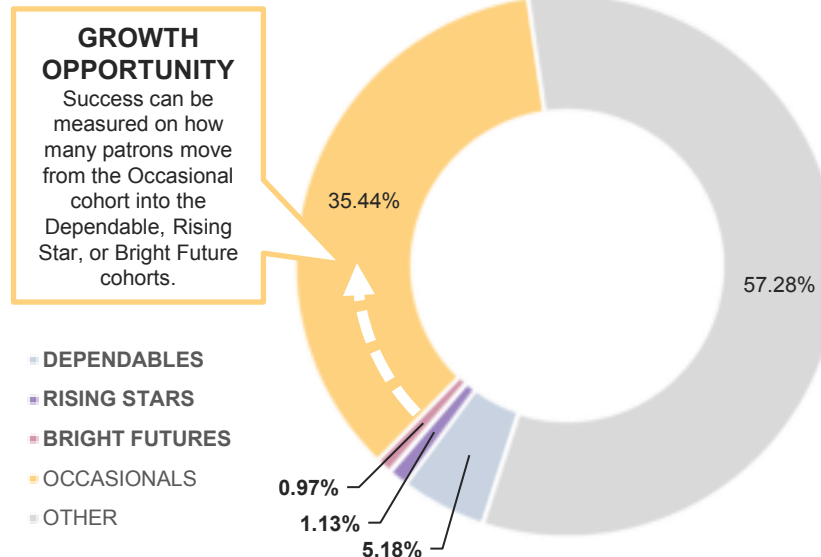
WHAT WE'VE HEARD

- EVPL Stringtown Patrons

"I love to read & have always loved the library. The library has always made me feel at home. Thank you!"

"I like that Stringtown library building may be smaller than others, but it's comfortable, and the staff is readily available."

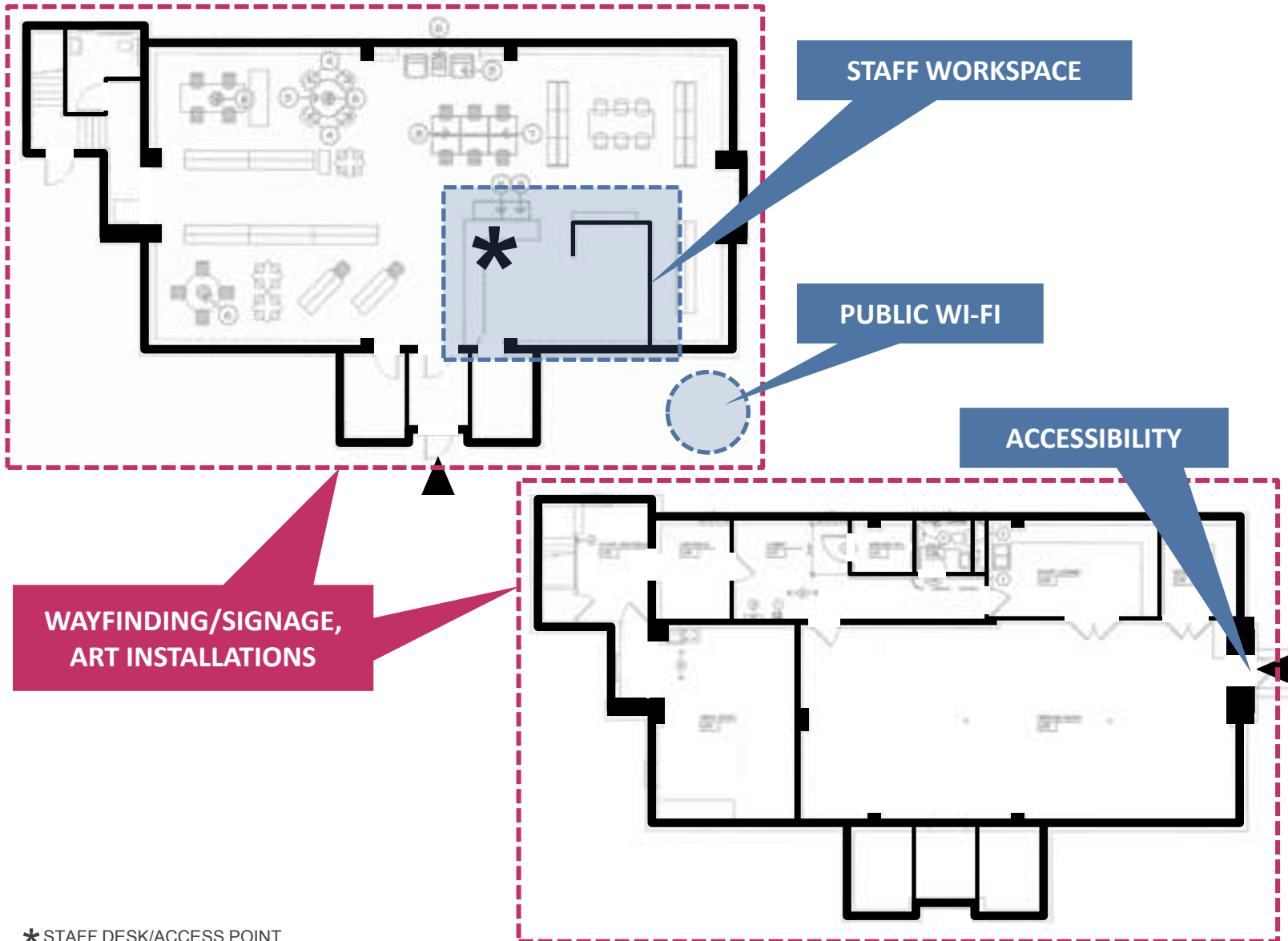
"DO NOT CLOSE STRINGTOWN. Thank you!"



STRINGTOWN | NEIGHBORHOOD LOCATION



STRINGTOWN | NEIGHBORHOOD LOCATION



PRELIMINARY CONSIDERATIONS

QUICK WINS

- Improve way-finding and signage
- Increase art installations and murals

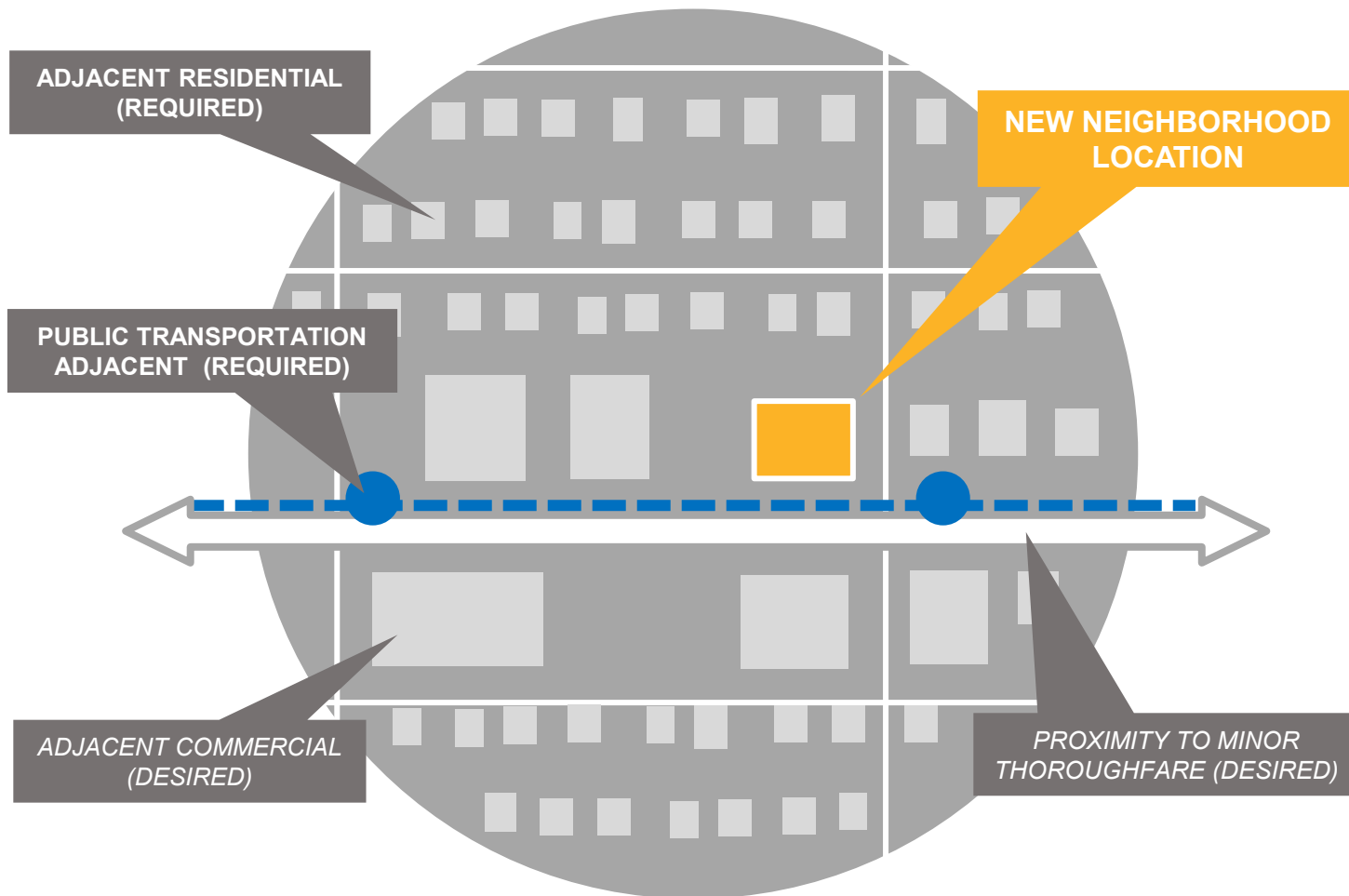
MODERATE STEPS

- Improve staff workspace
- Increase ADA accessibility
- HVAC and lighting upgrades
- Provide outdoor wi-fi access

* STAFF DESK/ACCESS POINT

STRINGTOWN | NEIGHBORHOOD LOCATION

NEW LOCATION CRITERIA



PRELIMINARY CONSIDERATIONS

SUBSTANTIAL MOVES

- Consider a new Neighborhood Location facility within the existing service area that prioritizes walkability, access, and programming.
- If a new location is finalized, consider how the existing structure can be repurposed or the asset released.

SITE SELECTION CRITERIA

- **WITHIN RESIDENTIAL NEIGHBORHOOD**
- **WALK SCORE: MINIMUM 65**
Needs to have direct pedestrian connection to existing neighborhood (see walkscore.com)
- **ACCESSIBLE TRANSPORTATION**
Needs to have a minor vehicular thoroughfare and a METS stop(s) within a 5-minute walk.
- **PROVIDE ADEQUATE SPACE**
Provide adequate space for a new building OR renovation of a 10,000 (+/-) square foot facility

PROTOTYPE | NEIGHBORHOOD LOCATION

CONCEPTUAL SPACE PROGRAMMING

GENERAL DATA

SITE ACREAGE: 1-2 acres
 SQUARE FOOTAGE: 10,000 SF (+/-)
 COLLECTION: 20,000-30,000 items
 MEETING ROOM CAPACITY: 30-40 people

BUILDING COMMONS	1,200 SF
Entry Lobby/Vestibule	300 SF
Circulation Desk	200 SF
Periodicals Collection	100 SF
Lounge	150 SF
A/V Collection	200 SF
Circulation (25%)	250 SF

CHILDREN'S COLLECTION	2,075 SF
Juvenile Collection	500 SF
Teen Collection	100 SF
Lounge space	200 SF
Story Time Room	800 SF
Family Restroom	60 SF
Circulation (25%)	415 SF

STAFF/UTILITY SPACES	2,250 SF
Staff Workroom	180 SF
Staff Toilet	60 SF
Manager Office	150 SF
Break Room	350 SF
FTE Office	100 SF
Public Restrooms	120 SF
Mech/Elec Room	400 SF
Housekeeping Closet	40 SF
Storage	300 SF
IT/Server Room	100 SF
Circulation (25%)	450 SF

ADULT COLLECTION	2,700 SF
Fiction Collection	600 SF
Nonfiction Collection	200 SF
Large Print Collection	100 SF
Lounge	200 SF
Small Meeting Rooms (2)	200 SF
Study Tables	350 SF
Storage	500 SF
Circulation (25%)	550 SF

PROGRAMMING ROOM	1,665 SF
Large Meeting Room	1,300 SF
Meeting Room Storage	150 SF
Circulation (15%)	215 SF

NOTE: The space needs within this diagram are intended to define the needs of a new facility or a possible renovation of an existing building (if such square footages and spatial organizations can be achieved).

The diagram is intended to illustrate a conceptual space program for a new Neighborhood Location. While the square footage allocation is preliminary, the building's organization represents a desired patron experience.

