



**CITY COUNCIL SPECIAL MEETING
American River North Community Room
2729 Prospect Park Drive, Rancho Cordova**

**Tuesday, January 2, 2007
5:30 p.m. – Special Meeting**

AGENDA

SPECIAL MEETING

Call to Order

Roll Call: Council Members Cooley, McGarvey, Skoglund, Budge, and Mayor Sander

Oral Communications

1. Public Comment

At a special meeting, citizens wishing to address the Council for **any matter on the agenda may do so at the time the matter is discussed**. Note, under the provisions of the California Government Code, the City Council is prohibited from discussing or taking action on any unagendized item.

Special Meeting Items

2. **Subject:** Sacramento Public Library Authority Joint Powers Agreement (JPA) Discussion.
Recommendation: Receive and discuss information about the proposal for a revised Joint Powers Agreement (JPA) that would allow Rancho Cordova and neighboring cities to join with the County and City of Sacramento to actively participate in the governance for providing countywide library services.
Result of Recommended Action: Staff will receive guidance needed to proceed with final negotiations regarding changes to the existing Joint Powers Agreement (JPA) to the benefit of the citizens of Rancho Cordova and the City's regional leadership role.
Staff Report: Joe Chinn and Stephanie Snyder, City Manager's Department
Advances Goals: 4, 5, 8, 9, 10, 11, and 13
3. **Subject:** Sacramento Public Library Authority Facilities Master Plan Endorsement.
Recommendation: Adopt Resolution No. 04-2007.
Result of Recommended Action: The Sacramento Public Library Authority Facilities Master Plan includes comments and recommendations provided by the City Council and community members in Rancho Cordova regarding our vision for guiding the expansion and addition of future library facilities and services.
Staff Report: Joe Chinn and Stephanie Snyder, City Manager's Department
Advances Goals: 4, 5, 8, 9, 10, 11, and 13

4. **Subject:** Zoning Code Work Program.

Recommendation: Provide comments and direction to Staff regarding the proposed work program and schedule for the zoning code update project.

Result of Recommended Action: Staff will prepare a detailed work scope and schedule that will provide the City with a new zoning code document within one year. The new document will replace the current zoning code adopted from Sacramento County. The new zoning code will be easier to use, more flexible, and will result in a higher quality built environment.

Staff Report: Pam Johns and Jeff Beiswenger, Planning Department

Advances Goals: 1, 2, 5, 6, 7, 8, and 9

ADJOURNMENT

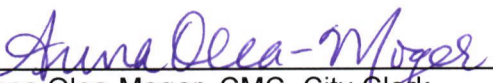
In compliance with the Americans with Disabilities Act, if you need a disability-related modification or accommodation, including auxiliary aids or services, to participate in this meeting, please contact the City Clerk's Office at (916) 851-8720 or blehr@cityofranchocordova.org at least 48 hours prior to the meeting.

CERTIFICATION OF AGENDA POSTING

City Clerk's Certificate of Posting of Agenda

I, Anna Olea-Moger, City Clerk for the City of Rancho Cordova, declare that the foregoing agenda for the January 2, 2007 Special Meeting of the Rancho Cordova City Council was posted on December 28, 2006 at the office of the City of Rancho Cordova, 2729 Prospect Park Drive, Rancho Cordova, California, 95670, and was available for public review at that location. The agenda is also available on the city web site at www.cityofranchocordova.org.

Signed this 28th day of December 2006 at Rancho Cordova, California.


Anna Olea-Moger, CMC, City Clerk

MEMORANDUM



DATE: January 2, 2007

TO: Honorable Mayor and Council Members

FROM: Joe Chinn, Assistant City Manager
Stephanie Snyder, Senior Management Analyst

SUBJECT: SACRAMENTO PUBLIC LIBRARY AUTHORITY JOINT POWERS AGREEMENT (JPA) DISCUSSION

RECOMMENDATION

Receive and discuss information about the proposal for a revised JPA that would allow Rancho Cordova and neighboring cities to actively participate in the governance for providing countywide library services.

RESULT OF RECOMMENDED ACTION

Staff will receive guidance needed to proceed with final negotiations regarding changes to the existing JPA to the benefit of the citizens of Rancho Cordova and the City's regional leadership role.

BACKGROUND

On November 6, 2006, the Council received a presentation from the Sacramento Public Library Authority (SPLA) regarding a number of key library issues needing discussion and feedback in the immediate or near future. One of the issues briefly introduced was a status report on the work being done by staff intended to result in a revised JPA that would add significant representation to the Library Authority Board of Directors from the incorporated cities of Citrus Heights, Elk Grove and Rancho Cordova.

At the November 30, 2006 regular meeting of the SPLA, the Board of Directors also received a brief status report (Attachment A) that gave background and context for the proposal. The working group has now come to agreement on certain principles and concepts of a revised JPA (Attachment B) and the issue is now presented for discussion and guidance to finalize negotiations that can be taken to the SPLA Board for action at their January 25, 2007 meeting.

Some highlights of the proposed revisions include:

- Weighted voting structure based primarily on population
- All actions require an affirmative vote of a majority of Board members, and an affirmative vote of 50% or more of the members present and voting

- Baseline service defined for member jurisdictions
- Individual jurisdictions can determine supplemental funding and services
- Criteria for adding new libraries is favorable to growing communities
- Funding for the JPA comes from property taxes already going to the system (with the exception of the City of Sacramento, which has a special assessment and general fund contribution for library services)
- Funding is used for operating expenses only and capital costs become the responsibility of the individual jurisdictions

Library Authority staff will be present to participate in the discussion and answer questions.

