



LIBRARIES

2014

Facilities Master Plan

PREFACE

The 2014 Facilities Master Plan for ImagineIF Libraries (formerly Flathead County Library System) was developed by Himmel & Wilson Library Consultants of Milton, Wisconsin, in early 2014. This document includes the supporting information for the following two overriding recommendations (a complete list of the consultants' recommendations begins on page 10):

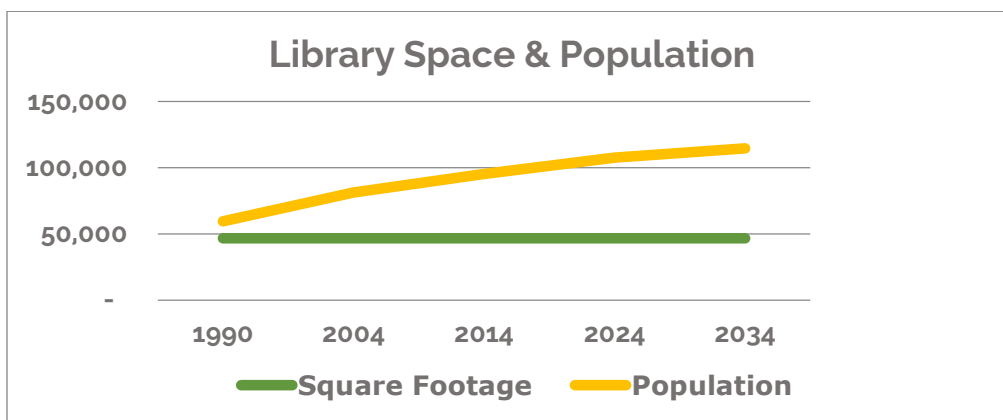
- The communities of Kalispell, Columbia Falls and Bigfork need new and expanded library facilities to adequately meet the present and future demands for library services.
- Additional branch locations are not recommended at this time. The existing ImagineIF Library facilities are well located to serve Flathead County citizens.

In adopting the 2014 Facilities Master Plan, the Flathead County Library Board considers the recommendations part of the 2015 Strategic Plan for the Future.

INTRODUCTION

In August 2013, the Flathead County Library System (FCLS), headquartered in Kalispell, Montana, issued a Request for Qualifications (RFQ) to carry out a facilities master planning study designed to identify FCLS' physical facility needs. Himmel & Wilson, Library Consultants of Milton, Wisconsin, was subsequently selected in October 2013 to assess library facilities. The study was partially funded by the Flathead County Library Foundation.

The Flathead County Library System had engaged a library consultant to examine facility needs in 2003. The assessment was updated in 2007. No new construction resulted from those efforts and the residents of Flathead County are still being served from the same set of buildings in 2014 as they were in 2003. This is in spite of population growth of nearly 25 percent between the years 2000 and 2014. In fact, despite a 60 percent increase in overall county population in the past 24 years, the Flathead County Library System has had the same amount of public library space since 1990.



Graph 1
Library Space and Population Projections, Flathead County

In 2003, Flathead residents were served by five public library facilities recognized by the State of Montana: Kalispell, Bigfork, Columbia Falls, Marion and Whitefish. A sixth privately funded, volunteer-operated library, based in Lakeside, serves residents in the West Shore area. The five publicly funded libraries that existed in 2003 operated out of 46,763 square feet (SF) of space. This translated into approximately 0.58 square feet of library space per capita. Due to the rapid population growth in the area, this ratio has now fallen to approximately 0.49 square feet per capita. If no action is taken, the consultants estimate that the ratio will continue to fall and will reach 0.41 square feet per capita within the 20-year time span examined by this study.

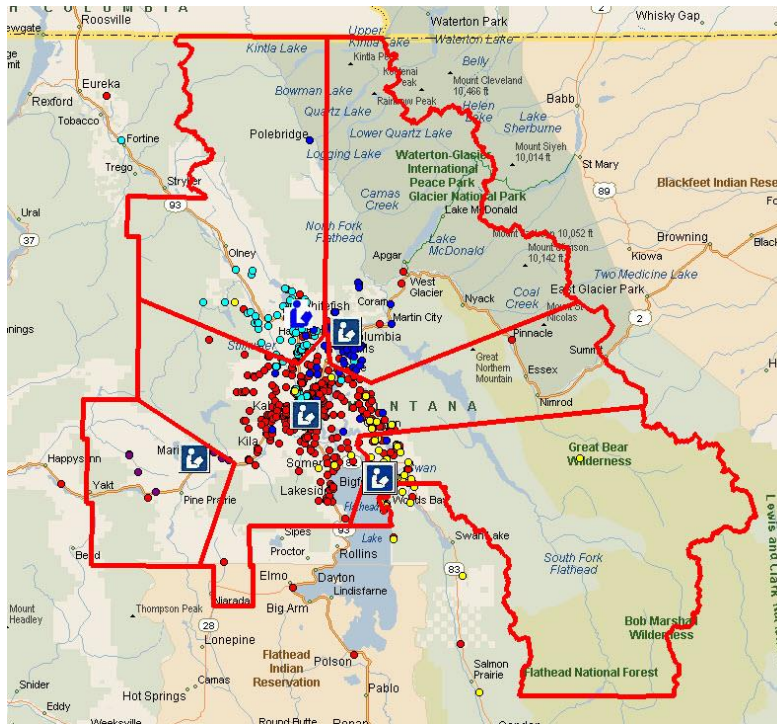
Year	Square Footage (including Whitefish)	Population (including Whitefish)	Square Feet per Capita
1990	46,763	59,545	0.79
2004	46,763	81,247	0.58
2014	46,763	95,188	0.49
2024	46,763	107,646	0.43
2034	46,763	114,655	0.41

Table 1
Library Space/Population Ratio, Flathead County

In 2011, the Whitefish Branch withdrew from the Flathead County Library System to operate as an independent, city-funded library now known as the Whitefish Community Library. If the population served by the Whitefish Library (estimated at 12,900) and the square footage of that library (10,800 SF) are removed from the equation, FCLS now has 35,963 square feet of library space to serve 79,431 residents. This translates into 0.45 square feet per capita. If library space remains unchanged, the Flathead County Library System will have only 0.36 square feet per capita of library space in 2034. These ratios are compared to State of Montana and national norms later in this report.

PROCESS AND BACKGROUND DATA

In carrying out the facilities master planning study, the consultants followed a number of steps that they have applied to similar studies many times before. A sample of actual library usage taken from the Montana Shared Catalog (addresses with library activity during a month-long period) was geo-coded and plotted on a map of Flathead County. This data was used to identify the geographic areas of the county that are primarily served by each of the Flathead County libraries, including the Whitefish Community Library. This geographic information was then used to determine a primary service population for each library. A condensed version of the map identifying service areas appears below. A larger map of the entire county and detailed maps for the individual service areas are provided in Appendix A, page 14.



Map 1
Library Service Areas, Flathead County

Population projections for each of the library service areas referenced in Map 1, were derived from the Site Reports Demographic Service operated by the Nielsen Corporation, a vendor of demographic information to the retail sector. Table 2 is a summary of the primary service populations determined for each of the libraries by the Nielsen Corporation.