PROTOTYPE | NEIGHBORHOOD LOCATION

CONCEPTUAL SPACE PROGRAMMING

FACILITY VISION

The prototype for the Neighborhood location(s) is intended to serve patrons in a more intimate, pedestrian scale. Unlike the regional locations, these facilities imbed themselves within the fabric of the neighborhood and strive to work as an inclusive civic partner – one that the surrounding residents take ownership in its success and utilization. They provide a unique and different experience for patrons, one that looks to embrace the following:

- **Flexibility:** While the shape and size of the neighborhood locations can be standardized, the patrons they serve can be extremely different. Therefore, these facilities need to provide staff with a nimble platform from which they can host a variety of events, evolving collections, and the ability to react to the needs of the surrounding neighborhood. The provision of meeting rooms is critical in supporting activities ranging from small group discussions and tutoring to supervised visitations and professional service consulting.
- **Connectivity:** When exploring the role of the library as an anchor institution, it's critical to understand the importance of creating an environment that fosters meaningful personal connections. The primary duty of a third place is to provide a reliable source of connectivity – to offer those that need it an oasis from loneliness and a predictable supply of social interaction with familiar faces.
- **Scale:** The key differentiator for these facilities is their small, intimate scale. Special consideration should be given to how this personal scale (from interior finishes and furniture to signage and technology) can be preserved.

CHILDREN'S COLLECTION 2,075 SF



ADULT COLLECTION 2,700 SF



PROTOTYPE | NEIGHBORHOOD LOCATION

CONCEPTUAL SPACE PROGRAMMING

STAFF/UTILITY SPACES

2,250 SF



BUILDING COMMONS

1,200 SF

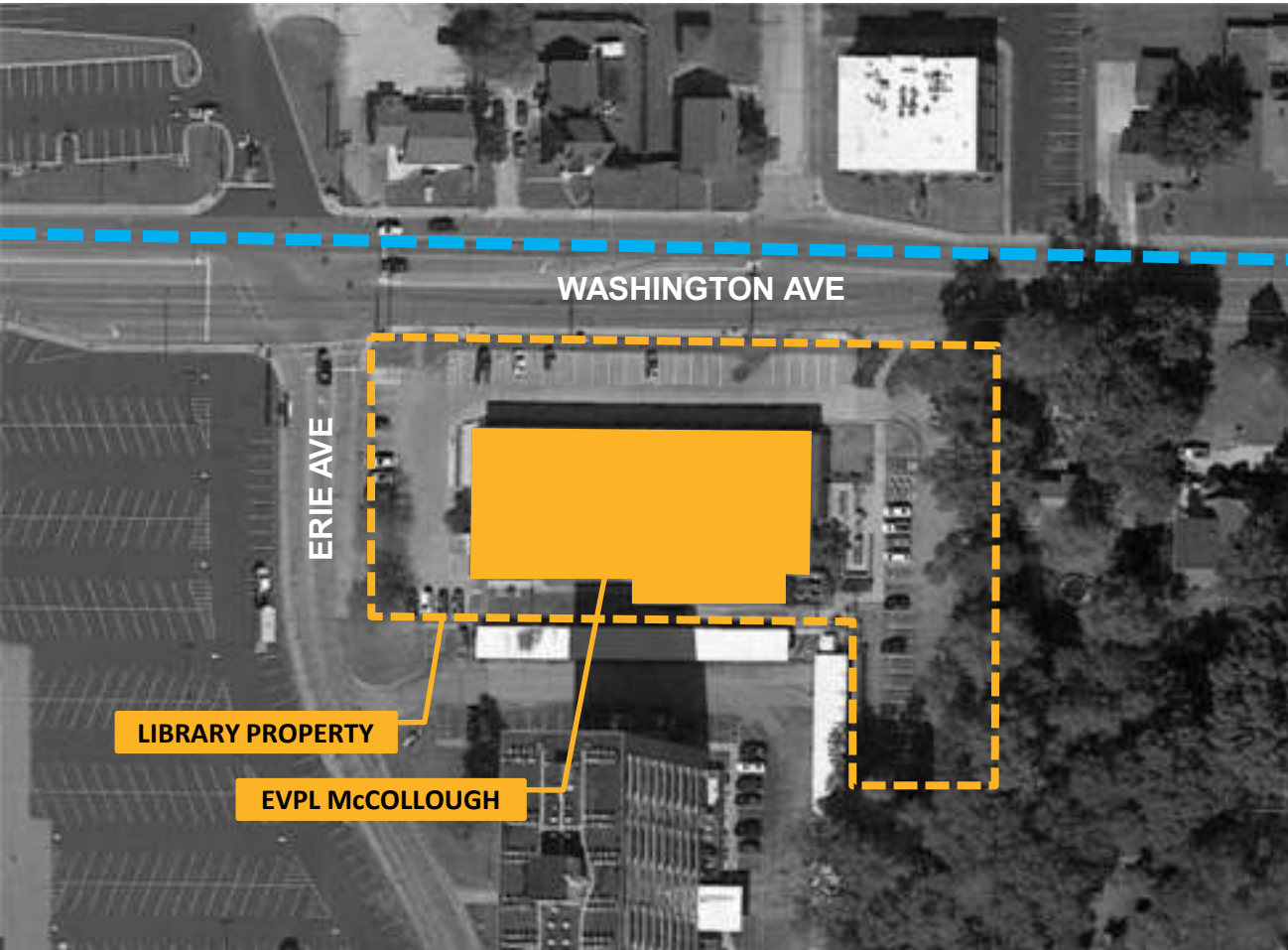


PROGRAMMING ROOM

1,665 SF



McCOLLOUGH | REGIONAL LOCATION



5115 Washington Ave, Evansville, IN 47715

LOT SIZE: 2.07 Acres

BLDG SIZE: 18,235 SF (1 STORY)

--- METS Route
— Building/Site

McCOLLOUGH | REGIONAL LOCATION

LOCATION ASSESSMENT

EVPL McCollough is the oldest of the Regional Locations. Built in 1964, the aesthetic of the architecture is indicative of its era. Most predominately, it features a large, north-facing, full-height glass wall that floods the building's interior with indirect daylight. A capital improvement project in 1996 renovated the space and expanded the building for a growing Children's Department. A renovation in 2006 brought about an additional renovation and reorganization of the building. The open floor plan serving this location suggested an economical project could redistribute interior space to further expand the Children's Collection, Staff areas, and relocate the large meeting room to a more public zone of the building.

NEIGHBORHOOD DEMOGRAPHICS

	CATCHMENT ZONE	EVPL SYSTEM-WIDE AVG.
MEDIAN HOME VALUE	\$122,820.95	\$121,674.45
MEDIAN HOUSEHOLD INCOME	\$47,309.52	\$47,085.94
POP. DENSITY PER SQ MILE	3,168	1,907
EDUCATION (% OF POP. WITH BACHELOR OR HIGHER)	14%	12%
MEDIAN AGE	39.11	40.55
FAMILY SIZE (AVERAGE)	2.88	2.91
HOUSEHOLD SIZE (AVERAGE)	2.23	2.24
LANGUAGE SPOKEN OTHER THAN ENGLISH (% OF POPULATION)	6.23	3.16
ACCESS TO INTERNET (%)	70%	69%
TOTAL POPULATION	41,171	22,660

WHAT'S WORKING

- Welcoming atmosphere and staff
- Building is clean and maintained
- Size and accessibility of collection
- Natural light

NEEDS IMPROVEMENT

- Singular circulation desk
- Updated technology
- Consolidated staff workspace
- Children's collection size/layout

WHAT WE'VE HEARD

- EVPL McCollough Patrons

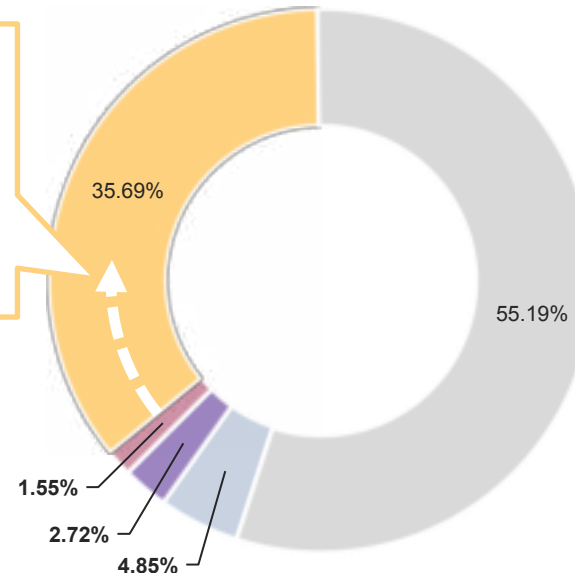
"The employees have always been very helpful and understanding. I appreciate that very much."

"I think more computer workstations may be needed for people. I am surprised to see them full so often..."

"I'd love the McCollough branch to have an even more vibrant looking kid area! The staff and selection are wonderful though."

GROWTH OPPORTUNITY
Success can be measured on how many patrons move from the Occasional cohort into the Dependable, Rising Star, or Bright Future cohorts.

