Appendix B: JOINT COMMUNITY LIBRARY PROPOSAL
Joint Community Library Proposal

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Executive Summary

An Opportunity

A cooperative joint project between Montana State University-Billings and the Parmly Billings Library is proposed—a community library/information resource center that will serve both as the MSU-Billings College of Technology library and a branch public library for the west-end Billings community. The joint-use library will be a new model of cooperation in Montana—a partnership between the City of Billings and Montana State University-Billings.

The MSU-Billings College of Technology is evolving from its traditional vocational, technical role into its new role as a comprehensive community college, and is in an ideal situation to be part of a new community venture. The proposed joint community library would serve the rapidly growing west Billings population as well as the students, faculty and staff of the college and would be a community-centered educational resource facility supporting life-long learning, recreation and social activities.

A Proposal

The community library would be a building of 50,000 square feet, located on the campus of the College of Technology at 3803 Central Avenue, with easy access from Central Avenue, adequate parking, and close ties to the existing college building. The library would be a valuable community resource, available to children, young people, senior citizens and business people in the rapidly growing western part of the city. It would be an immense improvement for students, faculty and staff of the College of Technology who are using inadequate space and facilities within the present college building.

The Benefits

Among the advantages of a joint use facility are that the collaboration of the City and the College would result in longer hours, larger collections, more staffing, better service, and shared meeting space, at significantly less cost to each than would be the case if two separate facilities were to be planned and built to meet the projected needs of the community. The community library would relieve some of the pressure of high use of the present library downtown as well as attracting many people who currently do not use library services.

The Costs

Total project costs, including construction, parking, furniture and equipment, to be shared between the College and the City, are estimated to be $9.6 million. Ongoing annual operating costs, again, to be shared between the College and the City, are estimated to be approximately $350,000. Several funding options for sharing both the one-time construction and the ongoing operating costs are identified and discussed in this paper.

This exciting project follows the example of several projects recently completed or in progress in LaVista, Nebraska, the Twin Cities, and San Jose, California.
The Concept of a Joint Community Library

A partnership of necessity has been forged between Montana State University-Billings and its College of Technology (COT) and the City of Billings through the Parmly Billings Library for the development of a joint community library and information resource center, to be located on the southwest corner of the College of Technology campus. This joint community library would serve not only the needs of community residents and students from the greater Billings community, but library users located throughout the surrounding region.

There are many advantages to joint-use libraries, including extended hours, larger collections, more personnel, student recruitment, additional community meeting space, access to computer technology, cooperative acquisitions, and greater service to patrons, all of which should yield a greater return on the overall investment as a result of shared funding.

It is entirely possible the collaborative efforts of two or more motivated agencies to create a joint-use community library partnership may result in much better service to the users than might be provided by the partners individually. However, this is not done without major and very detailed planning efforts on a wide spectrum of issues. A joint-use library does offer an attractive opportunity for the students of the COT and the citizens of Billings and Yellowstone County. The library would serve as a community hub for learning, information dissemination, discussion, children and youth activities, public and community meetings, and quiet socializing; in short, it will nurture community and all of its aspects.

In fact, Parmly Billings Library and the COT have been planning for a joint community library to meet increasingly urgent needs for expanded and improved library space for each institution since January 2003. Not surprisingly, the Parmly Billings Library and the University’s Library have collaborated on a number of fronts over the years. In 1981, both libraries were founding members of the Billings Area Health Science Information Consortium, and participation has been ongoing since the consortium’s inception. In addition, both libraries have shared the indexing of The Billings Gazette, the local daily newspaper, and both libraries have participated in joint planning for a community archives site. Also, both libraries were involved in a coordinated development of a site-based distance learning Master of Library Science program, which was offered by the University of Arizona on the MSU-Billings campus when it was known as Eastern Montana College.