Library	2014	2019	2024	2029	2034
Bigfork	5,896	6,493	6,879	7,206	7,326
Columbia Falls	15,125	16,644	17,632	18,472	18,780
Kalispell	56,599	62,289	65,987	69,128	70,284
Marion	1,811	1,992	2,110	2,210	2,247
Whitefish	12,900	14,195	15,038	15,754	16,017
TOTAL	92,331	101,613	107,646	112,770	114,654
TOTAL Excluding Whitefish	79,431	87,418	92,608	97,016	98,637

Table 2
Library Primary Service Population Projections, Flathead County

It is important to note that the centrally located Kalispell library serves as the administrative hub of the entire Flathead County system, as well as the processing center for all new materials, and the regional distribution hub for items sent to and received from Partner Libraries. Even though there is significant overlap between populations using the

various libraries, the consultants needed to assign populations to each library service area. Therefore, for the purposes of this study, the consultants estimate that the population served by the four FCLS libraries is now approximately 79,431 people and that it will grow over the next 20 years to 98,638. Because this study was commissioned by the Flathead County Library System, the recommendations will focus on the existing ImagineIF Libraries (Bigfork, Columbia Falls, Kalispell and Marion).

Table 3 shows the estimated service population, existing facility size and number of square feet per capita available at each of the public libraries in the county.

Library	2014 Service Population	2014 Square Footage	2014 SF/capita
Bigfork	5,896	1,440	0.24 SF/capita
Columbia Falls	15,125	4,723	0.31 SF/capita
Kalispell	56,599	29,000	0.51 SF/capita
Marion	1,811	800	0.44 SF/capita
Whitefish	12,900	10,800	0.84 SF/capita

Table 3
Existing Square Footage and Square Feet per Capita, Flathead County

DETERMINING ADEQUATELY SIZED LIBRARY FACILITIES

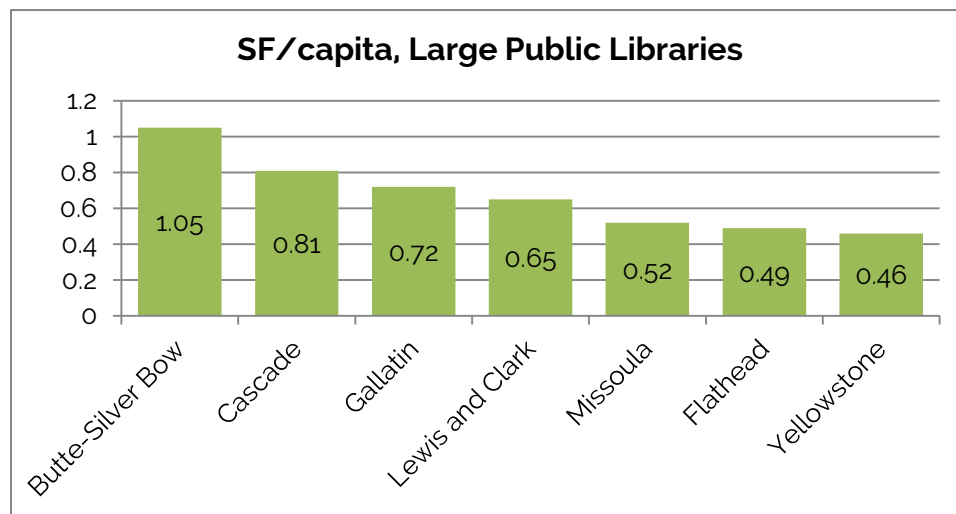
The most accepted measure of adequate facility space is square feet per capita. For the past 15 years, 1.0 SF/capita has been the general starting point for discussion in public library facility planning. However, library sizes have increased as libraries have added technology and additional formats of materials to their more traditional fare. Libraries have also added more meeting and gathering space to reflect the expanding role of public libraries as centers of community life. There are numerous examples of libraries built in recent years that provide 2.0 or more SF/capita; however, 1.0 SF/capita is still the standard in most states.

The consultants analyzed public library facility size in Montana using data provided by the Montana State Library. In 2014, Montana communities had 778,896 total square feet of public library space. Based on an estimated 2014 state population of 1,032,787, the 2014 statewide ratio was 0.75 SF/capita. The consultants also compared public library square footage in the seven most populous Montana counties: Butte-Silver Bow, Cascade, Flathead, Gallatin, Lewis and Clark, Missoula and Yellowstone. The median for all public libraries in these counties is 0.65 SF/capita compared to Flathead's 0.49 SF/capita, as illustrated in Table 4.

County	2014 Estimated Population	2014 Actual Square Footage	2014 SF/capita
Butte-Silver Bow	34,336	36,067	1.05
Cascade	84,735	68,224	0.81
Gallatin	95,470	68,400	0.72
Lewis and Clark	66,407	43,315	0.65
Missoula	114,575	59,230	0.52
Yellowstone	158,217	73,421	0.46
MEDIAN SF/capita			0.65
Flathead	95,188	46,763	0.49
Flathead (excluding WCL)	79,431	35,963	0.45

Table 4
Existing Square Feet per Capita, Montana Large Public Libraries

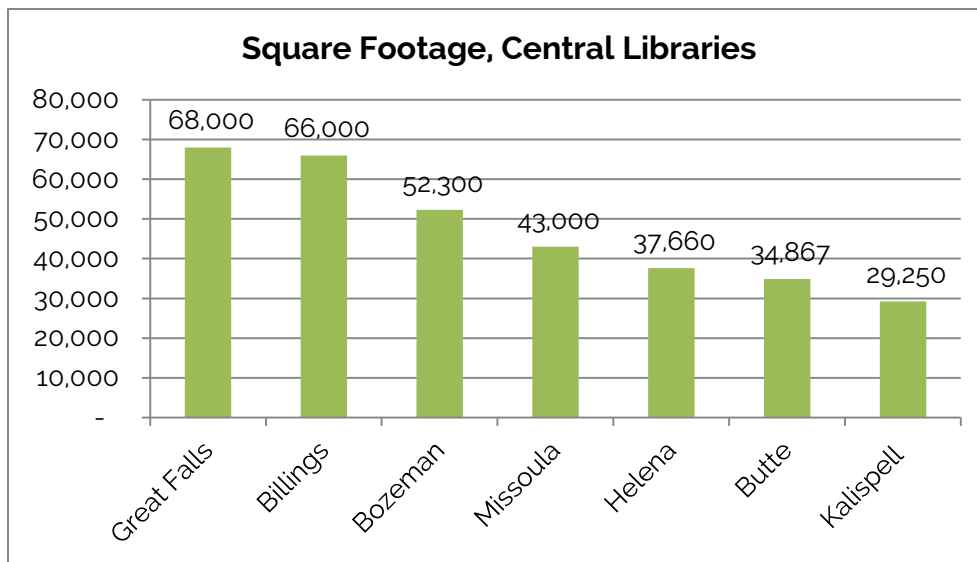
For the purposes of this comparison, all public libraries in each county were added together whether or not they are under the same governance structure. Graph 2 represents the SF/capita of public library space in graphical form.



Graph 2
Existing Square Feet per Capita, Montana Large Public Libraries

Flathead County's 0.49 SF/capita lags behind most Montana peers and the gap will continue to grow. If library facilities remain at this level, the square feet per capita for Flathead Libraries in 2034 will be 0.41. It should be noted that both Billings (Yellowstone County) and Missoula have facilities expansion plans in place.

