

Report of the City of Winter Park Library Facility Task Force

Members:

Sam Stark, Chair
Gary Barker
Daniel Butts
Bruce Douglas
Jeffry Jontz
Nancy Miles
Joel Roberts
Jan Walker
Chip Weston

Shawn Shaffer, Winter Park Public Library Executive Director
Randy Knight, City Manager



Table of Contents

Executive Summary	1
Introduction.....	2
Beginning the Process	3
Research and Education	3
Public Forum #1	3
A Vision Emerges	4
New Opportunities to Serve the Community	4
Determining Need.....	6
Capacity	6
Accessibility	7
Flexibility	7
Technology.....	7
Examination of Potential Sites	9
Sites Considered.....	9
Evaluation Criteria.....	10
Public Forum #2	11
Task Force Ranking.....	12
Examination Costs	13
Operation Costs	13
Possible Revenue Sources	14
Cost Analysis of Possible Sites	14
Examination of Funding Strategies	16
Partner Opportunities.....	17
Task Force Recommendation	18
Appendices	
Appendix A: Task Force Action Items	
Appendix B: Minutes of Task Force Meetings	
Appendix C: "Library of the Future" presentation by Clyde Scoles report	
Appendix D: Douglas Report	
Appendix E: Report from September 17 public forum	
Appendix F: "Considerations for the Future of the Winter Park Public Library" by Chip Weston	
Appendix G: ACi's Exploring the Possibilities (potential sites and cost analysis)	
Appendix H: Report from October 30 public forums	
Appendix I: Draft Municipal Bond Ordinance	
Appendix J: ACi Cost Analysis by Site	

Executive Summary

Determination of Need

The nine members of the Library Facility Task Force unanimously concluded that **the current building housing the Winter Park Public Library is not adequate and a new facility is necessary to provide the community with the Library materials, services and programs it needs now and in the future.**

Recommendation for Location

The Task Force determined that the US Post Office property at 300 North New York Avenue is the location best suited to meet the needs of city residents. The second choice is the site adjacent to City Hall.

Projections of Costs

Cost will vary depending on the scope of the project and site. Estimates range from \$14 million to \$25 million.

Recommendation for Funding Strategy

The Task Force recommends a combination of funding strategies that includes a bond referendum, grants from state and local funders, and possibly the sale of the current library building and property. The Task Force is also recommending to the Winter Park Public Library Board of Trustees that it contribute toward sustainable support for the operation of the Library by increasing its endowments by 40 percent.

Recommendations and Requested Action Items

After four months of considered review and analysis, the Library Facility Task Force Committee members are unanimous in their presentation of the following recommendations:

1. That the City of Winter Park approve the financing and construction of a new library facility.
2. That the City of Winter Park obtain a written agreement for the acquisition of the Post Office site as the first choice site for the new library within six months or by June 2015.
3. If the Post Office site cannot be acquired in six months or by June 2015, that the City of Winter Park select the City Hall block as the first choice site for a new library.
4. That, once a site is selected, the City of Winter Park approve a bond referendum to finance the library of Winter Park's future.

Introduction

The Winter Park Public Library was founded 129 years ago by women with last names many modern-day Winter Parkers would recognize: Lamson, Cady, Hooker, McClure, Guild, Ladd, Clark, Cook and Brown. It was an effort for the community by the community and reflected the desire to support learning and knowledge, a hallmark of Winter Park from its inception that endures today.

This year marks the 100th anniversary of the partnership between the Winter Park Library Association, which began in 1914 when the City agreed to provide free electricity to the Library's one-room building. It has been a long and fruitful partnership, providing residents with the library materials, programs and services they need to be informed, educated and entertained. It is fitting that as this partnership reaches the centennial mark, the City Commission established the Library Facility Task Force to examine how the Library will continue to play its vital roles as information hub and knowledge base today and for generations to come.

When the Library Facility Task Force was appointed by the City Commission in June 2014, **it was charged with making recommendations to the Commission regarding need, location, costs and funding strategies for a new or remodeled library facility.** Meetings began in July 2014. The Task Force's nine members have listened to experts, reviewed library industry trends, examined site plans, visited other libraries, and, most importantly, listened to its community.

Beginning the Process

The members of the Task Force decided on a thorough, thoughtful and complete process including the following components: background and education; community forum on the need, function, and desired characteristics; determination of need; site examinations; public forum on preferred characteristics of sites; construction cost analysis; operational cost analysis; development of funding strategies; official recommendations; determination of next steps.