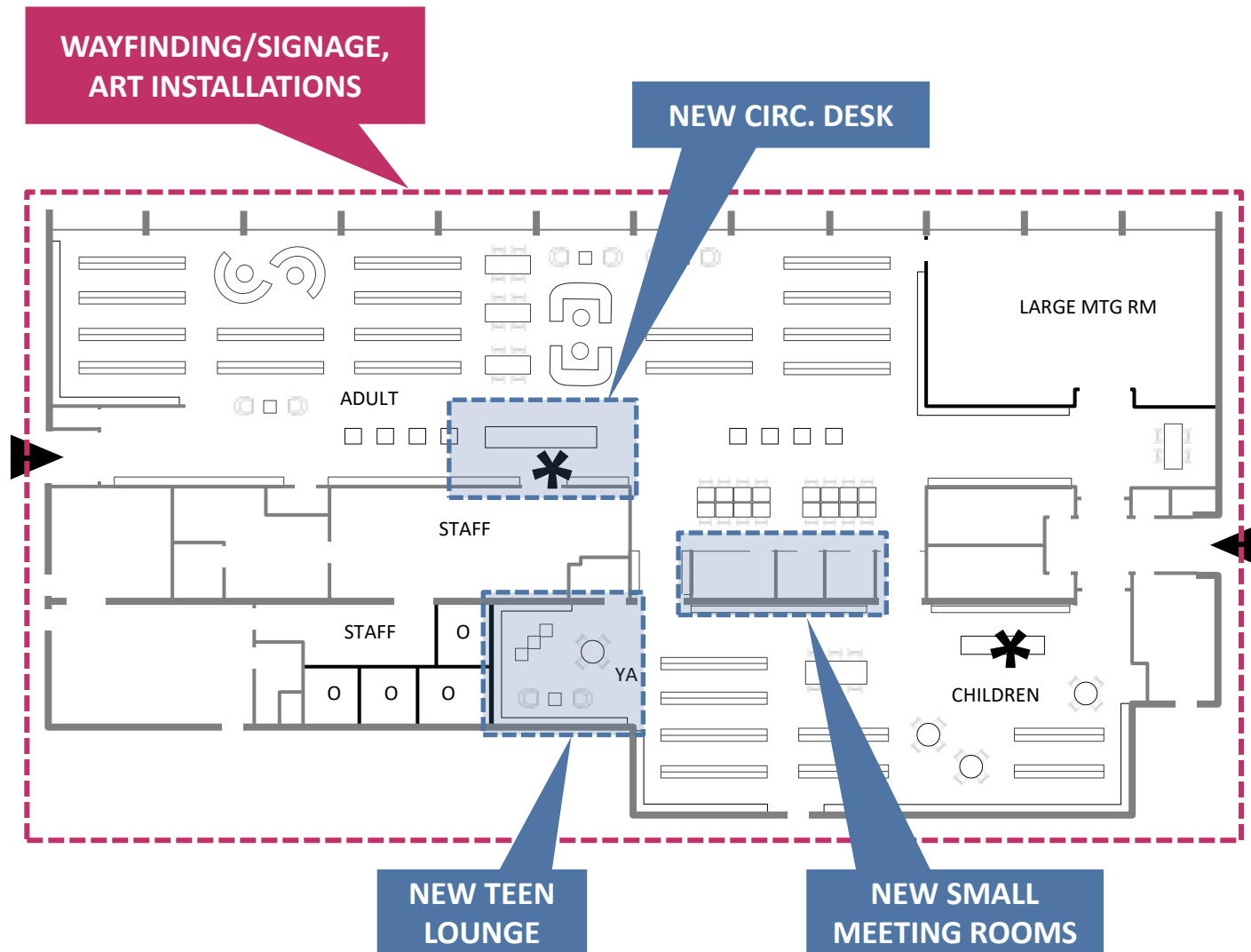
- DEPENDABLES
- RISING STARS
- BRIGHT FUTURES
- OCCASIONALS
- OTHER



McCULLOUGH | REGIONAL LOCATION



McCOLLOUGH | REGIONAL LOCATION



* STAFF DESK/ACCESS POINT

PRELIMINARY CONSIDERATIONS

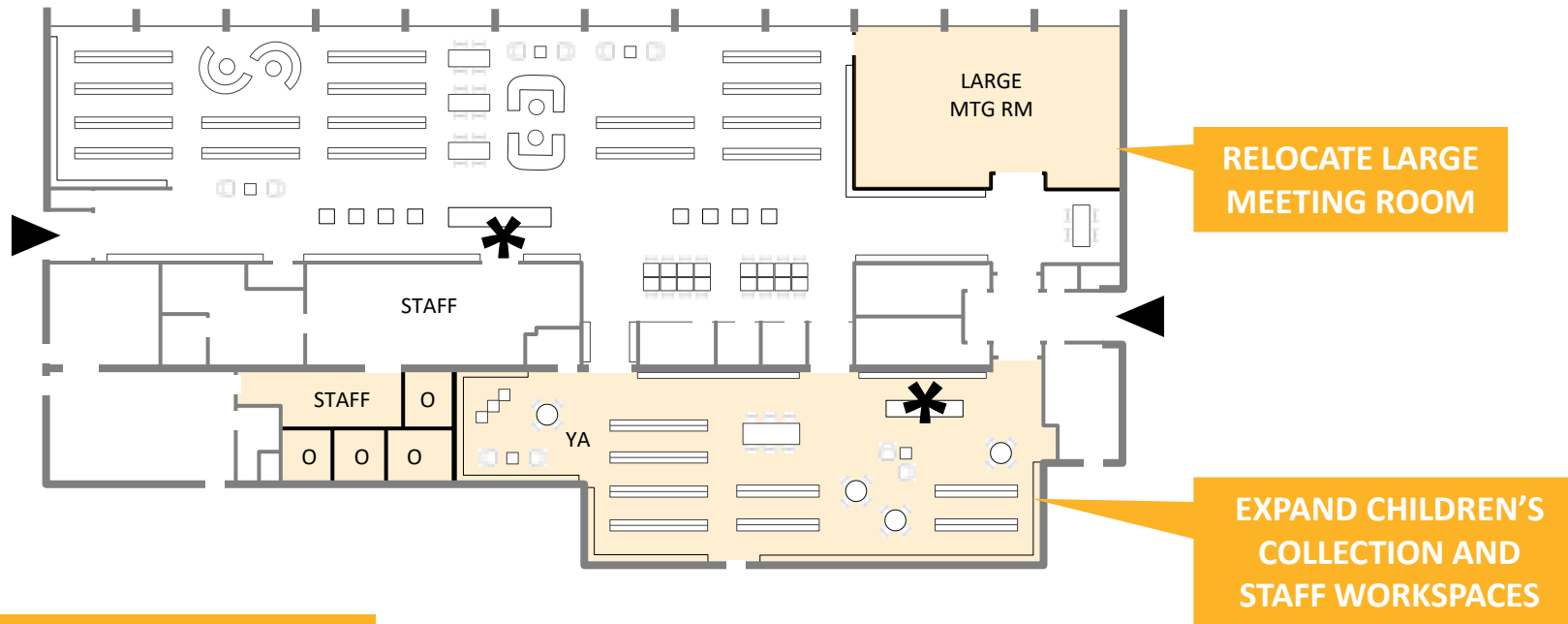
QUICK WINS

- Improve way-finding and signage
- Increase art installations and murals
- Increase outdoor wi-fi access (in progress)

MODERATE STEPS

- Provide new centralized circulation desk
- HVAC and lighting upgrades
- Provide formal teen lounge area
- New finishes (carpet, paint, etc.) throughout
- Reconstruct entry ramp and railing to ensure ADA access to the building
- Provide more meeting rooms (sized to support 4-6 people each).

McCOLLOUGH | REGIONAL LOCATION



PRELIMINARY CONSIDERATIONS

SUBSTANTIAL MOVES

- Reconfigure organization of the building by providing a new Large Meeting room within adult collection area to allow Children's collection to grow and staff workspaces to be consolidated.

EXAMPLE IMAGERY



NORTH PARK | REGIONAL LOCATION



960 Koehler Dr, Evansville, IN 47710

LOT SIZE: 2.45 Acres

BLDG SIZE: 20,130 SF (1 STORY)

--- METS Route
--- Building/Site



NORTH PARK | REGIONAL LOCATION

LOCATION ASSESSMENT

EVPL North Park’s unique architecture speaks of alpine lodges with an abundance of warm stone finishes and wood beams. The building interior has a spacious ceiling height, which tends to increase the ambient noise volume. Having been built in 2006, it has not needed any major renovations, but many HVAC and lighting systems are reaching the end of their proposed lifetimes and will need replaced soon. Interior finishes and furniture should also be replaced in the next 5 years. Being adjacent to Central High School is a great advantage for drawing in a teen crowd. Additional accommodations for teens in a separate space could increase that demographic and allow them to feel more welcomed in the building.

NEIGHBORHOOD DEMOGRAPHICS

	CATCHMENT ZONE	EVPL SYSTEM-WIDE AVG.
MEDIAN HOME VALUE	\$137,909.14	\$121,674.45
MEDIAN HOUSEHOLD INCOME	\$57,523.27	\$47,085.94
POP. DENSITY PER SQ MILE	556	1,907
EDUCATION (% OF POP. WITH BACHELOR OR HIGHER)	12%	12%
MEDIAN AGE	42.16	40.55
FAMILY SIZE (AVERAGE)	2.89	2.91
HOUSEHOLD SIZE (AVERAGE)	2.32	2.24
LANGUAGE SPOKEN OTHER THAN ENGLISH (% OF POPULATION)	2.36	3.16
ACCESS TO INTERNET (%)	71%	69%
TOTAL POPULATION	23,223	22,660

WHAT’S WORKING

- Welcoming staff
- Clean and comfortable building
- Appropriately sized collection
- Unique and engaging aesthetic

NEEDS IMPROVEMENT

- Hours of operation
- Acoustics in key areas
- Teen lounge
- Circulation experience
- Parking Lot

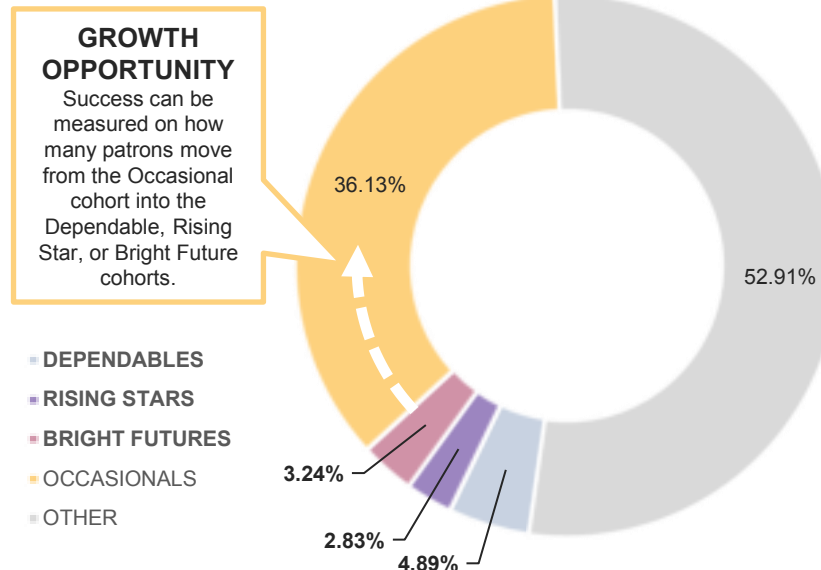
WHAT WE’VE HEARD

- EVPL North Park Patrons

“The EVPL is a great place to go. Since I retired I visit quite regularly. The staff has always been friendly and helpful.”

“It would be great to have more art on display and a public meeting with the artist at the library.”

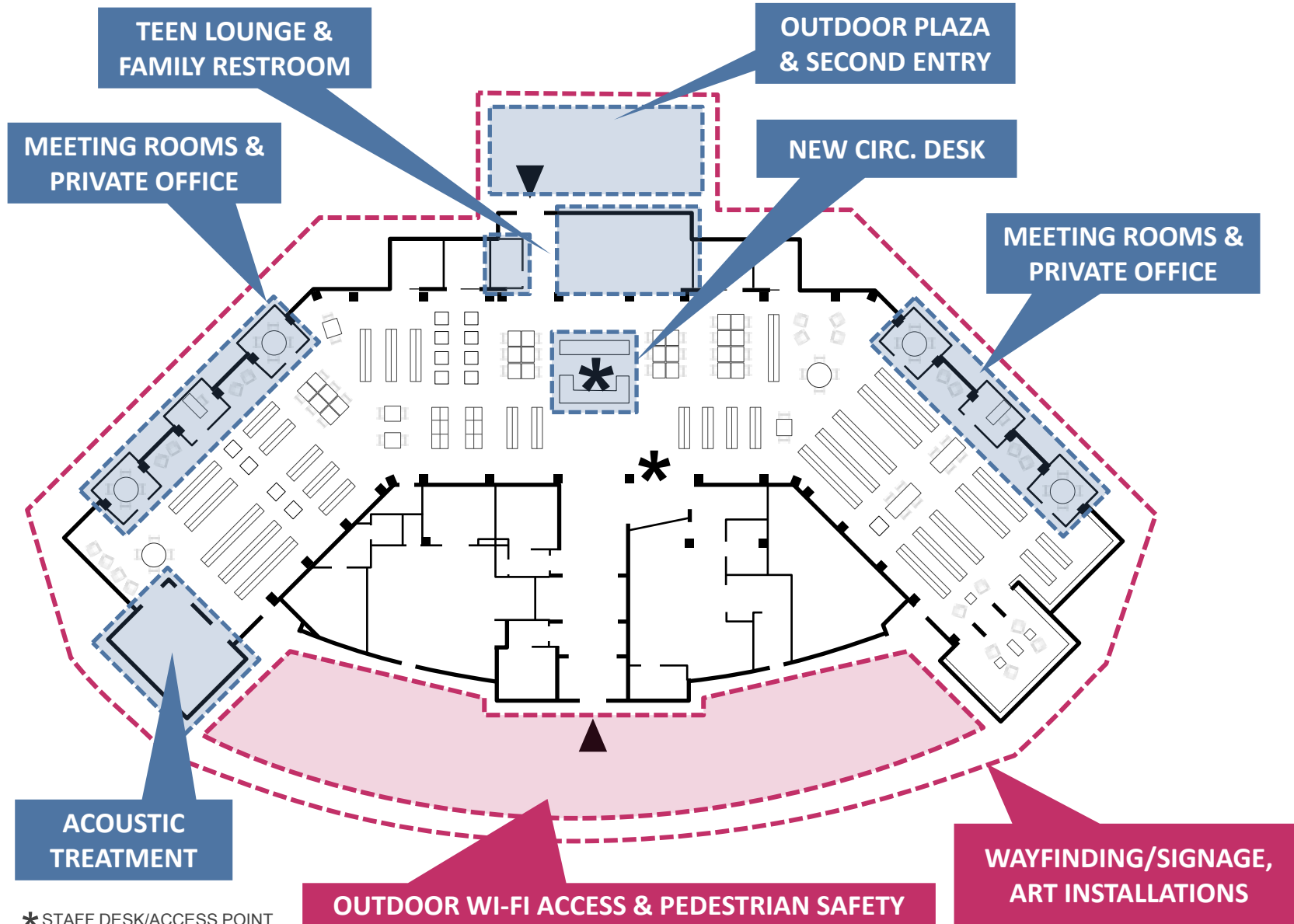
“The library is clean, comfortable and easy to locate what I’m looking for. The only suggestion I might have is being open on Sunday would be nice.”



NORTH PARK | REGIONAL LOCATION



NORTH PARK | REGIONAL LOCATION



PRELIMINARY CONSIDERATIONS

QUICK WINS

- Improve way-finding and signage
- Increase art installations and murals
- Increase outdoor wi-fi access (in progress), and pedestrian safety at front of building.

MODERATE STEPS

- Provide new centralized circulation desk
- HVAC and lighting upgrades
- Provide family unisex restroom near existing café area
- New finishes (carpet, paint, etc.) throughout
- Repurpose existing café into functioning area for Young Adult collection and Teen activities.
- Enhance outdoor plaza and provide secondary public entrance from street corner.
- Provide new meeting rooms (sized to support 4-6 people each).
- Provide acoustic control within Children's story time area.

OAKLYN | REGIONAL LOCATION



3001 Oaklyn Dr, Evansville, IN 47711

LOT SIZE: 7.99 Acres

BLDG SIZE: 18,915 SF (1 STORY)

 METS Route
 Building/Site

OAKLYN | REGIONAL LOCATION

LOCATION ASSESSMENT

EVPL Oaklyn is unique as likely one of the only public buildings in Indiana built into a hill with an accessible vegetated roof. It is a dynamic characteristic that should be highlighted to the public and traffic along Oak Hill Rd. A side effect of this earth-berm design is a lack of daylight within the space, especially throughout the existing Children's areas. Some reorganization would help staff be more effective, and additional improvements made to the vegetative roof would both attract more public attention from the road and bring daylight into the building.