In addition to the overall county public library space, the square footage of central libraries is also compared (see Graph 3). When compared to other large library systems in the state, the size of the central library in Kalispell is the smallest at 29,000 SF; Great Falls boasts the largest library at 68,000 SF. The Billings Public Library, opened in 2014, is 66,000 SF.

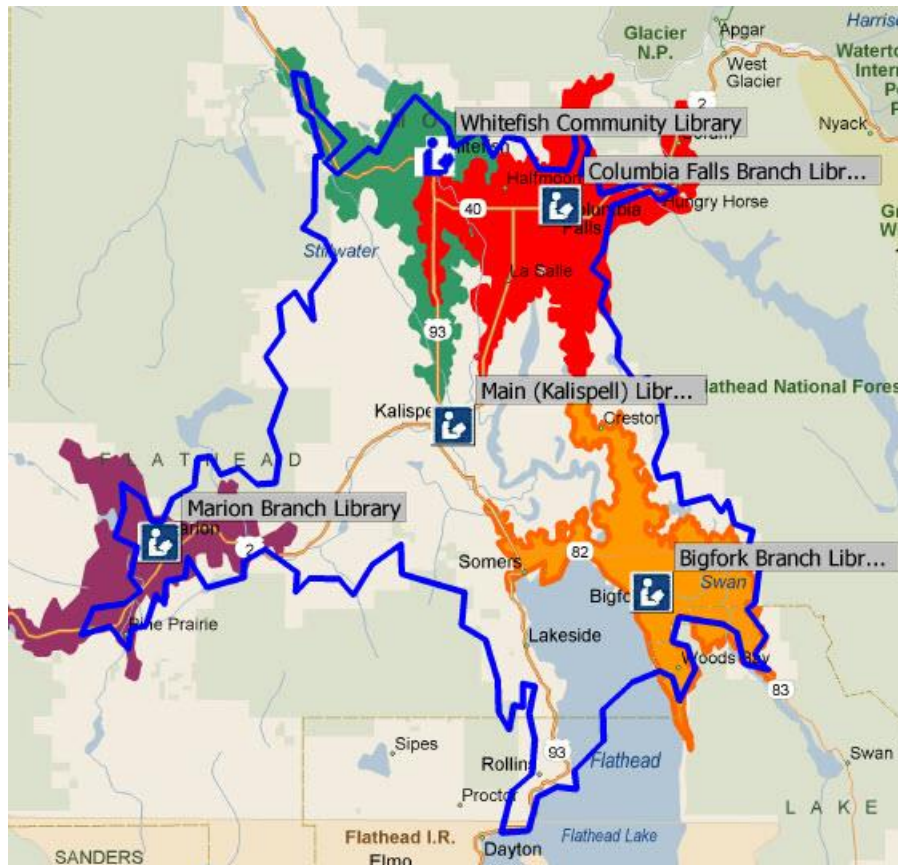


Graph 3
Existing Square Footage, Montana Central Libraries

Not only is there a shortage of square footage *quantity* in the Kalispell facility, there are problems with the *quality* of square footage. The Kalispell building was constructed as a post office in 1917. It has a significant amount of square footage allocated to stairs, closets, vaults, hallways, etc. Except for Butte-Silver Bow, all of the other large public libraries in the state were purpose-built as libraries, deliberately allocating space for library services.

DISTRIBUTION OF LIBRARIES IN THE COUNTY

In addition to the size of library facilities, the location of library facilities is also extremely important. Flathead County is fortunate in this regard. A drive time analysis conducted as part of the study revealed that the five public libraries (including Whitefish) in Flathead County provide excellent coverage. Map 2 shows an outline of a drive time of approximately 30 minutes from the Kalispell library (the blue line) and 15 minutes (shaded) from each of the other library locations. A larger version of this map appears in Appendix B, page 20.



Map 2
Library Drive Time Service Areas, Flathead County

The analysis shows that more than 86 percent of Flathead County's population lives within 30 minutes of the Kalispell facility. When 15-minute branch drive times are added, more than 93 percent of the county population has good access to public library services. The consultants believe that the model of having a central library in Kalispell with the existing branch locations in Bigfork, Columbia Falls and Marion (along with the location of the Whitefish Community Library) offers adequate coverage given the size and population disbursement in the county. No new branch locations are recommended at this time and replacement facilities should be built in or near the communities with existing library facilities.

RECOMMENDED FACILITY/POPULATION RATIO

Increasingly, libraries are providing flexible spaces to meet a variety of needs not available to the public elsewhere in the community. For example, many Flathead County residents received in-library assistance at convenient hours in signing up for health care insurance coverage as required by federal law. Small meeting areas suitable for collaborative projects are in demand by students and adults. Meeting space for classes, clubs, public agencies, youth activities and interest groups is in short supply in the community. Libraries

can supply resources for delivering and creating information that facilitate productive meetings and civic engagement. With more personal technology and people working from home, convenient and well-located places to confer with others are in increasing demand. In addition to meeting rooms and meet-up spaces, libraries are uniquely positioned to deliver early literacy opportunities to children and their caregivers. Children's services now require larger spaces for programs that facilitate gross and fine motor skill development as well as provide hands-on, interactive programs.

In the future, libraries will be engaged in serving those interested in creating their own content and materials. New technologies such as 3D printing, self-publishing books and printed materials, computer coding and video editing are only a few of the examples. While it is difficult to predict how much space these activities might require, flexible square footage will allow libraries to adapt over time.

The consultants believe that Flathead County will be well served if it pursues a realistic middle course and adopts 0.7 square feet per capita as its overall target for library facilities. While the application of this per capita standard will vary between the individual libraries, the overall goal of having approximately 69,000 gross square feet (GSF) of public library space (or about 80,258 GSF if Whitefish is included) for the entire county is a desirable and realistic goal.

The Whitefish Community Library will have 0.68 square feet per capita using 2034 projected service population. The consultants recommend that FCLS pursue the 69,046 square foot goal for its four facilities. Table 4 shows the square footages for each of the community libraries, applying the 0.7 square feet per capita standard to the 2034 estimated population figures.

Library	2034 Projected Population	Square feet per capita	Approximate Facility Size
Bigfork	7,326	0.7	5,128
Columbia Falls	18,780	0.7	13,146
Kalispell	70,284	0.7	49,199
Marion*	2,247	n/a (0.7)	n/a (1,573)
Whitefish	16,017	0.7	11,212
TOTAL Flathead County	114,654		80,258
TOTAL (excluding WCL)	98,637		69,046

**The consultants are not recommending a new or expanded facility in Marion*

Table 4
Building Sizes Applying the 0.7 Square Feet per Capita Standard

The building sizes outlined in Table 4 are intended to be general guidelines. Actual building sizes must be calculated using a "bottom-up" approach that looks at the needs for a variety of functional elements. Certain common elements such as restroom fixtures,

workstations and other functional elements are standard in size, so smaller libraries tend to need more square feet per capita. The space needs breakdown for each facility follows in Appendix C, page 21.