The Task Force met every other week in August 2014 and then weekly September through November 2014. A list of all Action Items voted on by the Task Force can be found in **Appendix A** and full minutes of all meetings are in **Appendix B**. All meetings were open to the public and were often attended by community members as interested parties or to provide information relevant to the Task Force's work. All public input was seriously considered.

Research and Education

In their research and investigative efforts, the Task Force engaged in the following:

- As a means of getting a full understanding of current and future libraries, the Task Force reviewed the assessment of the current library facility and upcoming library trends presented by Clyde Scoles, Executive Director at Toledo-Lucas County Public Library and nationally known expert in library advocacy and construction. The full "Library of the Future" presentation by Scoles can be found in **Appendix C**.
- The Task Force read a full report [see **Appendix D** for full report] and received an in-person briefing from architect and planner Jeremy Bartolovitch, of the Douglas Company, regarding the cost and logistics of renovating and rebuilding the current building.
- Took personal tours of the current facility.
- Explored other libraries, including an in-depth tour of the Orange County Library System's Melrose Center technology hub and a visit to the newest construction project of the Sarasota County Library.

Public Forum #1

On September 17, the Task Force held a public forum asking attendees for input as to what they believe a library serving Winter Park in the future should do and be. The forum was facilitated by Marilyn Crotty of UCF's Florida Institute of Government. A full report from the forum can be found in **Appendix E**. Of the eight break-out groups that reported, there was clear consensus that a library facility serving Winter Park in the future must:

1. Be a source of education and information for people of all ages.
2. Be a flexible space that can change with technology and community needs.
3. Have access to technology and be capable of adapting to new technologies.
4. Be configured for partnerships, collaboration and creativity.

A Vision Emerges

Through the Task Force's research, feedback from the community, and interaction with Task Force expertise, a true vision emerged for the new and crucial roles the Winter Park Public Library could play in the community. [See **Appendix F** for the full text of "The Future and the Library" by Chip Weston"].

The Library is in a unique position to aid its citizens as they navigate the unprecedented challenges and opportunities presented by technology and sociological change.

Technologies that have emerged over the last two decades have produced profound, permanent effects on lifestyles, the economy and the community now and for the future. We know these effects include drastic shifts in business models for numerous industries, and job growth will be in new fields for which our work force will need to be prepared.

The Library can play a major role in helping many of our citizens in this preparation -- small and medium businesses; independent and flex workers; and older workers who cannot afford to retire. Possibilities include: assistance with job and skill retraining; online certifications; providing short-term, high-tech, and global multi-channel communication interfaces; and shared office space with secure cloud storage.

A new, future-oriented library could provide access to leading technologies and devices not available to the average Winter Park citizen or business. It could become a global communications center with a digital theater integrating high-resolution video and audio in an acoustically balanced room. These could provide citizens access to continual educational and entertainment opportunities while connecting the community with the best educators, trainers and mentors no matter where they are on the planet. For many of our citizens and businesses, the Library may be the only affordable source for this type of information and education.

New Opportunities to Serve Community

By combining roles the WPPL has always played with a new vision of libraries as places for content creation as well as consumption, the possibilities for what a new library could be for Winter Park become thrilling.

Makerspaces: The WPPL can foster community-sourced, multi-format and multi-channel content creation and distribution and provide access to systems that are either too expensive or complex for most people to afford on their own.

Lifelong Education: One of the areas predicted to change over the next five years is education. Virtualization and augmented reality along with personalized and highly flexible teaching systems are beginning to compete successfully with existing educational systems that can be too expensive and too slow to keep up with changes. A library built and wired with the future in mind could give our citizens a lifeline to ongoing education, entertainment and community interaction.

Virtual Online Library: Internet connectivity and patron portals can provide secure and private interfaces to efficient educational offerings for all ages in their own homes. Our virtual library can enhance civic engagement, community interactivity, robust digital delivery of library services for all ages, support for volunteerism, and support for mentor networks.

The Internet of Things: As homes, offices, cars and bodies become interconnected in real-time, there may be no better source for educating our citizens on how to set up these systems and best uses than the Library. The Library could become the first stop for updating and optimizing our devices, setting up our personal digital agents and protecting our privacy from the ubiquitous peering eyes and ears of the Internet.