NEIGHBORHOOD DEMOGRAPHICS

	CATCHMENT ZONE	EVPL SYSTEM-WIDE AVG.
MEDIAN HOME VALUE	\$172,900.55	\$121,674.45
MEDIAN HOUSEHOLD INCOME	\$62,073.62	\$47,085.94
POP. DENSITY PER SQ MILE	969	1,907
EDUCATION (% OF POP. WITH BACHELOR OR HIGHER)	16%	12%
MEDIAN AGE	39	40.55
FAMILY SIZE (AVERAGE)	2.9	2.91
HOUSEHOLD SIZE (AVERAGE)	2.27	2.24
LANGUAGE SPOKEN OTHER THAN ENGLISH (% OF POPULATION)	4.35	3.16
ACCESS TO INTERNET (%)	71%	69%
TOTAL POPULATION	33,428	22,660

WHAT'S WORKING

- Sustainable features
- Welcoming and helpful staff
- Programming attendance
- Unique and engaging aesthetic

NEEDS IMPROVEMENT

- Visibility from the road
- Daylight into the building
- Staff sightlines through the building
- Additional outdoor programming

WHAT WE'VE HEARD

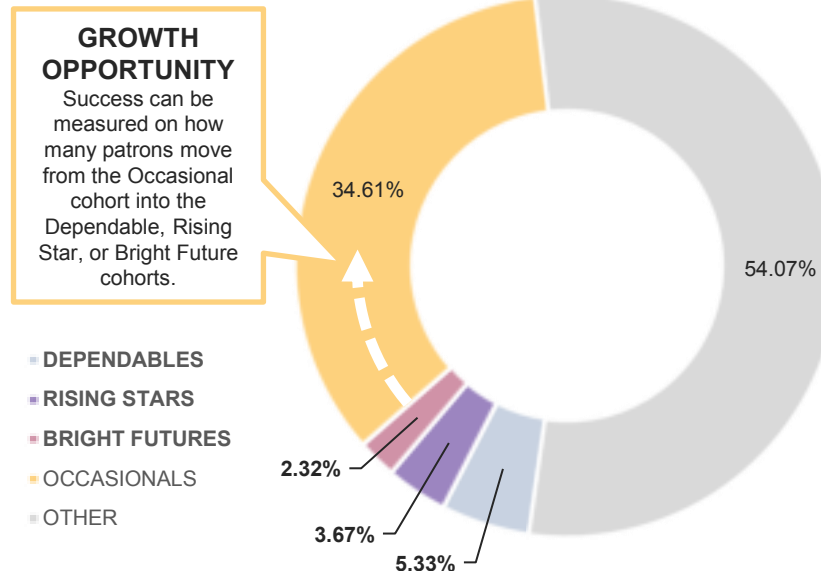
- EVPL Oaklyn Patrons

“Oaklyn Branch is lovely. If all EVPL locations are as well maintained as Oaklyn, EVPL admin and staff can be proud.”

“More multilingual materials at locations other than central.”

“If possible, being open an hour or two more each day (and on Sunday afternoons), would be great.”

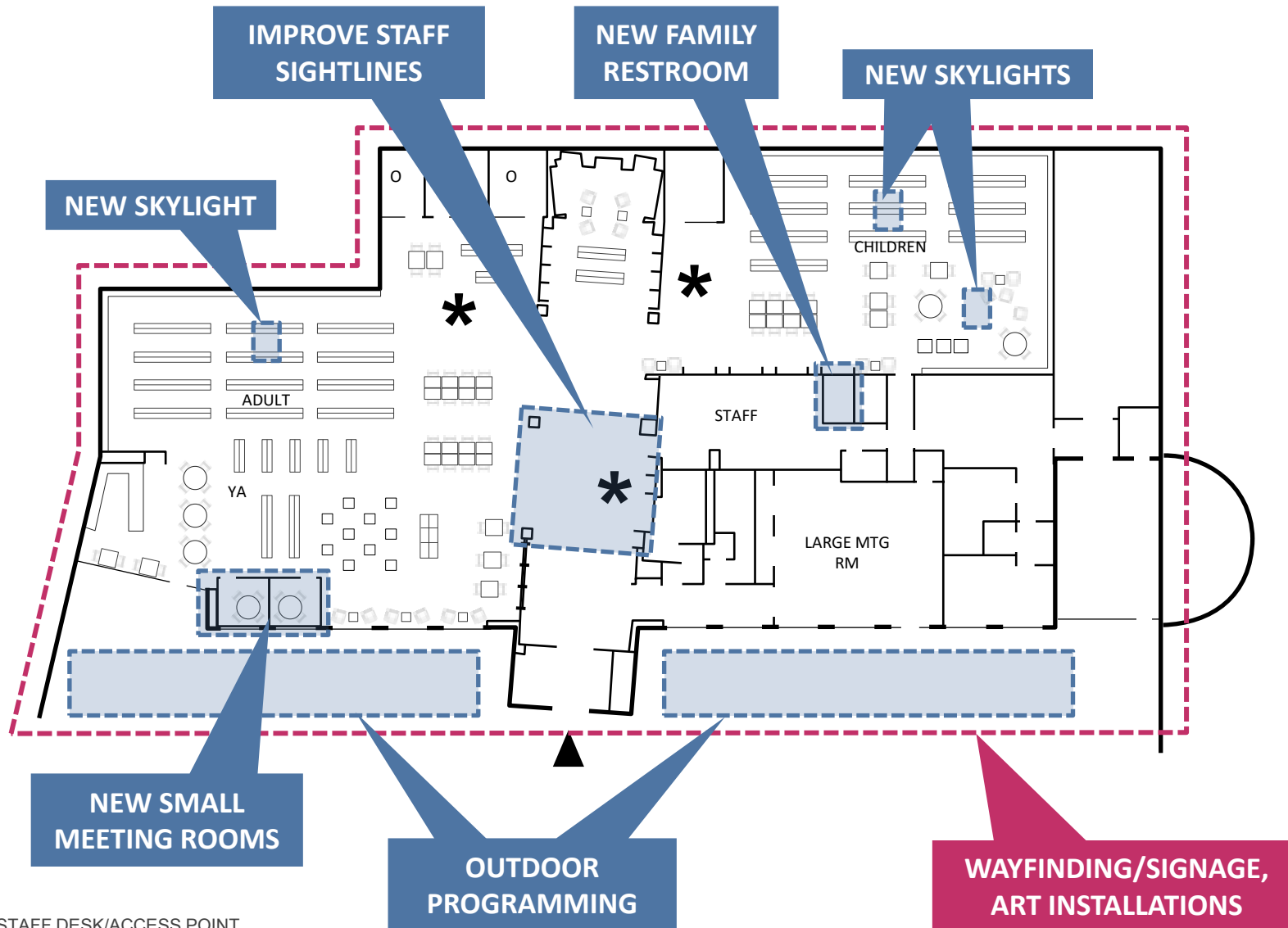
“Infusing color and ‘living’ materials would be a mood and productivity booster that would appeal not only to the young people, but all ages.”



OAKLYN | REGIONAL LOCATION



OAKLYN | REGIONAL LOCATION



PRELIMINARY CONSIDERATIONS

QUICK WINS

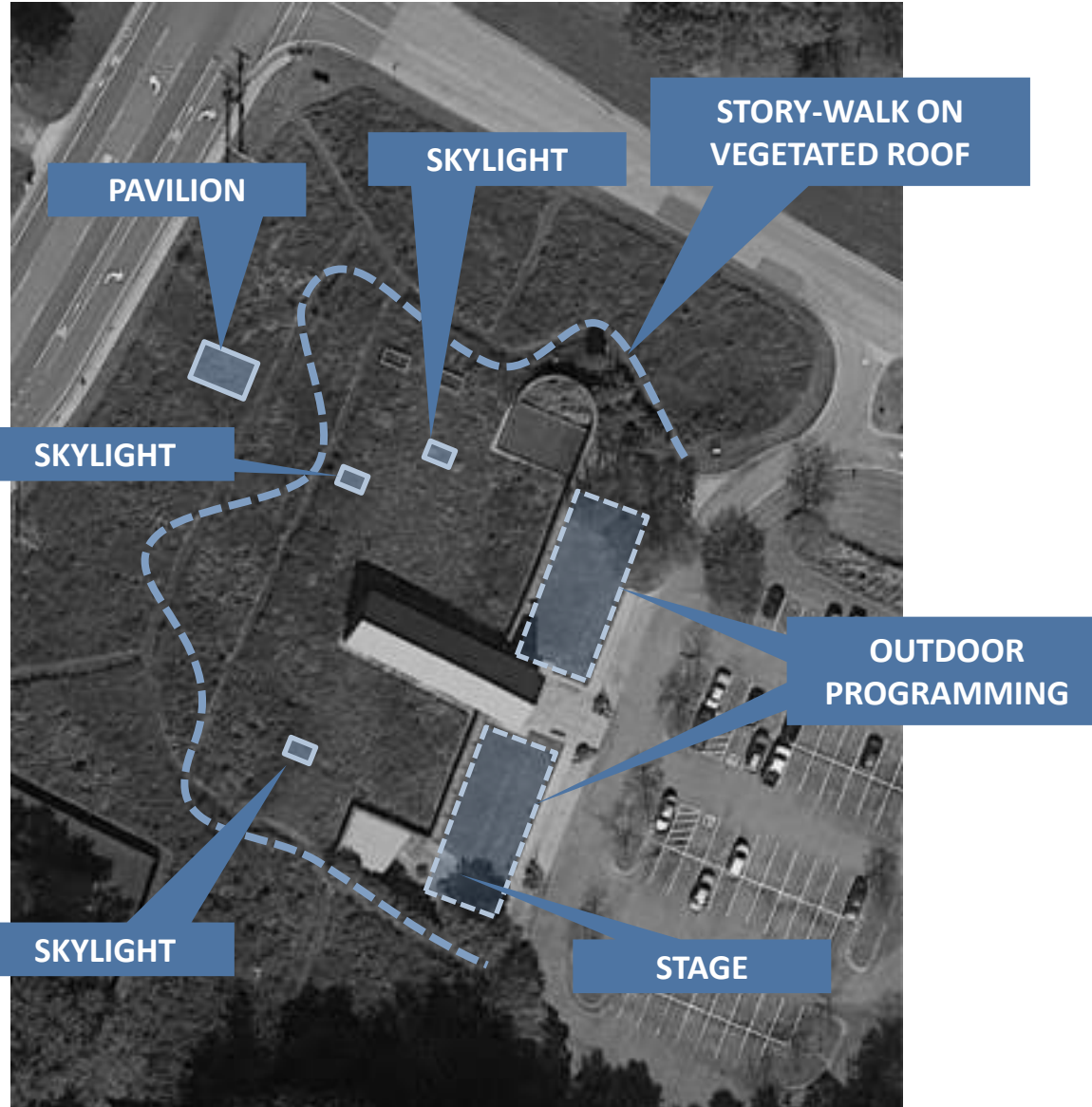
- Improve way-finding and signage
- Increase art installations and murals
- Increase outdoor wi-fi access (especially throughout vegetated roof area)
- LEED certification

MODERATE STEPS

- Improve staff sightlines from circulation desk
- HVAC and lighting upgrades
- Provide family restroom within existing Children's department.
- Provide more functional outdoor programming areas
- New finishes (carpet, paint, etc.) throughout
- Repurpose existing café into functioning area for Young Adult collection and Teen activities.
- Reconfigure vegetated roof to include story walk, pavilion, and a series of skylights (serving collection areas below)