As part of the work on the facilities master plan, Himmel & Wilson developed a detailed service profile for each of the libraries. As a result of this analysis, Himmel & Wilson concluded that the Marion Library is underutilized but currently inexpensive to operate. The consultants are convinced that a larger facility would not generate a commensurate increase in service usage; therefore the consultants DO NOT recommend an expansion of the Marion facility or the building of a new facility at the 0.7 square foot per capita standard in this community. Himmel & Wilson recommends that FCLS should continue to operate the existing Marion facility while it pursues service delivery alternatives in the Marion area.

LIBRARY-SPECIFIC RECOMMENDATIONS

The consultants used the general guideline of achieving approximately 0.7 square feet of public library space per capita (based on 2034 population projections) to construct specific recommendations for each the three facilities recommended for replacement (Bigfork, Columbia Falls and Kalispell).

The consultants did examine expansion potential of each of the three facilities identified for replacement. The existing facilities in Bigfork, Columbia Falls and Kalispell are all undersized, land-locked and lack parking. Although the FCLS Board, administration and staff have done an admirable job of making the Kalispell Library as functional as possible, the 1917 former post office building is inefficient and poorly suited to meeting 21st century library needs. Even if additional property were acquired, adding to the Kalispell building would be very costly as extensive retrofitting of the existing structure would be required; also, a library with three floors is extremely inefficient to staff.

While the main-street location of the Bigfork Branch Library has some positive attributes, expansion of the magnitude needed cannot be accomplished on the existing site.

As part of the municipal complex in Columbia Falls, the Columbia Falls Branch Library cannot be meaningfully expanded at its current location.

Himmel & Wilson recommends that the Flathead County Library System pursue a course of developing three new libraries; one in Kalispell, one in Bigfork and one in Columbia Falls. In calculating the appropriate size of each of these facilities, the consultants considered contemporary trends in public library design. The calculations the consultants used to create function-based models are intended to deliver active community facilities with moderate-sized collections and exemplary technology. These trends along with legal requirements, such as ADA accessibility, were captured in a set of assumptions that guided the development of the “bottom-up” functional models. The assumptions are listed below:

- All facilities should be entirely compliant with the Americans with Disabilities Act guidelines.
- Collection sizes should expand modestly to keep pace with population growth while recognizing growth in digital content.
- Collection management practices such as floating materials between locations will offer customers new and fresh materials.
- The lean service desk model implemented at ImagineIF Kalispell should be implemented in all facilities.
- The prevailing practice of lowering stack density and improving user-friendliness should be implemented.
- Facilities should provide seating that invites library visitors to spend time in the library.
- All facilities should provide collaborative spaces.
- All facilities should provide public meeting rooms.
- Children's collections and services should be enhanced and furnishings should be appropriately sized.
- Staff spaces should enhance workflow and efficiency.
- All facilities should provide adequate parking. (One space for each 300 square feet of building for the main facility and one space for every 250 square feet of building for branches.)

The spreadsheets that are included in Appendix D provide functional models for each new building. While they are not formal building program statements, they do provide a detailed breakdown of functional areas to be considered in preparing building program. Each model consists of five pages (15 pages total for the three facilities). Each model is broken down first by major categories (staff, collections, seating and meeting spaces, other), and then by specific elements (sizes of each discrete collection, number and types of seats, etc.). Factors are added to each model to represent the difference between net assignable square feet (the space that each element needs to be functional) and gross square feet (the number of square feet that needs to be constructed). The "net to gross" factor includes non-assignable spaces such as restrooms and corridors as well as wall thicknesses.

Determining library size in this fashion leads to some unevenness in the application of the 0.7 square feet per capita standard. In order to accommodate an adequately sized meeting room in the Bigfork facility, the square footage for that facility (6,198 gross square feet) ends up at almost 0.85 (0.846) square feet per capita, which is greater than the 0.7 average. The calculation for the Kalispell facility results in a facility of 49,222 gross square feet, or 0.7 square feet per capita.

Under the recommended plan, the overall square footage for the four ImagineIF Library facilities would be 69,213 gross square feet, or just slightly higher than the 69,047 gross square feet target. This is due to the fact that even though the recommended Bigfork Library exceeds the 0.7 square feet per capita standard, this "overage" is balanced by the fact that no expansion is planned for Marion. The 69,213 gross square feet of public library facilities translates into 0.702 gross square feet per capita (excluding the Whitefish Library and the service population associated with it).

SITE CONSIDERATIONS

The consultants acknowledge that there is a wide variation in suitable sites. Land costs, topography that affects the cost of the building, and proximity to streets, schools, utilities and other community activity centers will be factors in evaluating appropriate sites. Himmel & Wilson do not recommend multi-story libraries unless they exceed 50,000 square feet. Added staffing costs and required features such as elevators, stairways, multiple restrooms and more complex mechanical systems are long-term expenses in multi-story facilities.

Using a common rule of thumb in library design, the consultants made size recommendations based on multiplying the building's square footage by four and allocating the site's square footage as follows:

- 25 percent for the building footprint
- 25 percent for parking
- 25 percent for landscaping, walkways, service drives
- 25 percent for future expansion

At a minimum the site should not be smaller than 2.5 times the recommended gross square footage of the building.

Table 5 shows the ideal and minimum site sizes for each of the facilities that are recommended in this plan.

Library	Recommended Facility Size (GSF)	Minimum Site Size (SF)	Ideal Site Size (SF)	Minimum Site Size (Acres)	Ideal Site Size (Acres)
Bigfork	6,198	15,495	24,792	0.36	0.57
Columbia Falls	12,993	32,483	51,972	0.75	1.2
Kalispell	49,222	123,055	196,888	2.83	4.52

Table 5
Recommended Site Sizes

COST MODELS

Finally, the consultants have provided cost models in Appendix C, page 21, for each of the recommended projects. While actual costs will vary based on when the buildings are built, the quality of the materials and furnishings used, etc., the cost models do provide guidance as to what each project is likely to cost. All costs are presented as 2014 costs. A cumulative 3 percent inflation factor should be applied for each year beyond 2014. That is, if construction will take place in 2015, the total project cost should be increased by 3 percent. If a project will be built in 2016, cost should be estimated by multiplying the inflated 2015 total by an additional 3 percent to arrive at the adjusted 2016 total.

Project costs shown in the cost models DO NOT include site acquisition or site development and preparation. These costs cannot be estimated until a specific site is identified.