A new Winter Park Public Library will be in a position to guide our community through the astounding changes that are yet to come as artificial intelligence and the confluence of maturing technologies and social applications bring more challenges to daily life. A new Library has both the opportunity and the obligation to become the forum for helping citizens and community deal with the opportunities and challenges of the next decades.

Determining Need

After months of research and discussion, the Task Force unanimously decided that **the current building that houses the library is not adequate and a new facility is necessary to provide the community with the Library materials, services and programs it needs now and in the future.**

This was not a conclusion the Task Force came to lightly, and the same factors that led to this decision were critical in recommending the nature and location of a new facility. Those factors include: capacity, accessibility, flexibility and technology.

Capacity

- The Library staff and Trustees are frequently asked: “Why do we need a library with space for books when everything is moving to the Internet.” This is an understandable question, but it is one based on a false assumption. In reality, only about 12 percent of all books published have been digitized. With a million new books being published each year, completing the digitization of even a majority of published human knowledge will take decades. People will continue to depend on the printed word for generations.
- Studies show us that people *prefer* print materials....and not just older people. Recent studies report that between 60 and 75 percent young people aged 16-24 want print books over eBooks, and many child development experts strongly recommend that print books be used to teach early literacy skills. The printed book is **not** going away any time soon and Winter Pak’s library will need to provide them.
- The Library is out of space for materials and has been forced to aggressively “weed” its collection (strategically remove titles) to make room for new titles. In 2012, space constraints lead to the weeding of 40 percent of the adult fiction collection. Some lesser-read classics were lost to the process and many well-read classics were reduced to a single copy. Many titles were removed that would not have been weeded had space constraints not be the driving factor. This kind of weeding degrades the integrity of the collection and hampers the Library’s ability to appropriately provide for patrons.
- Nowhere is the space issue more critical than in the Youth Services Department. Approximately 50 percent of the Library’s total circulation and program attendance comes from the Youth Services Department but it occupies only 20 percent of the building. Much like the adult fiction collection, the Youth Services collections have been victim to overly aggressive weeding necessitated by lack of shelf space. In some sections of Youth Services, librarians order fewer new materials than they should because the facility cannot house them or for every title added one must be removed to make room for it.
- The Library’s capacity issues are not limited to materials space. Meeting space is at a premium and staff often compete with each other for space to provide programming for children and adults. Cooperative programming is pursued and other community space is used when possible and appropriate, but it’s not enough.
- On a daily basis, the Library is asked by residents for use of quiet areas for people to read in peace, for groups to study and collaborate, and for tutors to meet with students one-on-one or in small groups. Unfortunately, any quiet study spaces the WPPL once had to offer have long since been converted to computer labs and offices.
- The lack of space doesn’t just impact staff and programming. The lack of meeting space also impacts public groups and businesses looking for places to hold meetings and gatherings. The Library was once a popular place for business groups, professional organizations and clubs to meet, but space constraints no longer allows it to serve this function most of the time.

- The Library is the proud home of the Winter Park Sidewalk Art Festival Best of Show Collection, a true jewel of the community. The current building is almost out of room to house future winners and some of the pieces currently housed in the collection are not properly lit or are in awkward locations. A new facility could incorporate art display space that showcases the collection and maximizes its accessibility to patrons and community visitors.
- Last but not least, the Library is at capacity in its parking lot. The 69 spots simply cannot accommodate the 400-600 people who come to the Library each day – and that is with the staff parking offsite at The Alford Inn.

Accessibility

- The current Library facility limits accessibility to its collections and services in several ways. The shelving is far too high for people of all ages. Children cannot fully explore the shelves in the Youth Services areas without the assistance of an adult...and there is not enough space in the current facility to spread the collection onto lower shelving. In most places, books are stacked too high and too low for older adults and people with disabilities.
- The stack widths are narrow and would not meet current ADA standards.
- The Library's only elevator is not large enough to transport a gurney set up with a patient on it. Previous emergencies have resulted in Winter Park Fire-Rescue personnel carrying a patient down the stairs in a life-or-death situation.