* STAFF DESK/ACCESS POINT

OAKLYN | REGIONAL LOCATION



PRELIMINARY CONSIDERATIONS

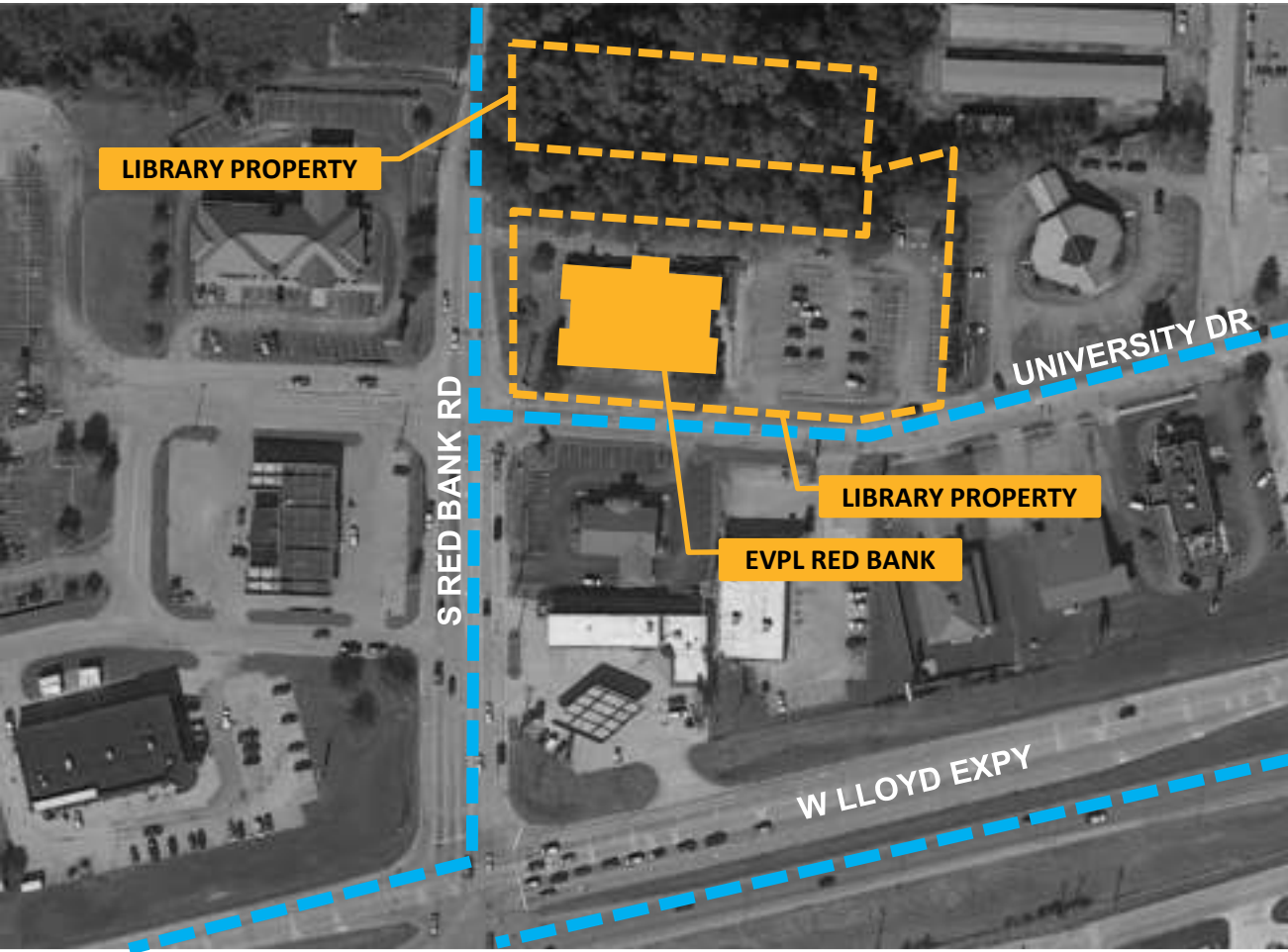
QUICK WINS

- Improve way-finding and signage
- Increase art installations and murals
- Increase outdoor wi-fi access (especially throughout vegetated roof area)
- LEED certification

MODERATE STEPS

- Improve staff sightlines from circulation desk
- HVAC and lighting upgrades
- Provide family restroom within existing Children's department.
- Provide more functional outdoor programming areas (secured from parking)
- New finishes (carpet, paint, etc.) throughout
- Repurpose existing café into functioning area for Young Adult collection and teen activities.
- Reconfigure vegetated roof to include story walk, pavilion, and a series of sculptural skylights (serving collection areas below)

RED BANK | REGIONAL LOCATION



120 S Red Bank Rd, Evansville, IN 47712

LOT SIZE: 2.23 Acres (2 Lots Combined)
BLDG SIZE: 7,838 SF (1 STORY)

--- METS Route
--- Building/Site

RED BANK | REGIONAL LOCATION

LOCATION ASSESSMENT

EVPL Red Bank is the smallest of the four Regional Locations. Originally designed to be a larger facility, budgetary issues and poor soils on site ultimately reduced the total building footprint. The aesthetics of the building are more residential in nature than the other Regional Locations. While this may result in a less civic image, patrons often comment that the interior spaces are very comfortable to spend time in. The adult and children's collections are segmented from each other, which can be difficult for families trying to find materials at the same time. As the existing building does not easily accommodate an addition, a larger building should be considered within the same service area.

NEIGHBORHOOD DEMOGRAPHICS

	CATCHMENT ZONE	EVPL SYSTEM-WIDE AVG.
MEDIAN HOME VALUE	\$139,011.44	\$121,674.45
MEDIAN HOUSEHOLD INCOME	\$55,102.61	\$47,085.94
POP. DENSITY PER SQ MILE	584	1,907
EDUCATION (% OF POP. WITH BACHELOR OR HIGHER)	12%	12%
MEDIAN AGE	39.95	40.55
FAMILY SIZE (AVERAGE)	2.92	2.91
HOUSEHOLD SIZE (AVERAGE)	2.34	2.24
LANGUAGE SPOKEN OTHER THAN ENGLISH (% OF POPULATION)	2.16	3.16
ACCESS TO INTERNET (%)	66%	69%
TOTAL POPULATION	19,530	22,660

WHAT'S WORKING

- Safe and welcoming atmosphere
- Helpful and friendly staff
- Active patrons
- Easy to navigate collection

NEEDS IMPROVEMENT

- Accessibility
- Available technology
- Size of building and collection

WHAT WE'VE HEARD

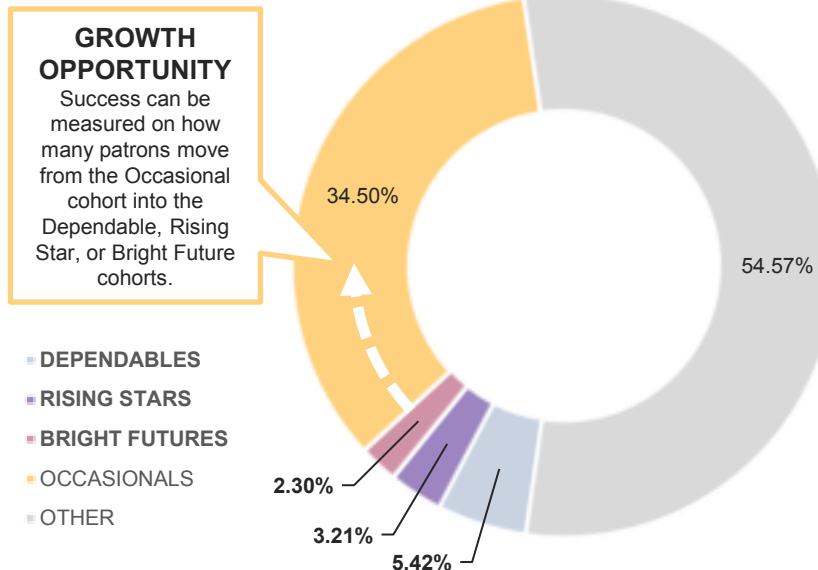
- EVPL Red Bank Patrons

"Love the EVPL! Thank you"

"Love Red Bank, would definitely utilize better hours."

"Our libraries are top notch, though I would like to see more programs available for our mid career folds – in the 40s and 50s."

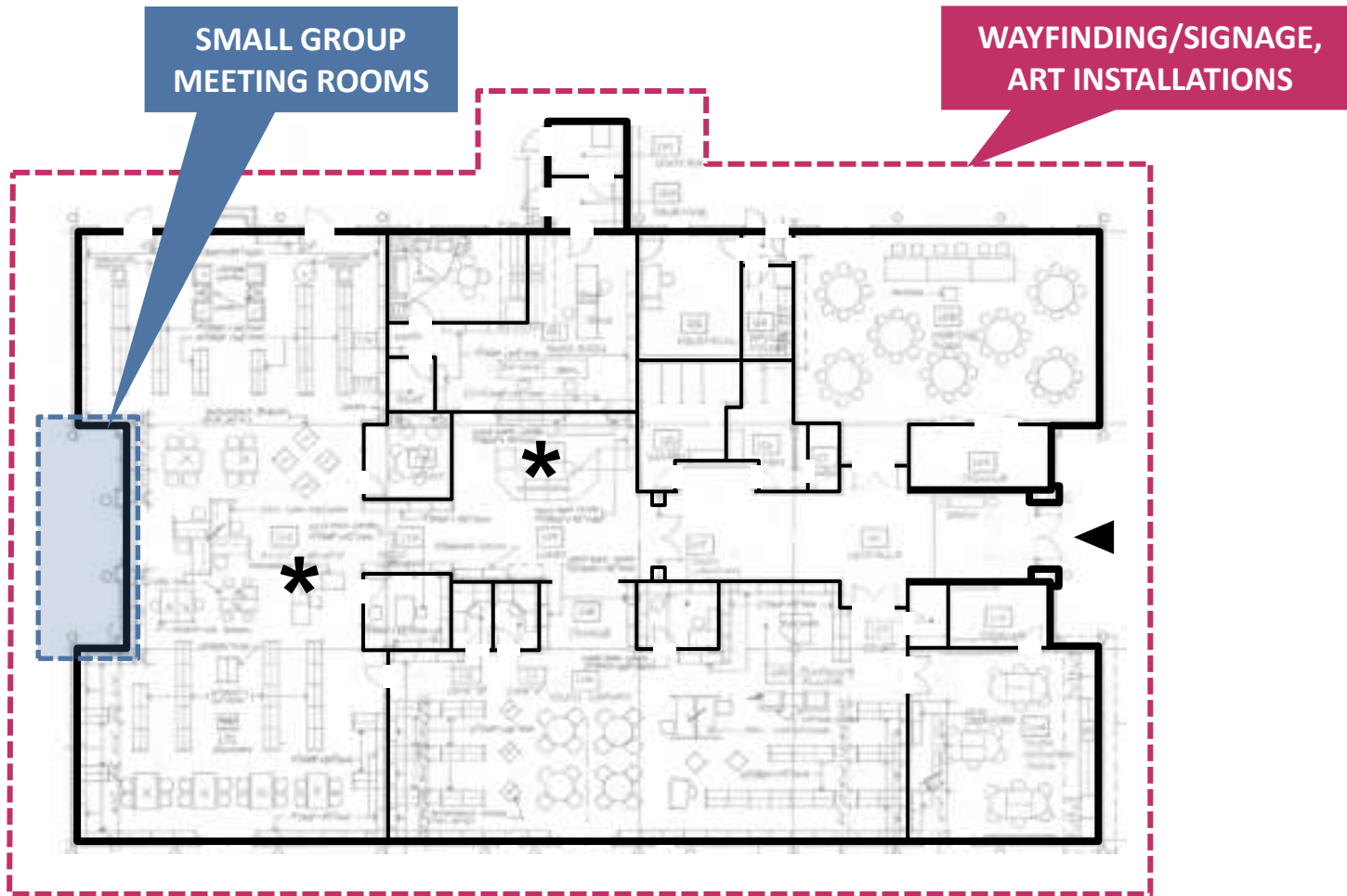
"I think EVPL has a great library system, and I am grateful for the many books and DVDs I have been able to check out over the years."