CONCLUSION

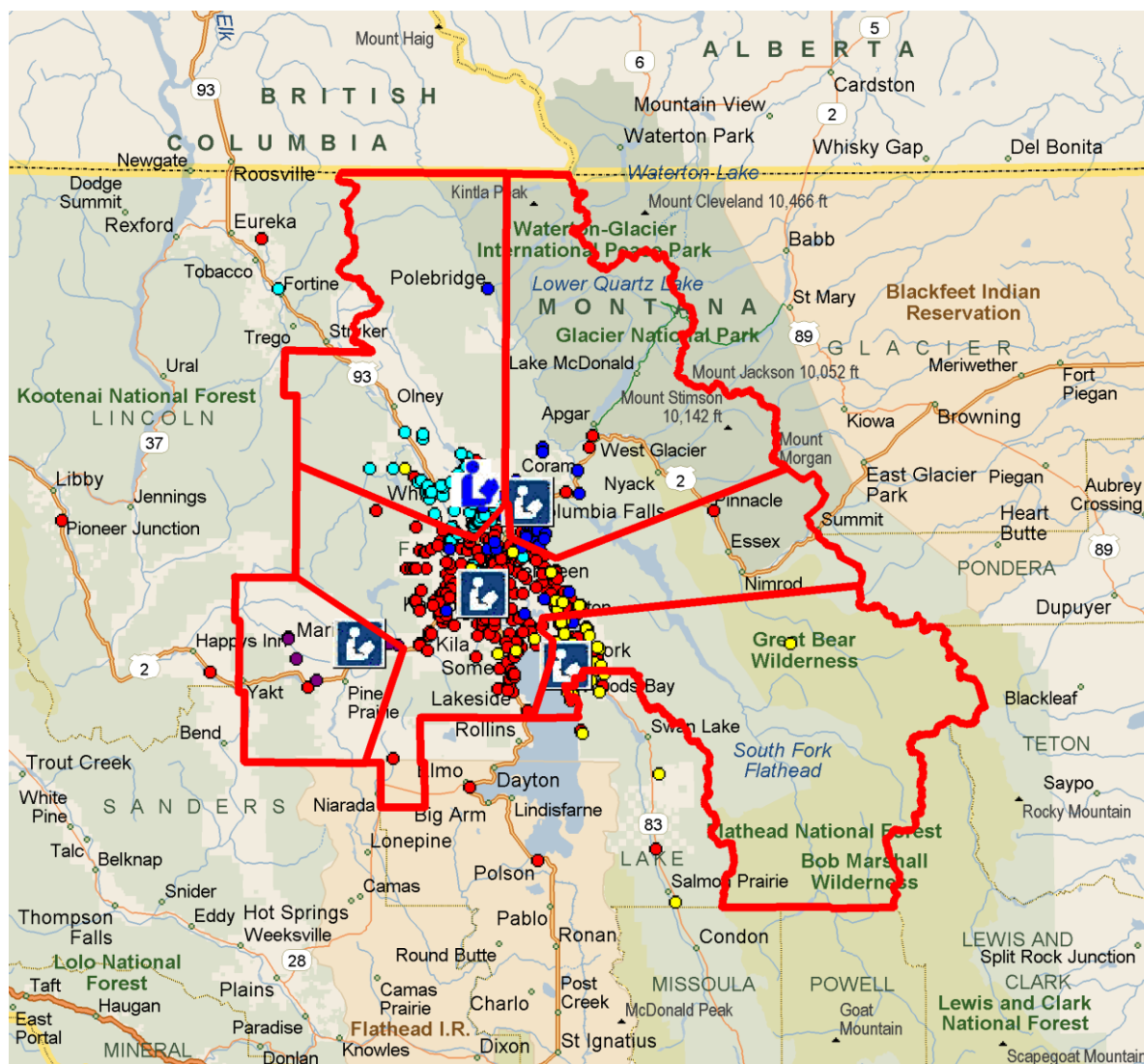
In conclusion, the consultants have found substantial need for larger facilities on new sites in the communities of Bigfork, Columbia Falls and Kalispell. There are no recommendations for additional branch library locations as nearly all residents of Flathead County are within a 15-minute drive time of a public library facility.

Appendices follow with supporting data.

APPENDIX A

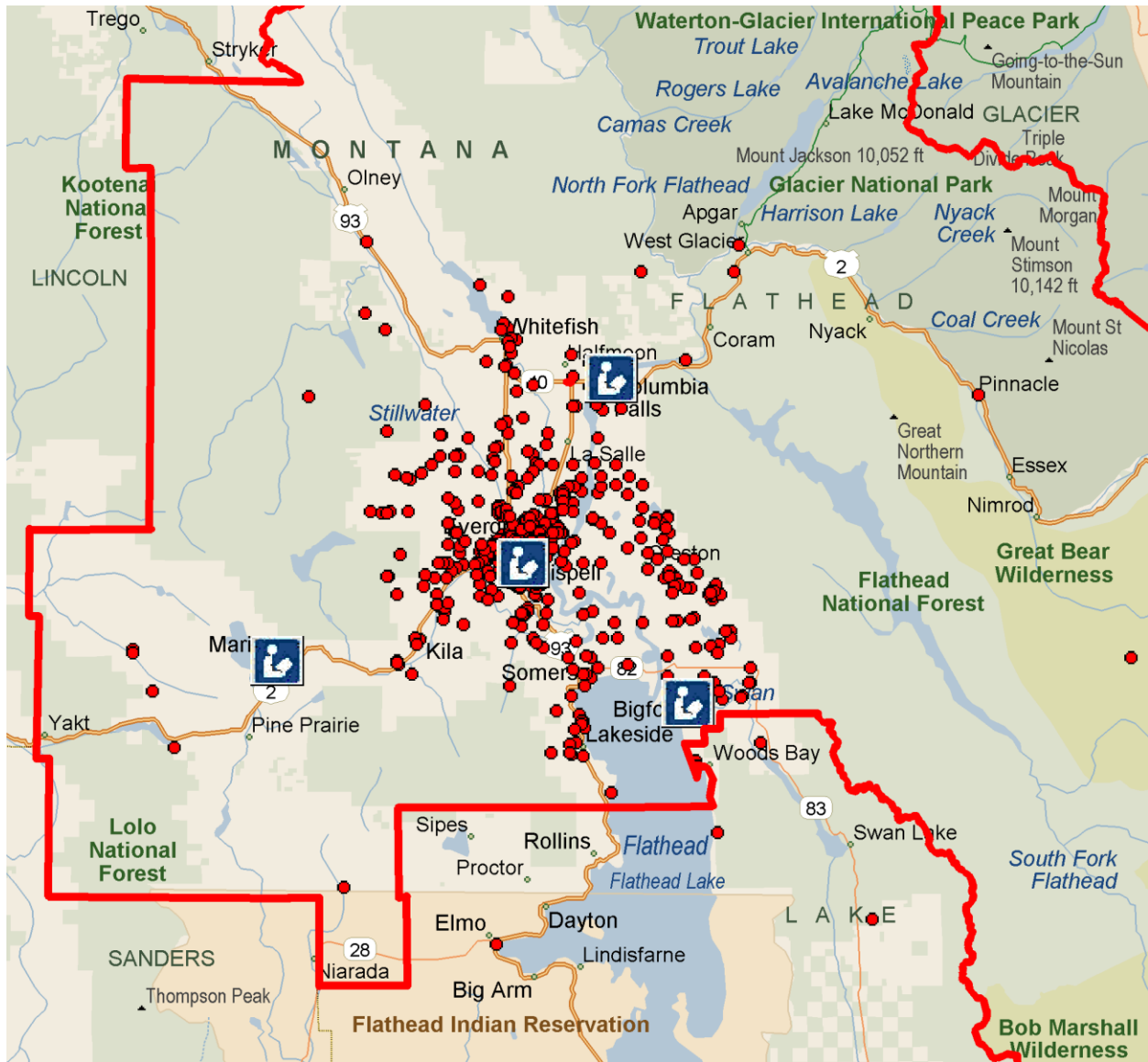
SERVICE AREA and USAGE MAPS

NOTE: Service area and usage maps are based on a four-week sample of library usage data from the Montana Shared Catalog. Each dot represents a household that visited a library during the four-week sample period. The map does not indicate how many times a household visited or the number of items checked out, only that the household visited the library at least once during the four-week period and checked out at least one item.