Despite these collaborative efforts, the concept of the joint-use library may still be unusual in Montana, but it is not unknown in other portions of the United States and around the world; for example, in San Jose, California, the City of San Jose and San Jose State University operate a new joint-use library. Joint-use libraries can also be found in
La Vista, Nebraska (in conjunction with the Metropolitan Community College of Omaha), and in countries such as Sweden and Ireland.

In a 2003 study by the international library organization OCLC, it was stated that, “sustainability is only possible through collaboration,” furthermore, “joint use of libraries is something smaller institutions need to look at – combined academic libraries, combined school/public libraries, combined public/academic libraries.” (2003 OCLC Environmental Scan: Pattern Recognition, page 83).

The Goals Achieved Through Joint Collaboration

As previously mentioned, the idea of creating a Community Library as a joint partnership between the MSU-Billings College of Technology and the Parmly Billings Library came about early in 2003 during discussions about the progress of the COT and its evolution toward the more comprehensive community college model. The need for library facilities for the growing student body and the expanding curriculum give rise to the urgent need for a much improved library for students at the COT campus, some seven miles away from the main University campus and its central library facility.

The COT has experienced significant growth over the past three years, with its student body growing from 460 students in the Spring of 2001 to 733 students in the Spring of 2004. The college is expecting to grow dramatically over the next decade, with forecasts of a student population nearing 2,000 within five years. This growth will be fueled by new programming partnerships with regional business and industries ranging from health care, service, financial, to manufacturing, and technology.

Furthermore, the Billings West End is also experiencing dramatic growth. Current statistics reflect that the average daily traffic count along Shiloh Road is between 9,500 and 11,000 vehicles, and along Central Avenue, the average daily traffic count is approximately 8,600 vehicles per day. Both Shiloh Road and 32nd Street West, a major arterial just to the east of the College of Technology, will see significant expansion in order to accommodate the growing population on the West End.

For these reasons, the following goals to be achieved through the joint partnership would include:

- To create, build and operate a shared library facility to serve the students of the COT and the rapidly growing community centered on the West End of Billings. Russ Lane, Director of the Metropolitan Community College operation in the joint use facility in LaVista, Nebraska, reports that “We wouldn’t have had anywhere near as nice a facility for either the College or the Library without the partnership.”
To address the realization of a west-end branch for the Parmly Billings Library, a concept which continues to be supported by the Library Board of Trustees and has been recommended for further planning by the Billings City Council.

To provide excellent access to library services, study space, computer workstations, and materials appropriate to the curriculum for the students of the COT. Excellent online resources are now available to all students, faculty and staff of the entire University, but student access to assistance, instruction and even to computers on the COT campus is very limited.

To offer public and campus users more hours of access, comparable to the 85.5 hours over seven days a week that the central University Library is open.

To provide adequate staffing of librarians and library support staff to meet the information needs of the campus community and public library users.

Community Reactions to the Joint Community Library

By virtue of the Parmly Billings Library’s participation in the Community Library Project, other partners include the City of Billings and its many departments, the Parmly Billings Library Foundation, Inc., and the Friends of the Library. Existing partnerships between the MSU-Billings Library and other academic libraries will also contribute to the richness of the resources available to students and others using the Community Library.

In addition, the business-based Shiloh Task Force, located in the immediate neighborhood of the COT campus, will lend its support to the project. Groups as diverse as the Billings Chapter of the American Association of University Women (AAUW) and Celebrate Billings, a community leadership effort spearheaded by the Billings Gazette, School District Two, and both Billings' local health care institutions, have shown interest in supporting the partnership. Both Parmly Billings Library and Montana State University-Billings have foundations dedicated to supporting their institutions—both would be involved in the fund-raising efforts that will be necessary. Close to the COT is one of the largest churches in the region, the Faith Chapel, which may partner with the college to share new parking facilities that could serve both organizations (including the Community Library) during their busiest times.

The New Community College

The COT is in the process of evolving from its traditional role as a technical college to its new role as a comprehensive community college. This new role will enable the
University to better serve the greater Yellowstone region and to attract new students to post-secondary education.