Flexibility

- The Task Force heard a thorough examination of the current facility from The Douglas Company, which reported that the current Library building is a collection of fixed walls and odd-shaped rooms, some of which cannot be remedied even if the building was taken down to the studs and block.
- Many of the rooms in the Library were designed with a fixed purpose in mind and cannot be easily converted to other purposes.
- The Library facility is designed almost exclusively for content consumption – but the role of libraries is changing to take on the role of enabling content creation as well. Libraries all over the country have become homes to makerspaces that provide access to the software and equipment people need to create software, apps, video, music, inventions and crafts. The current building doesn't allow for these capabilities. Despite having received grant money to get started on a very modest makerspace project, the Library hasn't yet been able to begin the project because the rooms available aren't flexible in purpose.

Technology

- Despite a recent doubling of the bandwidth provided to the community, the Library is still falling short of what many of its patrons need. The cable currently supplying broadband Internet in the building cannot handle any higher speeds than what is currently offered and because of the configuration and construction of the walls, new cable or fiber is not a viable possibility with the current structure. The result is that the Library is unable to keep up with current technology and cannot be equipped for the next generation of technology to come.
- The current facility simply cannot meet the electrical power needs of today's technology. There are areas of the building where staff have to be careful not to blow circuits when plugging in anything for a

program. Patrons are often seen running power cord for laptops and mobile devices across walkways and traffic paths because there is a lack of outlets.

- New systems are available that can fully automate the process of checking in and sorting returned materials, reducing the need for staff in that area. The current facility lacks space for installing the system.
- The Library is well aware of the currently available technologies it cannot provide to the community. But what concerns staff and the Task Force most are the technologies certain to be around the corner that the Library doesn't have the infrastructure to support.

Listening to citizen feedback and analyzing the factors described above led to the Task Force's unanimous determination that **the current building housing the library is insufficient to meet the current and future library needs of the community.**

Examination of Potential Sites

After definitively deciding to recommend a new facility as opposed to a more modest renovation on the insufficient current facility, the Task Force proceeded to the next facet of its charge from the Commission, which was to evaluate sites.

Sites Considered

In determining which sites to investigate as a potential library locations, the Task Force chose to primarily explore sites already owned by the City of Winter Park in an attempt to avoid additional land costs and to guarantee availability. In order to be a viable option, the site had to be capable of accommodating a 60,000 square foot building and 160 parking spaces. Given the time allotted to the Task Force, only realistically viable properties were evaluated.

The Task Force evaluated four sites owned by the City:

- Current Library Location: Renovate and expand - 460 E. New England Ave.
- Current Library Location: Demolish/scrape the site and construct a new building
- Adjacent to City Hall property at 401 S. Park Ave.
- Rachel D. Murrah Civic Center site at 1050 W. Morse Blvd.
- Progress Point site on Orange Avenue

The Task Force evaluated one site the City has strategic, long-term plans to acquire and is already in negotiations for purchase:

- Winter Park Post Office site at 300 N. New York Ave.

Rough building footprint concepts can be viewed in **Appendix G**

The Task Force made inquiries into two additional sites suggested by community members:

- the site of the Christian Science Church at 650 N. New York Ave.
- the vacant property at the corner of New England and Virginia Avenues

Task Force investigation revealed that the Christian Science Church is not for sale and the vacant site at Virginia and New England consists of multiple lots owned by a total of five separate entities and would be too difficult to purchase for consolidation.

The table on the next page shows characteristics of the five sites under consideration. The data was provided by ACi.

Key: Y – Yes N – No O - Optional	Expand Existing Building	Scrape & Build New at Existing Site	Adjacent to City Hall Site	Civic Center Site	Post Office Site	Progress Energy Site
Physical Site Fundamentals:						
Provides flexibility to meet future needs	N	Y	Y	Y	Y	Y
Requires parking structure	Y	Y	Y	N	N	N
Provides opportunity to meet other parking needs with a structure	N	N	Y	Y	Y	Y
Requires demolition	N	Y	O	Y	Y	Y
Requires temporary relocation	N	Y	N	N	N	N
Requires land acquisition	N	N	N	N	Y	N
In downtown core	Y	Y	Y	N	Y	N

Evaluation Criteria

The Task Force used the following criteria to evaluate the sites:

- *Expanded Services* – Includes opportunities to expand beyond traditional library services and serve new needs and populations
- *Economic Development/Cultural Development* – Considers opportunities at each site for the library to bring economic or cultural development to the surrounding properties
- *Cost/Financing* – Includes costs of acquiring site; costs of building construction; costs associated with parking; costs related to relocation; costs related to operations once open
- *Density/Intensity* – Considers how the presence of a new library building would affect density and intensity of use
- *Green Space* – Includes opportunities to add to the City’s valued green and park space via “parklets”
- *Sense of Place* (historical/iconic value) – Considers the potential for the site to evoke attachment and perceptions of belonging and inclusion in the community
- *Accessibility/Walkability* – Includes proximity to city core; traffic patterns and road access; parking; walking access from residential areas
- *Adjacencies* – Includes consideration of what business and services are in proximity to site as well as possible synergies with existing neighbors
- *Partnerships* – Considers how the site lends itself to logical partnerships with governmental or community resources

- *Timing* – Includes the amount of time required to acquire property and to begin construction
- *Architecture* – Considers opportunities to create an iconic building that fits within the unique and cultivated character of Winter Park

Early in the site examination process, the Task Force determined that the Progress Point site would not score well enough on the above criteria and it was removed from consideration.

Public Forum #2

On October 30, the Task Force hosted two separate public forums, again facilitated by Marilyn Crotty of UCF’s Florida Institute of Government. The first forum was held from 8 – 9:30 a.m. at the Winter Park Welcome Center and the second was from 6 – 8:30 p.m. at the Rachel D. Murrah Civic Center. These forums were an opportunity for the public to discuss characteristics they were looking for in a potential site for a library and to evaluate the five site options considered viable possibilities by the Task Force.

The following is a summary of public feedback for each location. The full report from the October 30 forums prepared by Crotty can be view in **Appendix H**.

Site Option: Renovation and Expansion of Current Building	
<u>Opportunities</u>	<u>Challenges</u>
Central location	Financial model not favorable due to lack of land sale
City maintains ownership of land asset	Move out, temporary relocation causes biggest challenges
Community familiarity	Limited architectural statement opportunity

Site Option: Scrape Current Site and Build Entirely New Facility	
<u>Opportunities</u>	<u>Challenges</u>
Central location with community familiarity	Financial model not favorable due to lack of land sale
City maintains ownership of land asset	Logistic and cost difficulties posed by temporary relocation
Opportunity to make an architectural statement on Aloma as entrance to downtown	Requires a parking structure

Site Option: City Hall Site	
<u>Opportunities</u>	<u>Challenges</u>
Location allows users to better explore and take advantage of Park Avenue	Must solve property issues in the south/west corner of the block
Affords additional parking for Library and all of Winter Park	Possibility of having too much library parking appropriated by non-library users
Creates a unique “civic core” with City Hall and Welcome Center	Clutters an already confusing intersection

Site Option: Rachel D. Murrah Civic Center	
<u>Opportunities</u>	<u>Challenges</u>
Most potential for new services and partnerships	Too far from core of city
Opportunity to upgrade Civic Center	Adds to congestion of a growing area and redeveloped Mt. Vernon Inn
Best site to engage and connect with residents west of New York Ave.	No walkability factor

Site Option: Post Office Site	
<u>Opportunities</u>	<u>Challenges</u>
Best use to replace Post Office	Logistics to acquire site
Unique opportunity for architectural statement	Uncertain timing
Location best fits West Side and core	Concern that it will be too large for the park

Task Force Ranking

Using the Task Force’s research, public input from at the forums and other community input, Task Force members ranked all five sites in the 11 criteria categories described above. All criteria were considered equally. Scores were combined and a final ranking for the five sites were determined. The final Task Force ranking was as follows:

1. Winter Post Office site
2. Adjacent to City Hall site
3. Rachel D. Murrah Civic Center
4. Current site with new building
5. Expansion/refurbishment of building on current site

Examination of Costs

Operational Costs

In the library's overall budget there are a number areas potentially impacted by a larger building providing expanded services.

Personnel

Staffing is the largest part of the Library's operational costs. Changes in personnel cost will depend on the specific services offered in the new facility.

A new library facility would enable us to take advantage of new automated sorting and material handling systems. Leveraging Radio Frequency Identification (RFID) technology the Library already owns, it could continue implementing innovations in the current circulation system that will allow operation with fewer paraprofessional staff, reducing costs in this area.

For public services, the Library could move to an Apple Store-style model of staffing in which paraprofessional staff engage patrons and determine when they need professional (i.e. Genius bar) assistance. This allows all staff to focus on individual service and improving the overall patron experience and visits more productive.