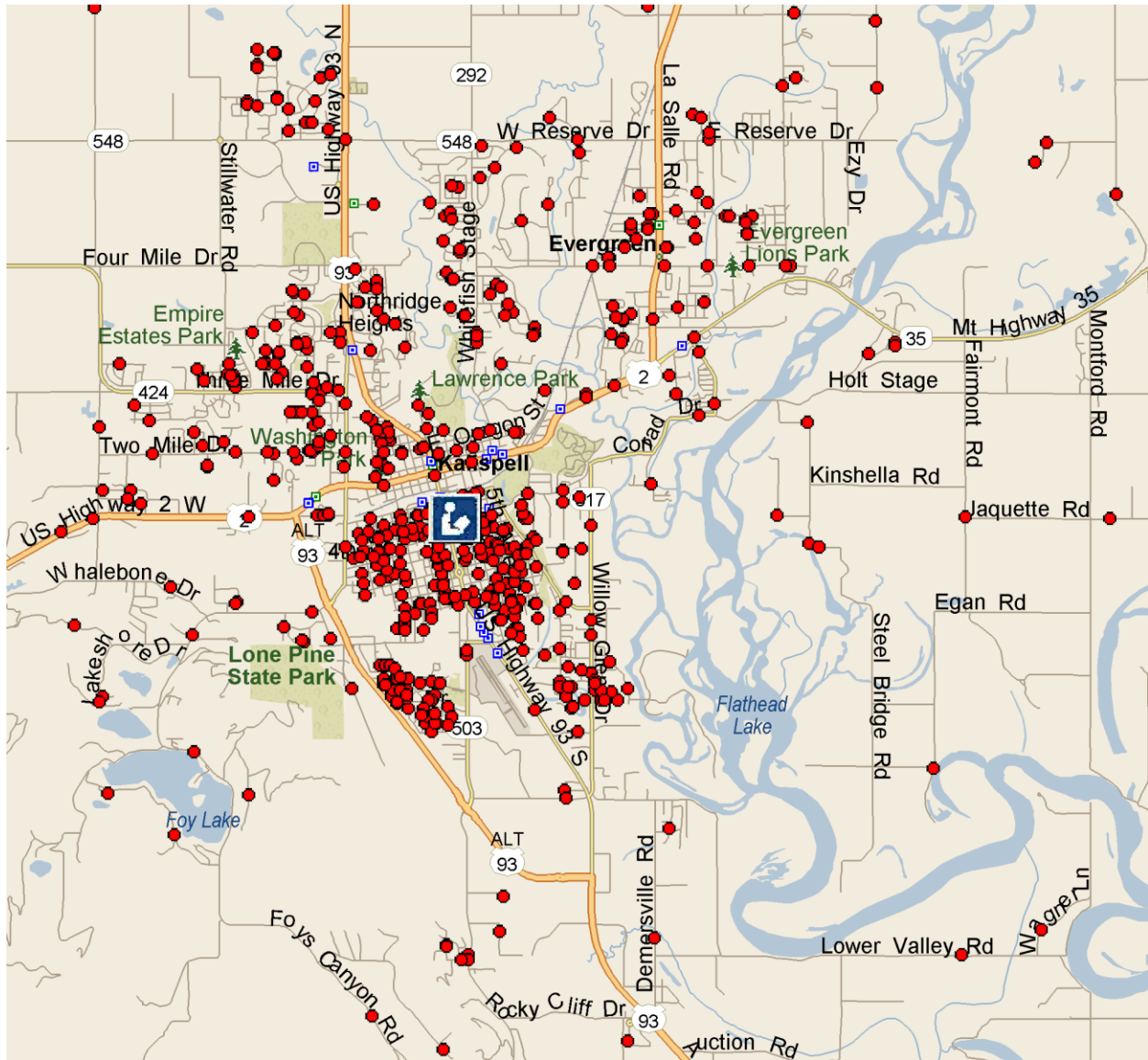


Red: Sample of ImaginIF Kalispell Usage
Yellow: Sample of ImaginIF Bigfork Usage
Dark Blue: Sample of ImaginIF Columbia Falls Usage
Teal Blue: Sample of Whitefish Community Library Usage

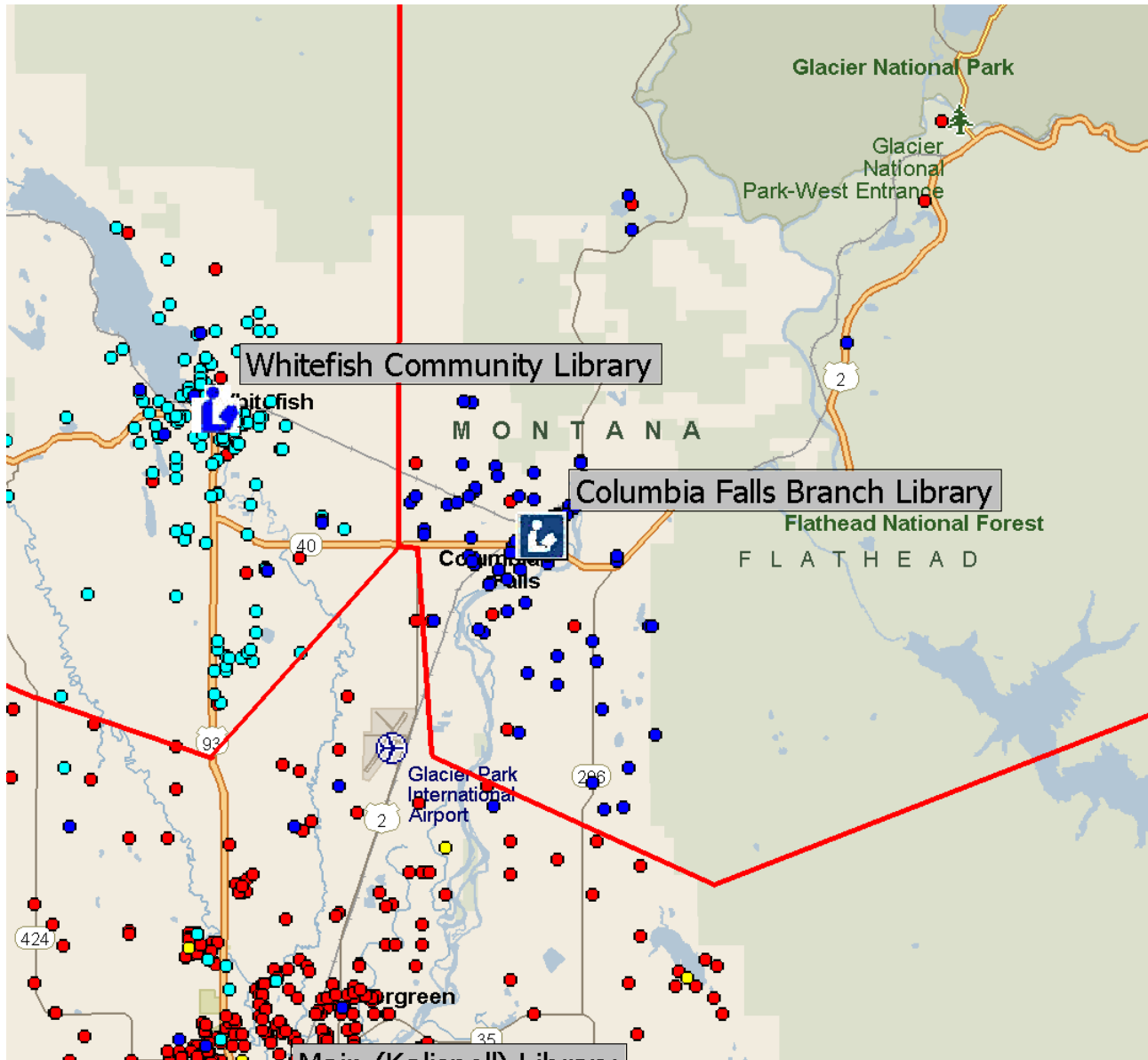
ImagineITF Kalispell, Library Service Area Map