As a full-service community college, the COT will be positioned to be more responsive to student needs and will provide a diverse population of learners with opportunities for credentialing, professional and personal growth, technical training and academic preparation. The College is committed to providing students and residents (from very young children to senior citizens) of the Greater Yellowstone region with the broadest possible range of educational opportunities, both credit and non-credit, and support to ensure their success. The College is poised to dramatically expand its program offerings to include evenings and Saturdays.

In addition, the College has refocused its emphasis on community outreach and workforce training. Current developments include the addition of a new $1.5 million dollar high technology outreach Center and the addition of several new computer training programs. Both of these additions were funded largely through Federal Appropriations.

The COT has recently remodeled and refurbished its library, but the library is still inadequate to meet the needs of students and faculty for the historic mission of the College, i.e. vocational education. The new community college model underscores the need for a significantly expanded and improved library.

The College is further committed to those efforts necessary to strengthen our community through partnerships with government, business, nonprofit organizations, civic groups, and arts and educational entities.

A Cost Efficient Concept Responsive to Current and Future Needs

To effectively serve the population of Billings and Yellowstone County, Parmly Billings Library should have collections, computer work stations, public seating, and staff work space that would require between 90,000 and 100,000 square feet, with a main library facility providing approximately 60,000 square feet, and branches providing the additional 30,000 to 40,000 square feet. In order to accommodate growth and the urban spread of Billings, a branch of approximately 25,000 square feet on the west end, half of the space planned for the proposed joint facility, and a future branch of approximately 15,000 square feet in the Heights would be optimal.

A joint library project would meet the needs of both the College and the community, with costs to each estimated to be about half of what the total would be if each pursued separate facilities.

While the two libraries have long shared some purchasing decisions and shared responsibilities for subject coverage for the community to maximize the use of limited
funding for library materials, the computer age has changed how this is done. Both libraries offer easy Web-based access to their catalogs. Similarly, both libraries have been part of shared cooperative arrangements for improving the efficient use of library collection funding as well as for major automation projects.

The Library Building

The Library building would be located on the southwest corner of the COT campus, located at 3803 Central Avenue. The new building will need to accommodate 50,000 square feet of space, which will allow for growth over the next 5-10 years. It could be designed as either one level or two levels, depending on projected use estimates. The library would include all of the following amenities:

- Resource materials – books, media, journals
- Information Commons – open computer access
- Easy access for persons with disabilities
- Classrooms and flexible spaces for group instruction
- Community/student meeting rooms
- Quiet study area
- Group study area
- Children’s reading and outreach area
- Coffee shop (potential revenue stream)
- Office space
- Possible small retail space (potential revenue stream)
Knowledgeable professionals will guide people from diverse backgrounds on their personal paths of discovery, growth and learning. Classes and programs will unite people with common interests to facilitate the exchange of ideas. The new library will truly be a unique cultural and intellectual gathering place – a place of diverse ideas, community involvement and personal development.

**Estimated Costs and Capital Funding**

The collaboration between the City and the University in the construction of a new joint community library represents the best of cooperative efforts between a major Montana city and university – a partnership that would be supported by the Yellowstone Valley’s innovators and leaders. The estimated construction costs for the new 50,000 square foot building are $9,629,400, with the City of Billings and MSU-Billings each being responsible for 50 percent. This estimate is based on the following schedule:

- Obtaining 8.3 acres of land (to relocate University Soccer Field): $275,000
- Parking Spaces (250): 500,000
- Construction ($134/sf + 12% fee + 10% cont): 8,254,400
- Furniture and Equipment (gfsf) 30,000 x $20: 600,000

**Projected Estimate** $9,629,400

**City of Billings Capital Funding** – A significant portion, if not all of the Parmly Billings Library’s participation in the capital costs of the joint library project, could be included in a $3 to $8 million general obligation bond issue currently scheduled in the City’s Capital Improvement Plan. This is scheduled to appear on the November 2005 general election ballot. This bond issue would help fund needed renovation of the downtown Parmly Billings Library building for code compliance, enhancements to the public service areas, and improved work flow, with the amount to be determined following a planned study of the building in the coming year. All or part of the City’s participation in the capital costs of the joint project could also be included in this bond issue, but other options include contributions from the Parmly Billings Library Foundation, Inc., Friends of the Library, and other private or grant support, as well as pursuit of federal funding. The City’s share of the ongoing operational costs would need to be covered through a mill levy, which would require a vote of the community, with the City’s share of the total estimated $350,000 annual operating costs representing no more than about a mill and a half.