New and specialized services would create the need for additional professional/technical staff with specific expertise. Example of these needs might include certified teachers working with students and online education; video or audio engineers; or technological experts to assist with equipment usage. The specific positions would depend on the new service offered in the new facility. Some additional staff could be part time or hired on a contract basis. Other staffing needs could be met with outside vendors' support staff or trained volunteers who work in exchange for use of the makerspace labs and equipment. In addition, some of these areas could generate their own revenue with usage fees.
Estimated additional staffing costs: \$150,000 annually

Utilities

Currently, utilities are budgeted at \$55,000 per year. A new, sustainable building should keep utility costs close to that level, even though the size of the building will almost double. Savings can be found in reduced water use, more efficient lighting, and better use of natural light.

With a new building, there are opportunities to look at alternative energy solutions. These may cost more at the outset, but because we anticipate this building will have a long life, we would see a return on that investment.

The Green Building Council reports that new construction that is LEED certified saves between 33 – 47 percent in utility costs. The Marcellus Library in upstate New York reported their new "super-efficient" facility operates 59 percent more efficiently than a typical building.

Estimated additional utility costs: \$0 annually

Building Operations

This category includes non-utility, building-related expenses including door maintenance, security, fire, alarm, elevator maintenance, repairs and janitorial services. At this time, minimal resources are put towards these items. A new facility would require state-of-the-art equipment to protect the investment in the building. While many costs will be higher than what is currently spent on these items, some costs will be lower in a new building because it is easier to support and maintain new equipment.

It is expected that in a larger facility, janitorial costs would increase. HVAC, security, emergency, maintenance systems will all have ongoing maintenance costs but will make the building and the services we offer more efficient and effective. Some of these costs include ongoing software

maintenance costs for building management systems. This is an area we could “beta” test software systems for vendors to mitigate some of those costs.

It is anticipated that the new building will be owned by the City just as the current building is. The City departments responsible for the maintenance and on the building may realize some savings from a new facility with infrastructure that requires less repair.

Estimated addition ongoing building operational costs: \$70,000 annually

Total Annual Operations Increases

Staffing	Building Operation	TOTAL
\$150,000	\$70,000	\$220,000

This is a 7.5 percent increase over our current \$2,944,372 2015 budget.

Possible Revenue Sources

A new facility has the potential to open opportunities for increased revenues or opportunities to offset costs. Possibilities include:

- Winter Park Library Association endowment fundraising of \$2,000,000. At the current withdrawal policy rate of 4.75 percent, this would result in increased operating funds of \$80,000 a 40 percent increase annually
- Additional staffing could be a combination of trained volunteers, limited contract staff or onsite staff provided by a vendor
- Partnerships with local educational institutions
- Equipment/space usage fees
- Additional meeting room space rental fees
- Global business center rental fees
- New systems could be a “showcase” for vendors wanting to show real world use of their products to potential customers
- Revenue sharing with retail, café/restaurants

Cost Analysis of Possible Sites

The following chart shows a costs analysis of the top four sites reviewed by the Task Force. Also shown are the projected total annual costs per household for each option should voters approve a referendum. Cost analysis for all sites considered can be found on in **Appendix J**.

Cost Analysis of Possible Sites

Cost Analysis - Comparison of Possible Sites

	Post Office *	Adjacent to City Hall	Civic Center
Building	\$ 16,418,535	\$ 16,811,274	\$ 16,718,652
Earthwork, Utilities, Landscape, Hardscape	\$ 762,930	\$ 596,136	\$ 854,740
Furnishings/Fixtures/Equipment	\$ 2,100,000	\$ 2,100,000	\$ 2,100,000
Parking	\$ 642,558	** \$ 6,419,205	*** \$ 811,860
Demolition	\$ 320,891	\$ 62,991	\$ 136,999
Temporary Relocation	\$ -	\$ -	\$ -
Professional Architectural/Engineering Fees	\$ 1,375,475	\$ 1,746,398	\$ 1,400,443
Other Soft Costs (<i>geotechnical, environmental, civil, landscape-AVIT, testing, legal</i>)	\$ 762,446	\$ 990,706	\$ 777,811
Contingency - Program Adjustments	\$ 607,347	\$ 779,688	\$ 618,668
Contingency - Market Conditions Through 2015	\$ 607,347	\$ 779,688	\$ 618,668
Costs	\$ 23,597,529	\$ 30,286,086	\$ 24,037,841 *****
Library Grants	\$ (500,000)	\$ (500,000)	\$ (500,000)
Sale of Current Library	\$ (6,800,000)	\$ (6,800,000)	\$ (6,800,000)
Interest Cost (bond financing 2% of cost)	\$ 325,951	\$ 459,722	\$ 334,757
Net Cost	\$ 16,623,480	\$ 23,445,808	\$ 17,072,598 *****
Approximate millage needed to service debt	0.2890	0.4076	0.2968
Millage rolling off	0.0965	0.0965	0.0965
Net new millage	0.1925	0.3111	0.2003
Annual new cost per \$100k taxable value	\$ 19.25	\$ 31.11	\$ 20.03