ImagineIT Kalispell, Library Service Area Map (detail)

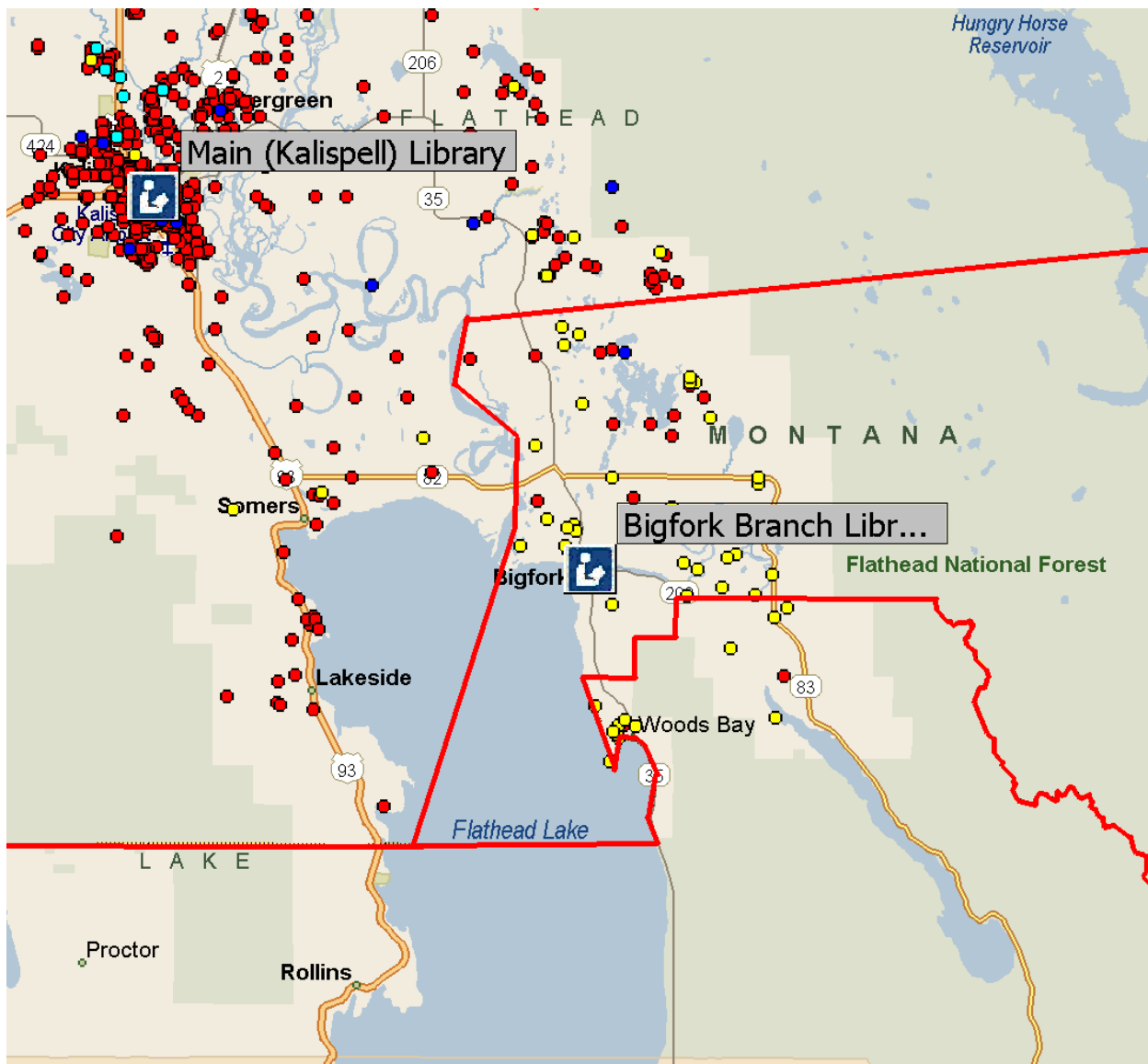


ImagineIT Columbia Falls, Library Service Area Map



Red: Sample of ImagineIT Kalispell Usage
Yellow: Sample of ImagineIT Bigfork Usage
Dark Blue: Sample of ImagineIT Columbia Falls Usage
Teal Blue: Sample of Whitefish Community Library Usage

Imagine!F Bigfork, Library Service Area Map (detail)



Red: Sample of Imagin!F Kalispell Usage
Yellow: Sample of Imagin!F Bigfork Usage
Dark Blue: Sample of Imagin!F Columbia Falls Usage
Teal Blue: Sample of Whitefish Community Library Usage