Two other possibilities from the City of Billings include:

- Application for low interest loan programs for which the City/County would be eligible.
• Work with a private developer who would build the facility and rent it to the tenants for a period of time for an option to purchase.

**MSU-Billings Capital Funding** — Montana State University-Billings would use tuition and fee income as part of the operating support cost, and could receive some operational and construction funding through the State of Montana. The University would also pursue its portion of funding for the joint community library from three basic categories: (1) Federal appropriations; (2) Federal and State grants; and (3) private and/or corporate, foundation funding, and individual gifts. The MSU-Billings Foundation would most certainly be involved in fund-raising campaign efforts throughout the community.

In December 2003, both the University and the City of Billings submitted an Application for Planning Support to the Celebrate Billings group, which invited applications from the community for planning grants. The Community Library, in conjunction with the development of the community college concept, received the highest ratings of all the dozens of applications submitted. Possible funding awards are still pending at this time. In the meantime, the University and the City of Billings have both included the Community Library as a priority on their list of federal appropriation projects for the coming year.

**Federal Funding Possibilities**

• The Billings community does not currently have a full-fledged adult literacy program. Such a program could be integrated into the new library. Appropriated funds for the facility could include literacy programming personnel as well as assistance to help construct the facility.

• A west-end site for Head Start. This could be incorporated into the Library building and the link could be helping to address literacy issues and to prepare children to acquire reading skills.

• Providing a community hub or center for social, political, and information gatherings. For example, the new library could serve as a community center, providing the public with opportunities to seek help with services ranging from tax information, E-job searching, to career counseling. The library would have software available that would help students assess their personal and professional aptitude, job skills and career profiling. The effort could be linked with the Greater Yellowstone Business and Education Council “Cluster” effort.

• Possible grant proposals to the Institute for Museum and Library Services.

• Appropriation through the rural development aspect of HUD.

• US Department of Education: Early Reading First, part of the President’s "Good Start, Grow Smart" initiative, which is designed to transform existing early
education programs into centers of excellence that provide high-quality, early education to young children, especially those from low-income families. The overall purpose of the Early Reading First Program is to prepare young children to enter kindergarten with the necessary language, cognitive, and early reading skills to prevent reading difficulties and ensure school success.

**State Funding Possibilities**

- Pass-through funds (Federal funds given to the State of Montana for projects that the new facility could help the State achieve: e.g. providing public information dissemination on issues such as bioterrorism, tobacco use prevention, or other areas where federal pass-through funds are available. These funds would likely be supportive of programming rather than construction.)

**Private and /or Corporate, Foundations, and Individual Gifts**

- Kresge Foundation (supporting Capital Projects)
- Bill and Melinda Gates Foundation (interested in Libraries)
- M. J. Murdock Charitable Trust (interested in philanthropy in this region)
- Homer and Mildred Scott & First Interstate BancSystem Foundation
- Bair Family Foundation
- Keck Foundation
- Ford Foundation
- Kellogg Foundation (interested in community development/low-income)
- Individual Corporations and Donors

**Estimated Annual Operating Costs**

Preliminary estimates for total annual operating costs are approximately $350,000. Personnel costs would be, by far, the largest component of operating costs. Building costs would include a cost per square foot operating costs, covering utilities, HVAC, cleaning, etc. The other significant operational costs would be those attributable to maintaining the collection and computer hardware, software, and database licensing. Personnel costs are estimated based on having open hours of 80-85 hours per week, with hours from early morning to late evening on weekdays, plus both Saturday and Sunday hours. The joint library would need a librarian in charge, two librarians to cover all open hours, three classified or support staff and about 2 FTE student assistant hours (probably 8 – 10 workstudy students working 8 – 10 hours/week). Total costs for this level of staffing, shared between the MSU-Billings Library and Parmly Billings Library
would be $240,000 per year for salaries and benefits. This is only 54% of the staff costs that would be incurred by branch public and COT libraries if separate facilities were created to give this level of service.