RED BANK | REGIONAL LOCATION



RED BANK | REGIONAL LOCATION



PRELIMINARY CONSIDERATIONS

QUICK WINS

- Improve way-finding and signage
- Increase art installations and murals
- Increase outdoor wi-fi access (in progress)

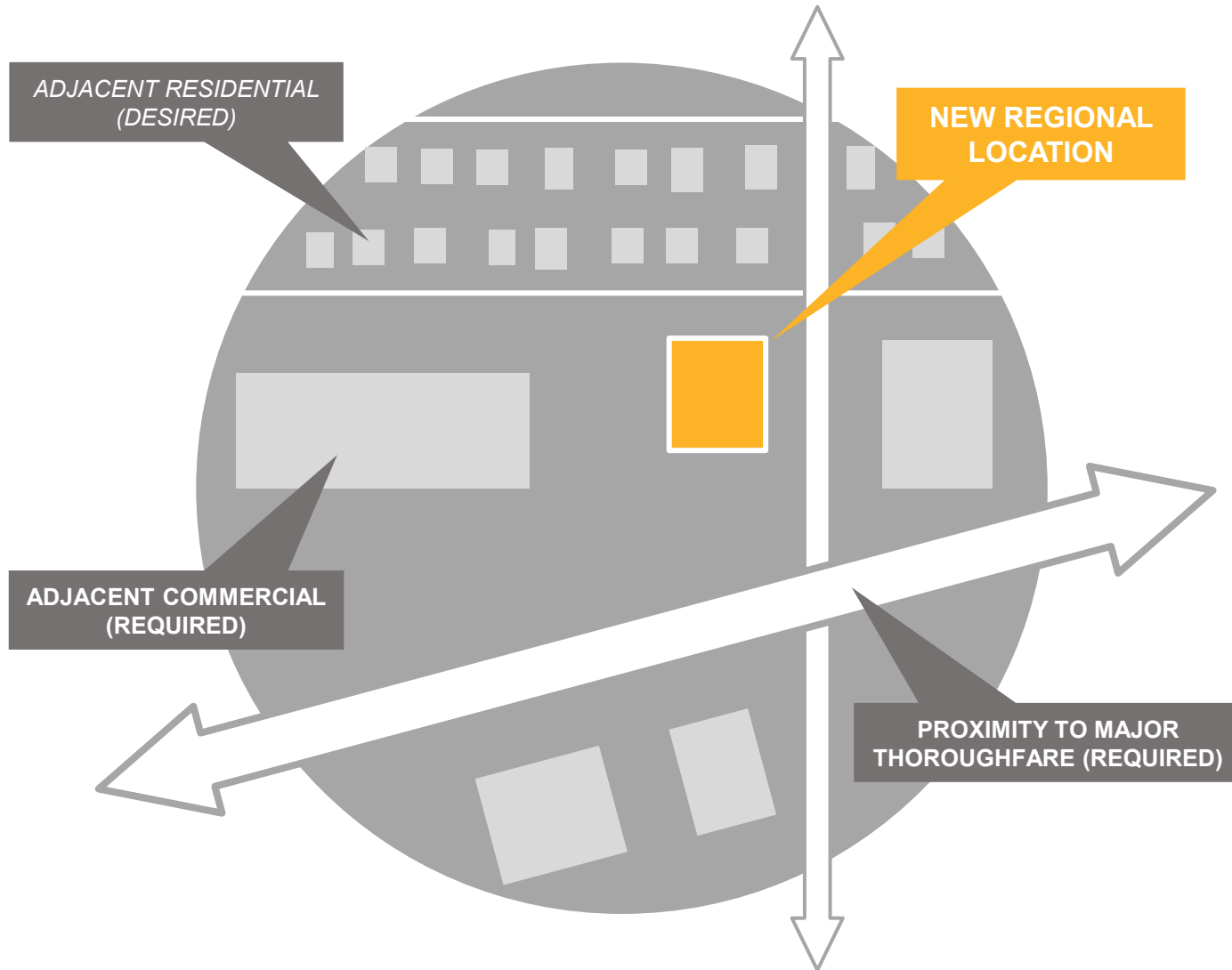
MODERATE STEPS

- HVAC and lighting upgrades
- New finishes (carpet, paint, etc.) throughout
- Provide additional space for small group meeting (sized to support 4-6 people each).

* STAFF DESK/ACCESS POINT

RED BANK | REGIONAL LOCATION

NEW LOCATION CRITERIA



PRELIMINARY CONSIDERATIONS

SUBSTANTIAL MOVES

- Consider a new Regional Location (approximate 20,000 square feet) within the existing service area that prioritizes walkability, access, and programming.
- If a new location is finalized, consider how the existing structure can be repurposed or the asset released.

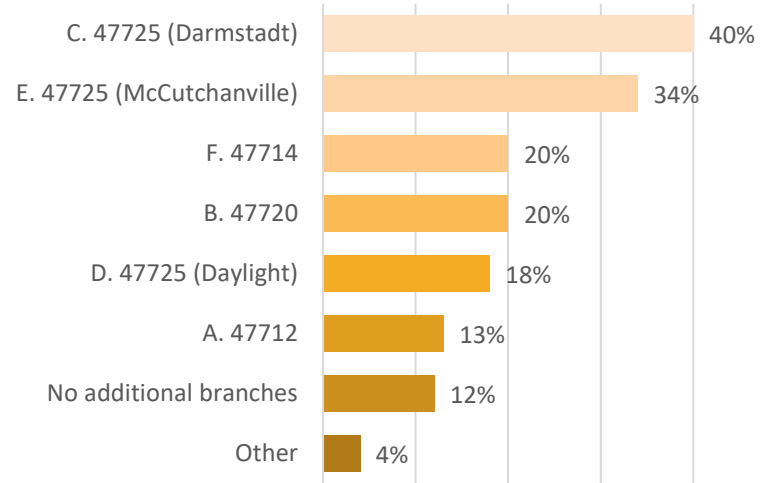
SITE SELECTION CRITERIA

- **ADJACENT TO COMMERCIAL CORE**
- **WALK SCORE: MINIMUM 35**
Needs to have direct pedestrian connection to existing neighborhood (see [walkscore.com](https://www.walkscore.com))
- **ACCESSIBLE TRANSPORTATION**
Needs to have direct access to major vehicular thoroughfare (connection to public transit preferred, if possible)
- **PROVIDE ADEQUATE SPACE**
Provide adequate space for a new building OR renovation of a 20,000 (+/-) square foot facility with sufficient parking

ADDITIONAL FACILITY | REGIONAL LOCATION

NEW LOCATION CRITERIA

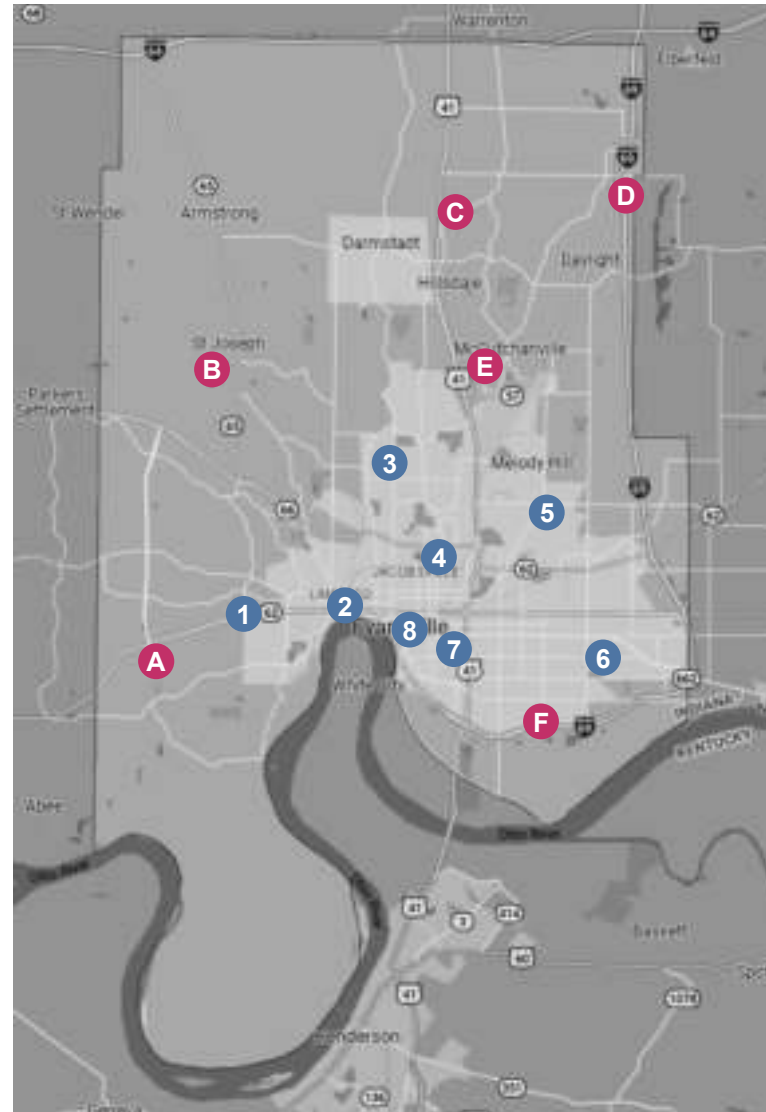
AREA IN MOST NEED FOR NEW LOCATION



SURVEY QUESTION: Which areas on the map are most in need of a new EVPL location? Potential choices are indicated in pink on the map. (Select up to two locations)

PROPOSED ZIP CODES EXIST. EVPL LOCATIONS

A. 47712	1. EVPL Red Bank
B. 47720	2. EVPL West
C. 47725 (Darmstadt)	3. EVPL North Park
D. 47725 (Daylight)	4. EVPL Stringtown
E. 47725 (McCutchanville)	5. EVPL Oaklyn
F. 47714	6. EVPL McCollough
	7. EVPL East
	8. EVPL Central



PRELIMINARY CONSIDERATIONS

SUBSTANTIAL MOVES

- Survey respondents defined a clear need for the consideration of a new location in the northern third of the county. With the population density and service limitations within these areas, a new Regional Location is recommended.

SITE SELECTION CRITERIA

- ADJACENT TO COMMERCIAL CORE**
- WALK SCORE: MINIMUM 35**
Needs to have direct pedestrian connection to existing neighborhood (see walkscore.com)
- ACCESSIBLE TRANSPORTATION**
Needs to have direct access to major vehicular throughfare (connection to public transit preferred, if possible)
- PROVIDE ADEQUATE SPACE**
Provide adequate space for a new building OR renovation of a 20,000 (+/-) square foot facility with sufficient parking

PROTOTYPE | REGIONAL LOCATION

CONCEPTUAL SPACE PROGRAMMING

GENERAL DATA

SITE ACREAGE: 4-6 acres
 SQUARE FOOTAGE: 20,000 SF (+/-)
 COLLECTION: 70,000-80,000 items
 MEETING ROOM CAPACITY: 75-100 people

CHILDREN'S COLLECTION		4,000 SF
Juvenile Collection	1,200 SF	
Teen Collection	400 SF	
Lounge space	250 SF	
Activity Space	600 SF	
Story Time Space	600 SF	
Family Restroom	60 SF	
Circulation Desk	100 SF	
<i>Circulation (25%)</i>	<i>790 SF</i>	

STAFF/UTILITY SPACES		4,000 SF
Staff Workroom	700 SF	
Staff Toilet	60 SF	
Manager Office	150 SF	
Break Room	350 SF	
FTE Office	100 SF	
Public Restrooms	500 SF	
Mech/Elec Room	800 SF	
Housekeeping Closet	50 SF	
Storage	350 SF	
IT/Server Room	100 SF	
<i>Circulation (25%)</i>	<i>840 SF</i>	

PROGRAMMING ROOM		3,225 SF
Large Meeting Room	2,500 SF	
Meeting Room Storage	300 SF	
<i>Circulation (15%)</i>	<i>425 SF</i>	

ADULT COLLECTION		5,475 SF
Fiction Collection	1,500 SF	
Nonfiction Collection	500 SF	
Large Print Collection	350 SF	
Lounge	400 SF	
Small Meeting Rooms (3)	450 SF	
Study Tables	550 SF	
FTE Office	120 SF	
Reference Desk	100 SF	
Family Restroom	60 SF	
Storage	350 SF	
<i>Circulation (25%)</i>	<i>1,095 SF</i>	

BUILDING COMMONS		2,725 SF
Entry Lobby/Vestibule	750 SF	
Circulation Desk	250 SF	
Public Computers	250 SF	
Periodicals Collection	150 SF	
Lounge	400 SF	
A/V Collection	400 SF	
<i>Circulation (25%)</i>	<i>525 SF</i>	

NOTE: The space needs within this diagram are intended to define the needs of a new facility or a possible renovation of an existing building (if such square footages and spatial organizations can be achieved).

The diagram is intended to illustrate a conceptual space program for a new Regional Location. While the square footage allocation is preliminary, the building's organization represents a desired patron experience.

PROTOTYPE | REGIONAL LOCATION

CONCEPTUAL SPACE PROGRAMMING

FACILITY VISION

Unlike its Neighborhood counterpart, the prototype for the Regional location(s) is intended to serve a larger catchment area. With more square footage and a larger site, these facilities aren't simply a bigger version of the smaller locations. They provide a unique and different experience for patrons, one that looks to embrace the following:

- **Individual Brand:** As exhibited by the different personalities of the North Park and Oaklyn facilities, the recent regional locations have made a concerted effort to offer a unique and distinctive aesthetic brand. Whether a timber-framed lodge or a sustainable green roof, each of these spaces tell a story – one that speaks to the neighbors they serve as well as, when considered together, the diversity the patrons across the county. As the Library looks to consider new regional locations, careful consideration should be given to articulating a brand and story that reflects the respective service areas.
- **Programming Space:** At the regional level, adequate space for a variety of programming and services is critical. Not only are these locations designed to serve larger population, they also can provide access to unique events that could be experienced by patrons who normally utilize the closet Neighborhood location. Special attention should be given to flexible adult programming spaces and large, interactive children's programming spaces that can transition event from interior space to outdoor activity areas.
- **Consistency and Specialization:** As a system with multiple locations, it's important to provide patrons with consistent and predictable environments. This is especially important regarding wayfinding and messaging. However, at the regional level, there is also an opportunity to provide a specialized experiences that will attract patrons from across the county. Ideally, these specializations would associate themselves in some way with the brand of each location (i.e., Oaklyn's sustainable brand accompanied by a world-class program on urban farming).