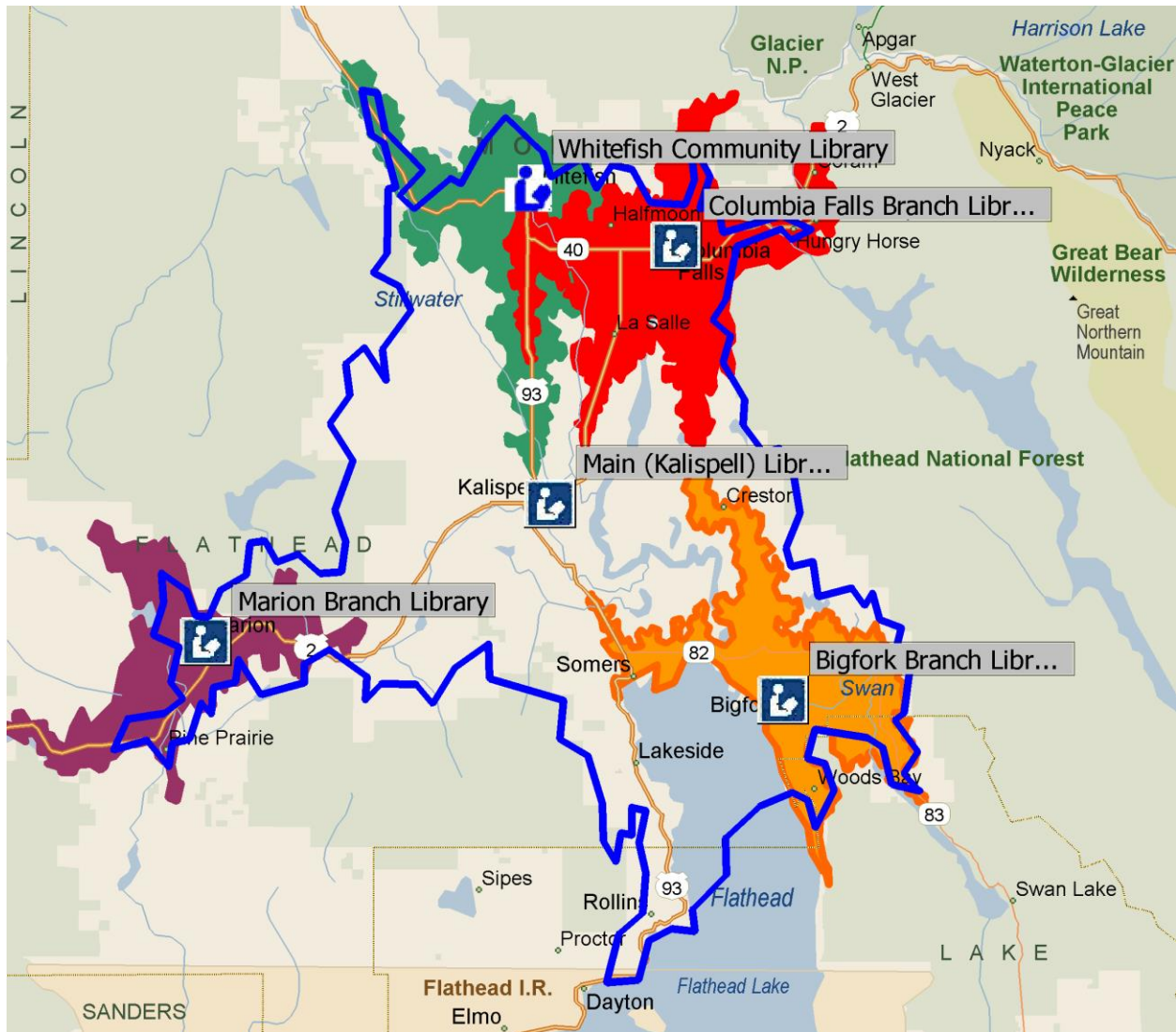
APPENDIX B

DISTANCE AND TRAVEL TIME TABLE

	Distance and Travel Time Between Libraries in Flathead County				
	DISTANCE IN MILES				
	Bigfork	Columbia Falls	Kalispell	Marion	Whitefish
Bigfork		25.8	18	39	33.2
Columbia Falls	25.8		16.3	37.3	9.7
Kalispell	18	16.3		21.8	15.3
Marion	39	37.3	21.8		36.2
Whitefish	33.2	9.7	15.3	36.2	
	TRAVEL TIME IN MINUTES*				
	Bigfork	Columbia Falls	Kalispell	Marion	Whitefish
Bigfork		29	21	40	37
CFalls	29		20	41	13
Kalispell	21	20		24	18
Marion	40	41	24		37
Whitefish	37	13	18	37	
	*Ideal traffic conditions at posted speed limit				

DISTANCE AND TRAVEL TIME MAP

Area inside blue line indicates a 30-minute drive to ImaginE!F Kalispell. Shaded areas indicate a 15-minute drive to a branch library.



APPENDIX C

COST MODELS

Estimated 2014 cost for a new Imagine!F Kalispell library: \$15,080,458

(Note: Imagine!F Kalispell serves as the administrative hub of the entire Imagine!F library system, as well as the processing center for all new materials, and the regional distribution hub for items sent to and received from Partner libraries.)

Item	Total Square Feet	Cost per Square Foot	Subtotals/Total
New Construction	49,222	\$210	\$10,336,620
Parking spaces	197	\$2,500	\$492,500
Landscaping	2,000	\$15	\$30,000
Subtotal Construction			\$10,859,120
Construction Contingency (at 11%)			\$1,194,503
Subtotal Construction and Contingency			\$12,053,623
Furniture and Equipment	40,654	\$20	\$813,080
Subtotal Construction, Contingency, F&E			\$12,866,703
Architectural Fees (at 10%)			\$1,286,670
Subtotal Construction, Contingency, F&E, Fees			\$14,153,374
Information Technology	40,654	\$12	\$487,848
Subtotal			\$14,641,222
Other Owner Costs (at 3% of subtotal)			\$439,237
TOTAL ESTIMATED PROJECT COSTS (excluding property acquisition and site prep)			\$15,080,458

Estimated Building Construction Costs per square foot: \$244.88 (2014 dollars)

Estimated Total Project Cost per square foot: \$306.38 (2014 dollars)

Property acquisition and site preparation are not included in cost models

Estimated 2014 cost for a new Imagine!F Bigfork library: \$1,953,236

Item	Total Square Feet	Cost per Square Foot	Subtotals/Total
New Construction	6,198	\$210	\$1,301,580
Parking spaces	25	\$2,500	\$62,500
Landscaping	800	\$15	\$12,000
Subtotal Construction			\$1,376,080
Construction Contingency (at 12%)			\$165,130
Subtotal Construction and Contingency			\$1,541,210
Furniture and Equipment	5,427	\$20	\$108,540
Subtotal Construction, Contingency, F&E			\$1,649,750
Architectural Fees (at 11%)			\$181,472
Subtotal Construction, Contingency, F&E, Fees			\$1,831,222
Information Technology	5,427	\$12	\$65,124
Subtotal			\$1,896,346
Other Owner Costs (at 3% of subtotal)			\$56,890
TOTAL ESTIMATED PROJECT COSTS (excluding property acquisition and site prep)			\$1,953,236

Estimated Building Construction Costs per square foot: \$248.66 (2014 dollars)

Estimated Total Project Cost per square foot: \$315.14 (2014 dollars)

Property acquisition and site preparation are not included in cost models

Estimated 2014 Cost for a new Imagine!F Columbia Falls library:
\$4,080,099

Item	Total Square Feet	Cost per Square Foot	Subtotals/Total
New Construction	12,993	\$210	\$2,728,530
Parking spaces	52	\$2,500	\$130,000
Landscaping	1,000	\$15	\$15,000
Subtotal Construction			\$2,873,530
Construction Contingency (at 12%)			\$344,824
Subtotal Construction and Contingency			\$3,218,354
Furniture and Equipment	11,371	\$20	\$227,420
Subtotal Construction, Contingency, F&E			\$3,445,774
Architectural Fees (at 11%)			\$379,035
Subtotal Construction, Contingency, F&E, Fees			\$3,824,809
Information Technology	11,371	\$12	\$136,452
Subtotal			\$3,961,261
Other Owner Costs (at 3% of subtotal)			\$118,838
TOTAL ESTIMATED PROJECT COSTS (excluding property acquisition and site prep)			\$4,080,099

Estimated Building Construction Costs per square foot: \$247.70 (2014 dollars)

Estimated Total Project Cost per square foot: \$314.02 (2014 dollars)

Property acquisition and site preparation are not included in cost estimates

APPENDIX D

FUNCTIONAL MODELS

Functional models map out the space needed in square feet for each functional area of the library.

[Functional Model: Bigfork](#)

[Functional Model: Columbia Falls](#)

[Functional Model: Kalispell](#)