The new joint community library operating in a 50,000 square foot facility would need an opening day collection base of 50,000 items. Assuming a plan to update 5% per year, that would be 2,500 items, and assuming a $25 cost per item, the ongoing annual collection maintenance cost would be $62,500. The number of computer workstations and a replacement cycle for them remain to be determined. Computers likely would need to be replaced on a three-year cycle due to the high volume of use. The replacement cost would involve multiplying the number to be replaced by an estimated cost per station, approximately $1,500, and figure 33% of that per year. The annual operating costs would also include the additional database licensing cost for workstations at the joint community library, although these costs would likely represent only a modest increase over costs for the larger main facilities.

The City’s share of the ongoing operating costs of the joint library would need to be covered through an accompanying mill levy, which carries an approximate value of $100,000 per year per mill.

The annual operation costs of the COT library, which are presently about $60,000, would be rolled into the project. MSU-Billings would need to budget for the increased ongoing costs of the joint community library through the University’s budgeting process. The COT is projecting dramatic growth over the next five years as it adopts a full-fledged community college operating model. The College presently has 620 students and is projecting over 2,000 students by the year 2008.

Impact to Parmly Billings Downtown and Downtown Billings

The establishment of a joint community library on the COT campus will reduce the use of the downtown Library by some current users who will choose to use the branch closer to where they live. Given the limitations of the current downtown Library facility, which is significantly undersized to serve Billings and Yellowstone County, it would be most accurate to view the establishment of one or more branches as relieving pressure on the downtown facility so that it can keep up with its disproportionately large and growing demand for service. Longer term, branch libraries will attract many more new users, some of whom will come to use the downtown library as well as their local branch.

Expanded Access via Transportation Improvements

The expected expansion of 32nd Street West to include a major arterial from Zimmerman Trail south via Arlene through the Peter Yegen Golf Course connecting to 32nd Street West and continuing south to King Avenue will make the COT located at 3803 Central Avenue a prime location for the new joint community library. Vehicle traffic in the 3803 region of Billings is already very high with the following traffic counts:
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- **Central Ave. West of Shiloh Rd.** - Average Daily Traffic (ADT) 3,000 vehicles a day.
- **Central Ave. East of Shiloh Rd.** - (ADT) 8,600 vehicles a day.
- **Shiloh Rd. North** of Central - (ADT) 11,000 vehicles a day.
- **Shiloh Rd. South** of Central - (ADT) 9,500 vehicles a day.

With the projected increases in enrollment at the MSU-Billings College of Technology and the Career Center, similar increase projections for traffic, and the activity of nearby businesses, the public works department is planning in anticipation to implement significant improvements on Shiloh and the key intersections to accommodate these projected increases.

Billings residents will be able to much more easily access the new library from all points south and north of Central Avenue. In addition, people living in the Alkali Creek area of the Billings Heights may find it faster to travel to the 3803 Central Avenue location of the joint community library than to travel downtown.