CHILDREN'S COLLECTION 4,000 SF



ADULT COLLECTION 5,475 SF



PROTOTYPE | REGIONAL LOCATION

CONCEPTUAL SPACE PROGRAMMING

STAFF/UTILITY SPACES

4,000 SF



BUILDING COMMONS

2,725 SF



PROGRAMMING ROOM

3,225 SF



CENTRAL | MAIN LOCATION



200 SE Martin Luther King Jr Blvd, Evansville, IN 47713

LOT SIZE: 4.79 Acres (3 Lots Combined)
BLDG SIZE: 133,720 SF (2 STORY + BASEMENT)
+ 59,734 SF Parking Garage

 METS Route
 Building/Site

CENTRAL | MAIN LOCATION

LOCATION ASSESSMENT

EVPL Central hosts many additional services for the EVLP system that are otherwise not offered at its other locations. Located in downtown Evansville, it serves as an anchor for the larger community, supporting a diverse collection of patrons. Its large footprint is underutilized, and proposed renovations seek to organize, rearrange, and add spaces to better serve both staff and the community. Staff spaces largely need reorganization and new furniture. Public spaces (both interior and exterior) need to be reinvigorated to encourage higher engagement and utilization.

NEIGHBORHOOD DEMOGRAPHICS

	CATCHMENT ZONE	EVPL SYSTEM-WIDE AVG.
MEDIAN HOME VALUE	\$139,011.44	\$121,674.45
MEDIAN HOUSEHOLD INCOME	\$55,102.61	\$47,085.94
POP. DENSITY PER SQ MILE	3%	12%
EDUCATION (% OF POP. WITH BACHELOR OR HIGHER)	2,405	2,700
MEDIAN AGE	39.95	40.55
FAMILY SIZE (AVERAGE)	2.92	2.91
HOUSEHOLD SIZE (AVERAGE)	2.34	2.24
LANGUAGE SPOKEN OTHER THAN ENGLISH (% OF POPULATION)	2.16	3.16
ACCESS TO INTERNET (%)	66%	69%
TOTAL POPULATION	19,530	22,660

WHAT'S WORKING

- Community anchor institution
- Building and collection size
- Engaging staff

NEEDS IMPROVEMENT

- Programming capacity and utilization
- Wayfinding
- Hours of operation
- Technology offering

WHAT WE'VE HEARD

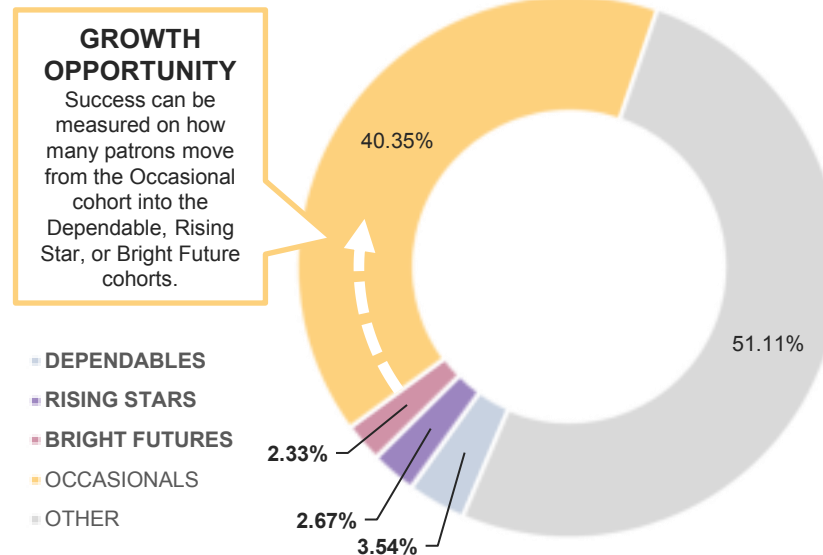
- EVPL Central Patrons

"I've said for many years one of my favorite things about Evansville is its public library system."

"Our libraries are a huge asset to our community. I have enjoyed the mobile option as well as the book packs and children's packs that were offered."

"Would like to see more natural sunlight and maybe drinking/café area."

"I would like to see the library open more hours on Sundays."

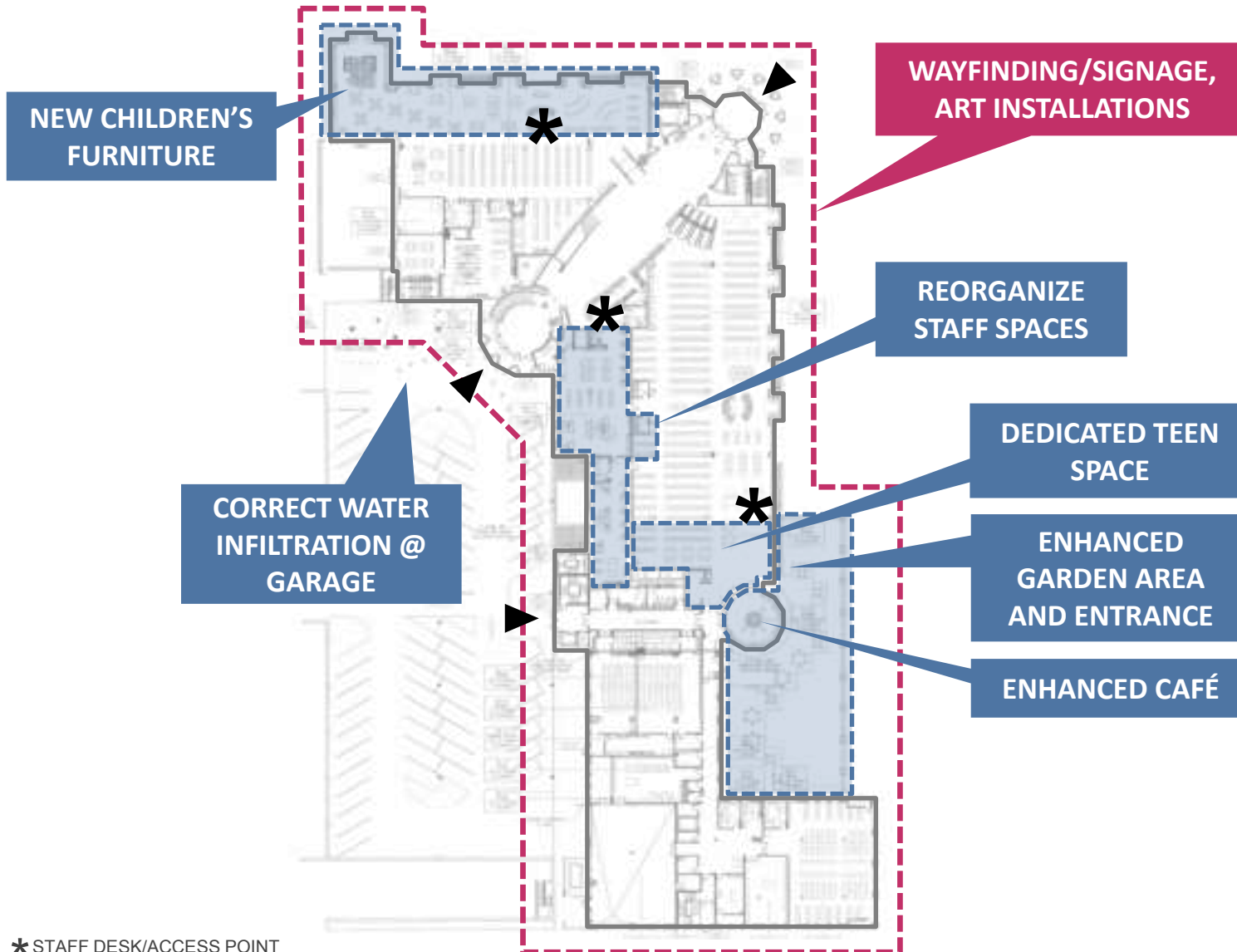


CENTRAL | MAIN LOCATION



CENTRAL | MAIN LOCATION

MAIN LEVEL CONSIDERATIONS



* STAFF DESK/ACCESS POINT

PRELIMINARY CONSIDERATIONS

QUICK WINS

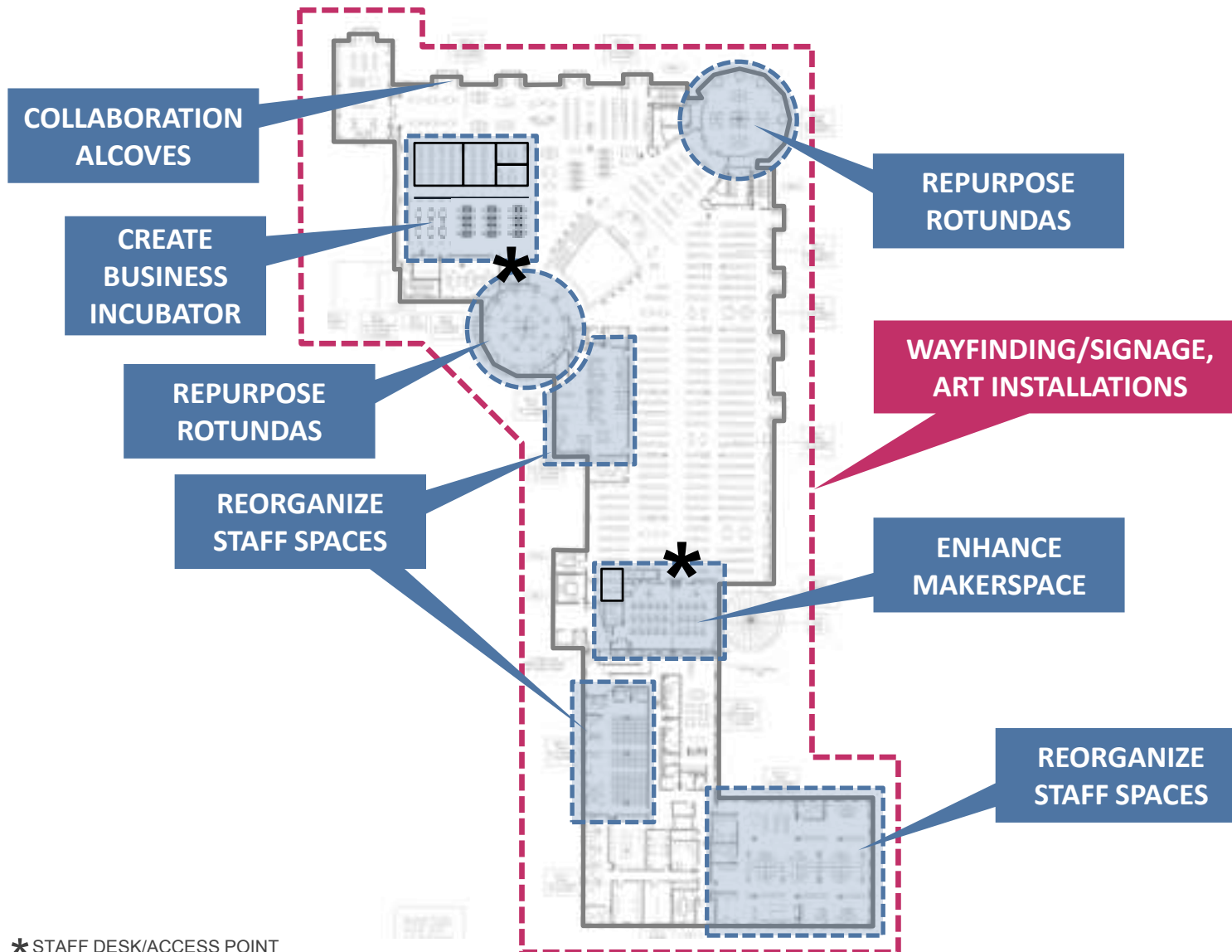
- Improve wayfinding and signage
- Increase art installations and murals
- Increase outdoor wi-fi access (in progress)

MODERATE STEPS

- Provide dedicated teen space
- Enhance café/garden experience
- Consolidate and reorganize staff areas to increase efficiency and space utilization
- Enhance makerspace
- HVAC and lighting upgrades
- Facility management software and PA system
- Correct water infiltration at parking garage.
- Consider the redevelopment of the existing community green space.
- Repurpose rotunda areas for social gathering and programming functions.
- Reconfigure second floor to accommodate coworking and business incubation functions.