For costs analysis of all sites examined by the Task Force, see Appendix J.

Assumptions:

1. Parking structure costs include enhanced architectural facade
2. FF&E budget provided by Library Board FF&E consultant
3. LEED Certified Level

- * City is currently in negotiations to acquire USPS site for
- ** Addition of parking structure adds \$3,083,201
- *** Eligible for CRA funding
- **** Does not include replacement cost of civic cent

Examination of Funding Strategies

The success of the Winter Park Public Library for more than a century has been a direct result of public/private partnerships that enabled the Winter Park Public Library to remain independent and focused on the particular needs of our City's residents. As a nonprofit organization, WPPL has been able to leverage the significant support of the City of Winter Park over the years to attract corporate, foundation and individual contributions to meet the ever-increasing demand in services.

As in the past, funding for a new library facility would be secured from a variety of public and private sources.

Library Fundraising and Grants

The Task Force will recommend that the Winter Park Library Association Board of Trustees will make targeted appeals to individuals, corporations, foundations and granting agencies for funds to operate the library of Winter Park's future. The State of Florida has budgeted monies for new library buildings. The Library will apply for funds in April 2015 for review by the legislature in 2016. The initial fundraising goal for operations is \$2,000,000.

Other Sources

CRA funds could be secured for parking facilities in the civic core.

Partnerships with other civic, nonprofit and for-profit organizations could provide ongoing support in the form of rental income or grants.

Municipal Bonds

In November 2015 the last tax assessment for the Golf Course Bonds will take place. The millage rate to service those bonds in Fiscal Year 2015 was 0.0965 mills. It is the Task Force's recommendation that a new bond referendum be conducted to approve bonds to pay a portion of constructing a new Library and that the first assessment to the taxpayers on those bonds not take place until November 2016. Depending on the site selected, it is estimated that the net new annual cost to the taxpayer would be less than \$25 per \$100,000 of taxable assessed value of their property.

The Task Force felt that the Commission should determine when to hold the referendum. It can be conducted in conjunction with the March general election or it can be done at a later date as a stand-alone ballot question. If the Commission chooses to hold the referendum in March timing requires that it adopt the first reading of the ordinance calling for the referendum at its December 8 meeting. A suggested draft of the ordinance is attached as **Appendix I**.

Sale of the Current Library Property

If the new library facility is built at a different location, the current property could be sold by the City of Winter Park and the proceeds applied might be used toward the costs of a new building. The estimated proceeds from the sale of the land and building at 460 E. New England Avenue is approximately \$6.8 million.

Partner Opportunities

Each of the sites presents new opportunities for partnerships with important civic and nonprofit institutions. At the preferred Winter Park Post Office site, the Library could house retail space for postal services and hold concerts and events in the park in conjunction with other arts and cultural organizations. The City Hall site would provide a natural gateway to the city core and create a unique civic presence with the Chamber's Welcome Center, the Library and city services together on one block. The current civic center site could unite meeting and event space with the Library and providing outdoor programming opportunities in the Martin Luther King, Jr. Park. The Library's ability to expand services will naturally invite and promote engagement with other organizations sharing similar or complimentary missions.

Recommendations and Requested Action Items

After four months of considered review and analysis, the Library Facility Task Force Committee members are unanimous in their presentation of the following recommendations:

1. That the City of Winter Park approve the financing and construction of a new library facility.
2. That the City of Winter Park obtain a written agreement for the acquisition of the Winter Park Post Office site as the first choice site for the new library within six months or by June 2015.
3. If the Winter Park Post Office site cannot be acquired in six months or by June 2015, that the City of Winter Park select the City Hall block as the first choice site for a new library.
4. That, once a site is selected, the City of Winter Park approve a bond referendum to finance the library of Winter Park's future.