**A Vision for the Future**

Looking forward, it appears that the expansion of the Billings west-end will continue into the future for quite some time. The concept of the Joint Community Library is a pragmatic solution to projected increases in the use of library services. The following key points describing the project are reiterated:

- A fully integrated facility that is about 50,000 square feet located on the MSU-Billings College of Technology campus
- Fully integrated staffing, management, and budgets between the City of Billings and MSU-Billings.
- Expanded services and collections
- West-Billings community gathering place
- Source of collaborative community learning programs in:
  1. Career planning
  2. Career opportunities (tied into the GYBEC Cluster Initiative)
  3. Small business development
  4. Arts and humanities for adults and children
  5. Computer technology
  6. Senior and retiree programming
  7. Children’s programming
  8. Young adult educational and recreational programming

There could be many co-sponsors and underwriters for these events. Based on a new and innovative partnership, the potential for collaborative community programming and partnership underwriting is very positive.
Both the COT and Parmly Billings Library have extensive experience in planning and delivering community programming. The combined library facility can bring the market resources to bear on diverse, enhanced community programming for all ages and interests. It also broadens the opportunities for attracting public and private sector support. The net result is not only good quality community programming but heightened visibility, support and goodwill for the college and the library programs and services.

Rationale and Benefits of a Joint Community Library

This community library facility will represent a new partnership between the academic library and public library environments. Because it will serve two populations with a high degree of integration of services, a new mission statement is appropriate and necessary. The additional step of developing a strategic plan for the community library will pay many dividends in the future. The process of developing a mission statement as part of the strategic planning process will help resolve any philosophical differences between the principals.

The Rationale for the Creation of a Joint Community Library

The idea of a combination public/academic library located on the campus of the MSU-Billings College of Technology would be to create an information resource, a learning and study center for all age groups:

- Providing a full range of high-level library and information services, programs and collections to the students, faculty, and staff of the college, and the west-end community of Billings and Yellowstone County.
- Offering the community innovative services and programs that complement, rather than duplicate, those provided by other sources.
- Providing its users with access to the combined resources and services of its parent institutions and partners.
- Offering opportunities for collaborative programming and community involvement for the benefit of all.
- Serving as a showcase for cooperative ventures, with innovation, cost control and a clearly synergistic relationship.

Issues to Address and Resolve

1. There will be an Intergovernmental Agreement, addressing:
   - Land use
   - Funding model
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- Principles of operation (agreement to jointly plan, design, furnish, staff, equip, operate, and maintain a joint community library on the COT campus.)
- Public space of the joint library to be open for common use by the College's students, faculty, staff, and the general public.
- Providing quality library service and materials to the users, who will have unlimited use of the resources, materials and services of the joint library subject to the policies and regulations regarding the use and operation of the library.

2. The joint library shall be jointly owned: 50% by MSU-Billings and 50% by the City of Billings, or in some proportion not to exceed a 60%/40% division.

3. The building plans, design, and specifications shall be jointly developed and agreed to by MSU-Billings and the City of Billings.

4. The joint library signage will clearly indicate the library's affiliation with both MSU-Billings and the City of Billings.

5. The name of the joint library will be determined by mutual agreement of the University and the City.

6. Library Collection
   - The resource collection for the joint library should be broad and general in nature, to complement the academic and public library needs. Each library shall be the owner of the materials it brings or purchases for the Joint Library. More specialized materials will support specialized college programs, in addition to the general collection.
   - The parties shall consult with each other to coordinate the acquisition of new materials including the opening collection, so as to best serve the needs of all users.
   - The parties shall incorporate existing automation systems for use in the Joint Community Library. The parties will work closely with each other to ensure interconnectivity between the catalog databases for automation support including transfer of cataloging and acquisition records, circulation, registration, related subsystems, and needed telecommunications.
   - Parties agree that joint standards for processing library materials will be developed. Each library will order and purchase their respective materials.
Each library will take primary responsibility for some collection and service areas, while others will be shared. Parmly Billings Library would emphasize areas such as children's and young adult materials, fiction and popular bestselling titles, and audiovisual resources. MSU-Billings would take responsibility for journals and magazine subscriptions, interlibrary loan services, and library instruction, while both libraries would cooperate in selecting and maintaining the reference collection, programs and events, circulation of materials, and local history or special collections of materials and resources.

**Benefits of the Partnership**

1. **Hours of Access:** As a rule, the creation of a joint-use library results in the library being open more hours per day and per week. Thus, patrons benefit from greater access to the community library and its services.