CENTRAL | MAIN LOCATION

SECOND LEVEL CONSIDERATIONS



* STAFF DESK/ACCESS POINT

PRELIMINARY CONSIDERATIONS

QUICK WINS

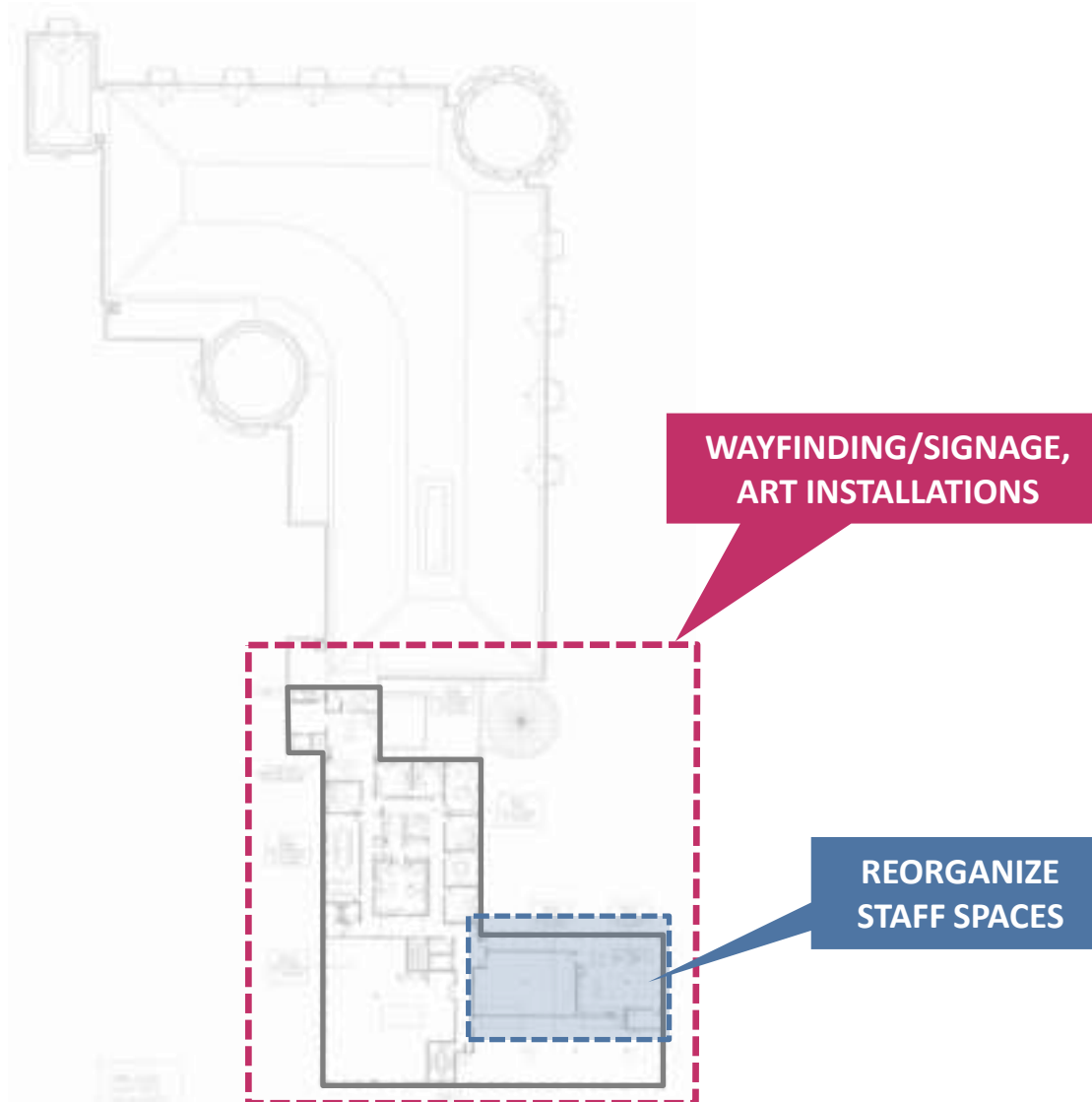
- Improve wayfinding and signage
- Increase art installations and murals
- Increase outdoor wi-fi access (in progress)

MODERATE STEPS

- Provide dedicated teen space
- Enhance café/garden experience
- Consolidate and reorganize staff areas to increase efficiency and space utilization
- Enhance makerspace
- HVAC and lighting upgrades
- Facility management software and PA system
- Correct water infiltration at parking garage.
- Consider the redevelopment of the existing community green space.
- Repurpose rotunda areas for social gathering and programming functions.
- Reconfigure second floor to accommodate coworking and business incubation functions.

CENTRAL | MAIN LOCATION

THIRD LEVEL CONSIDERATIONS



PRELIMINARY CONSIDERATIONS

QUICK WINS

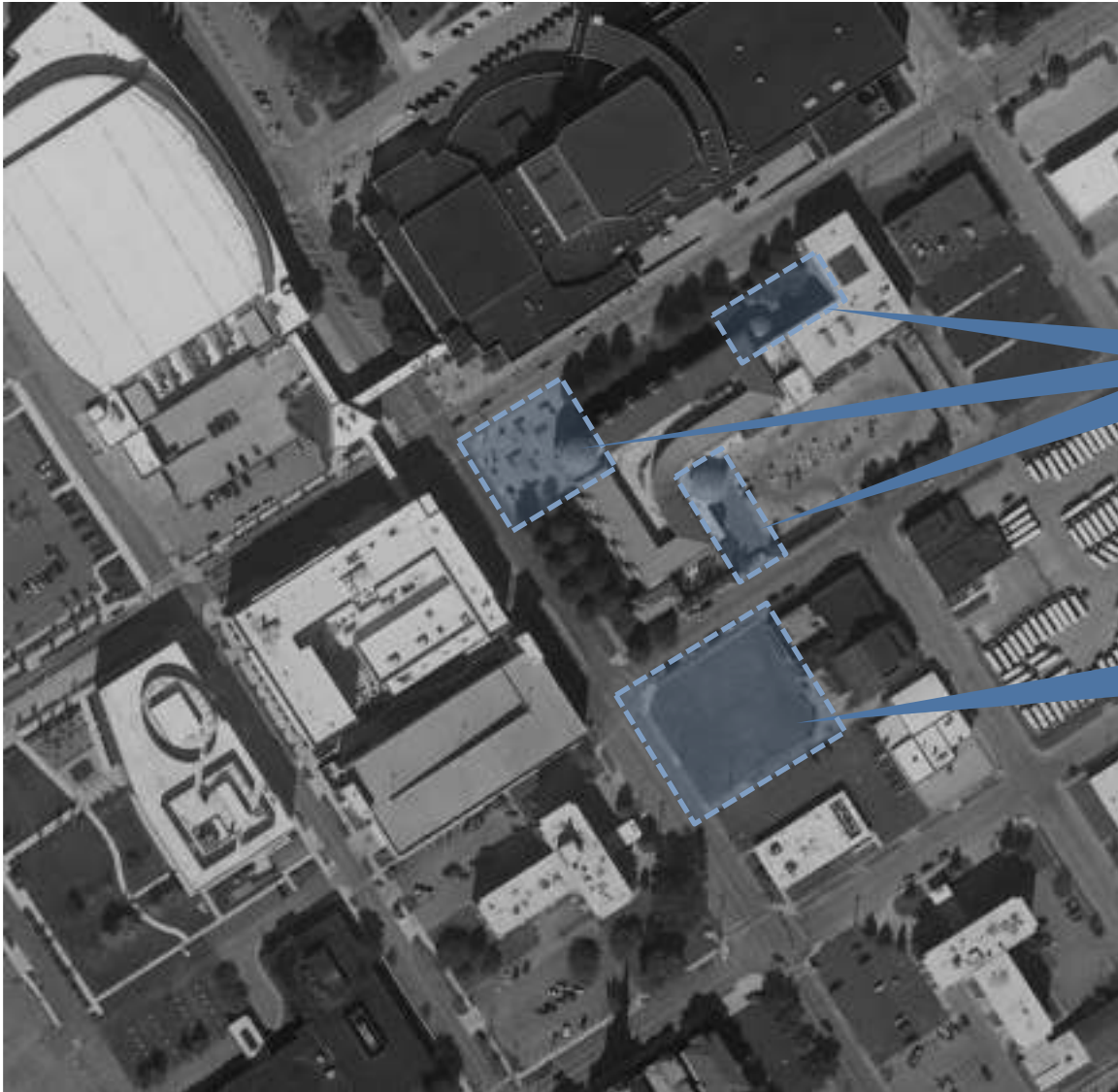
- Improve wayfinding and signage
- Increase art installations and murals
- Increase outdoor wi-fi access (in progress)

MODERATE STEPS

- Provide dedicated teen space
- Enhance café/garden experience
- Consolidate and reorganize staff areas to increase efficiency and space utilization
- Enhance makerspace
- HVAC and lighting upgrades
- Facility management software and PA system
- Correct water infiltration at parking garage.
- Consider the redevelopment of the existing community green space.
- Repurpose rotunda areas for social gathering and programming functions.
- Reconfigure second floor to accommodate coworking and business incubation functions.

CENTRAL | MAIN LOCATION

SITE CONSIDERATIONS



**ENHANCE
OUTDOOR
LIBRARY SPACES**

**REDEVELOP
COMMUNITY
GREEN SPACE**

PRELIMINARY CONSIDERATIONS

QUICK WINS

- Improve way-finding and signage
- Increase art installations and murals
- Increase outdoor wi-fi access (in progress)

MODERATE STEPS

- Provide dedicated teen space
- Enhance café/garden experience
- Consolidate and reorganize staff areas to increase efficiency and space utilization
- Enhance makerspace
- HVAC and lighting upgrades
- Facility management software and PA system
- Correct water infiltration at parking garage.
- Consider the redevelopment of the existing community green space.
- Repurpose rotunda areas for social gathering and programming functions.
- Reconfigure second floor to accommodate coworking and business incubation functions.

PRIORITIZING URGENCIES

TIER	LOCATION	SITE	BUILDING	FF&E	Notes
1	STRINGTOWN*	●	●	●	Pursue replacement facility within existing service area and explore reuse of existing structure for administrative and storage purposes.
	RED BANK*	●	●	●	Pursue replacement facility within existing service area and explore temporary reuse of existing structure and/or sale of asset.
	McCOLLOUGH	○	●	●	Rearrange interior organization of the building to provide additional usable square footage for children's, relocate large meeting room, provide new study rooms, and explore new centralized circulation desk.
2	WEST	○	●	●	Modest expansion for enhanced ADA accessibility, increased ADA parking, new furniture, technology upgrades, and deferred maintenance upgrades.
	EAST	○	●	●	Modest expansion for enhanced ADA accessibility, increased ADA parking, new furniture, technology upgrades, and deferred maintenance upgrades.
	NEW LOCATION*	●	●	●	Pursue new regional location within northern area of county to serve growing population.
3	NORTH PARK	○	●	○	Increase staff visibility with centralized circulation desk, provide additional meeting rooms, enhanced teen space, improve acoustic within programming areas.
	OAKLYN	●	●	○	Increase staff visibility, provide additional meeting rooms, new teen space, improve outdoor programming areas, new story walk and potential skylights.
	CENTRAL	●	●	●	Provide new makerspace, additional study rooms, business incubator locations, rearrange second level, repair parking garage concerns, enhance access and use of outdoor plaza, and reconcile deferred maintenance.

- Modest Improvements
- Substantial Improvements
- Replace
- * Potential Renovated or New Facility

NOTE: Strategies for micro-locations will be reliant on localized opportunities for civic partnerships and space utilization. As changes are made to the locations listed above, new needs and opportunities will arise within underserved areas. The Library will need to be committed to understanding and empowering patrons to vocalize those needs in order to react to them with effective right-sized solutions outside the conventional “bricks and mortar” locations that currently exist.

NEXT STEPS

The Facilities Master Plan is both pragmatic and ambitious, incorporating many immediately actionable strategies and others that look to the future. The plan identifies creative solutions, conceptual prototypes, and proposed relationships with agencies, community groups, and the private sector. Working together, the spectrum of proposed strategies have the potential to strengthen and change the way libraries support the neighborhoods throughout the city.

Although the plan looks to the future, the Evansville-Vanderburgh Public Library already has begun seeking concrete ways to implement key recommendations that emerged from the planning process system-wide. In addition, EVPL will begin incorporating small- and large-scale interventions into upcoming capital requests

to help secure the resources necessary to advance the work. Depending on the scale of intervention proposed at each location, resources will include financial investment, technical expertise, and general contracting skills.

The EVPL team will steward the implementation process moving forward, keep track of changes made, and continue to advocate for the funding, resources, and partnerships that will be required to make this plan a reality. In doing so, they will be advancing a more equitable and vibrant Evansville-Vanderburgh County.

*“Bad libraries build collections,
good libraries build services,
great libraries build
communities.”*

- R. David Lankes



Mission

We cultivate curiosity by creating wonder.

Vision

Communities united through shared exploration and understanding.

Discover. Explore. Connect.



PLANNING TEAM

MKM architecture + design
www.MKMdesign.com

IMEG Corp.
www.imegcorp.com

VPS Architecture
www.vpsarch.com

ReThinking Libraries
www.rethinkinglibraries.org

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EVANSVILLE VANDERBURGH
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