2. **Larger Collection:** When two existing libraries contribute materials and commit significant acquisitions funds, the predicted outcome is that more materials and a larger collection will be available to the users of the combined library.

3. **More Bang for the Buck:** Through combining construction funds and operating budgets the partners should be able to realize a greater return for funds spent on library buildings and collections. Additional space for library users from the college or public library community will be a major benefit. Pleasant, well-designed, flexible space with good natural lighting, comfortable furnishings and a welcoming atmosphere will be conducive to innovative service and user satisfaction.

4. **More Personnel:** To operate the combined library facility, the existing libraries will each commit staff and additional positions will be budgeted for both partners.

5. **Meeting Rooms:** Again, as one of the partners is a public library and the new facility is located on a college campus, their need for large meeting rooms results in an enormous benefit to the college. Not only is the space beneficial for all users, but the combined efforts and funds of the partners makes it possible for such facilities to be better equipped. Study and meeting rooms will be used for student and community meetings.

6. **A Hub for Learning:** discussion, children's and youth activities, meetings, and quiet socializing. The library would contain a space with comfortable seating for a private vendor partnership where coffee and snacks would be sold. Retail space, such as a college bookstore branch might be located in the building, providing supplies for communities and students.

7. **Business Support:** Resources and programming to serve the business community and to support the college curriculum; collaboration with community business leaders; Geographical Information System (GIS) station.
8. **Student Recruitment**: As the facility is located on the COT campus, and the other partner is the public library, the college benefits, because the many community patrons will then be exposed to the activities of the college.

9. **Consumer Health Information**: The library could provide resources and programming to promote consumer health literacy and cooperative outreach programs for underserved areas and populations in conjunction with the College's health occupations programs.

10. **Library Instruction**: One of the library's primary goals would be to establish a program of information literacy for lifelong learning by teaching library users to: (1) Recognize and define information needs; (2) Develop research skills; (3) Critically evaluate information; and (4) Use information effectively, responsibly, and ethically.

**Challenges**

1. **Operating Costs**: The increase in size and scope of the project will result in increased costs for both partners over current operating costs. Return on investment will be seen in better access, increased service levels and community support.

2. **Schedules, Salaries and Administration**: Personnel reporting to MSU-Billings and the City of Billings will have different pay schedules, benefits, and holidays. A possible solution is for respective library administrators to create a positive and cooperative climate for all personnel and to create specific position descriptions for this new library, with salary and benefits specific to these positions. The Joint Library will have a librarian appointed as manager—an employee of one of the partner libraries, but reporting to both the MSU-Billings Library Director and the PBL Library Director or their designated administrator. Library use policies and procedures will be carefully set to be appropriate for this Joint Community Library, and may differ from those in place in both parent libraries.

3. **Collection Management**: Both partners must work cooperatively to ensure that collections stay up-to-date, and appropriate in size and content. This involves selection, cataloging, weeding and management of electronic resources.

4. **Quiet Study Areas**: Academic libraries need to provide quiet space for study, which will also be used by the community.

5. **Parking**: A considerable amount of planning will need to go into the parking issues, as the COT lots are nearly full between 9 am and 12 noon Monday through Friday during semester.
Conclusion

An innovative and feasible proposal for providing a needed expansion of library services to our community is now possible through the joint partnership forged between the City of Billings and MSU-Billings College of Technology. In addition to major cost savings in capital expenditures and continued operational costs, the potential to offer expanded hours of access, and the opportunity to provide excellent access to a full range of library services (study space, computer workstations, curriculum materials, etc.), the Joint Community Library as a concept has garnered broad support from a number of area groups and organizations.

As we look forward to the future, the scarcity of resources is a constraint that makes the idea of the joint use library a pragmatic solution to projected increases in the use of such facilities. This dynamic approach offers the potential for enhanced community programs and service options to serve the diversity of library users for many decades to come.