ATTACHMENT(S)

Attachment A: SPLA Agenda Item 8-3 dated November 30, 2006 on JPA Membership

Attachment B: SPLA Joint Powers Agreement, Principles and Concepts



Sacramento Public
Library Authority

Agenda Item			
Information/Action	Board Meeting Date	Regular/Executive Meeting	Agenda Item No.
Information	November 30, 2006	Regular	8.3

SUBJECT

JPA Membership

CONTACT PERSON

Anne Marie Gold, Director, 264-2830

RECOMMENDED ACTION

No action; information only.

BACKGROUND

In April 2005 the Library Board began its discussions of expansion of the membership of the JPA and established a Membership Committee and directed the Library Director to initiate discussions with the cities about becoming members of the Library Authority. The members of the Membership Committee are Linda Budge, Don Nottoli, and Robbie Waters.

The Library Authority contracted with Tom Sinclair to provide consulting services for the discussion with the cities and the County. The Membership Committee met on October 7, 2005 to review the issues relating to the potential expansion of membership and on October 20, 2005 a presentation was made to the Executive Management Group, comprised of the city managers and the County Executive, concerning the expansion of the JPA. The group agreed to take on the issue of the Library Authority expansion. A working group, the JPA Governance and Resource Allocation Committee, comprised of staff from the County and the cities of Elk Grove, Rancho Cordova and Sacramento, was approved to work closely with library staff on the governance and resource allocation issues and the group began monthly meetings in 2006.

The Library contracted with DMG Maximus in January 2006 to create an indirect cost plan for the Library. The Membership Committee and working group reviewed the results of the cost study in March and provided input on the results. A benchmark study of governance and resource allocation by similar libraries was completed in the spring and reviewed by both groups. In April and May a review of property tax revenue generation was completed by the working group, along with a review of the service area plan methodology; a revenue and expense model, developed by Sinclair, was also reviewed. The group then reviewed and developed recommendations on board composition and voting methodologies for the new JPA. During the summer the group reviewed various models relating to base equity levels of service and



Sacramento Public
Library Authority

Agenda Item			
Information/Action	Board Meeting Date	Regular/Executive Meeting	Agenda Item No.
Information	November 30, 2006	Regular	8.3

enhanced services, including funding for base service levels and local control over supplemental funding for enhanced service levels. The Membership Committee of the Board and the Executive Management Group were briefed on the progress of the group during this time.

The working group held two lengthy meetings in October and November to develop recommendations on the remaining issues of base service levels and enhanced services, along with funding sources for such services, and facility maintenance and repair responsibilities for existing facilities and capital project responsibilities for new facilities.

A presentation was made to the Executive Management Group on November 16, 2006 on the overall principles for the new JPA. The meeting was attended by the members of the working group and there was extensive discussion of the issues covered in the new JPA principles document. The EMG members present requested that the presentation of the JPA recommendations be delayed from the November 30, 2006 Library Authority Board meeting to the January 25, 2007 meeting in order to allow time for each city manager/County Executive to review the proposed JPA principles with elected officials in their jurisdictions.

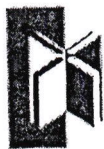
A meeting of the Membership Committee will be scheduled in early December to review the proposed JPA principles and the item will be on the Board agenda at its January 25, 2007 meeting. Staff has offered to be available to brief any city or county staff or officials on the JPA principles.

FUTURE BOARD ACTIONS

At the January 25, 2007 Board meeting, the JPA Principles document will be presented to the Board for action. Following such action, the new JPA document will be presented for action by the signatory agencies and new members, with the intent that the new JPA will be effective July 1, 2007.

FISCAL IMPACT

There is no direct fiscal impact that is anticipated under the proposed new JPA. However, the financial procedures of the Authority will likely be affected by the new organizational structure.



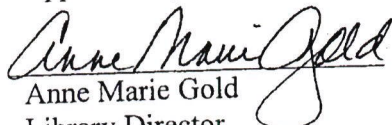
Sacramento Public
Library Authority

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Information	November 30, 2006	Regular	8.3

POLICY ISSUES

According to the current JPA Agreement, the Library Board must approve the terms and conditions of membership for any city making a request to join the Authority. In addition, the City of Sacramento and the County of Sacramento would also have to approve such a request.

Approved By


Anne Marie Gold
Library Director

ATTACHMENTS

None.



Sacramento Public Library

Sacramento Public Library Authority Joint Powers Agreement Principles and Concepts Draft 11-9-06

I. Goals – Recitals

Provide a regional network of library services that provide open access to diverse resources and ideas that inspire learning, promote reading and enhance community life.

Establish a governance structure that represents all of the participating public agencies and responds to the interests of constituents of large and small jurisdictions.

Implement a stable funding system that recognizes the primary importance of funding a base level of services at all libraries, while also permitting some locally generated revenues to be allocated for local services at the discretion of local governing bodies.

Recognize that, because library users cross jurisdictional boundaries, a regional network of library services best serves the needs of all.

Recognize that a regional network of library services creates economies of scale and expanded library service opportunities for all.

II. Mechanisms:

1. Name

The JPA shall be known as the _____ Public Library Authority

2. Governance Structure

The Library Board shall be composed of members as follows:

- a. Five members of the Sacramento County Board of Supervisors.
- b. One member for each participating City with a population of 50,000 or more, who shall be members of the City Councils.
- c. One member appointed jointly by the City Councils of all of the participating Cities with a population less than 50,000 each, who shall be a member of one of the City Councils.
- d. Each City shall be entitled to appoint an additional member for each 100,000 increment in its incorporated population above the threshold population of 50,000, up to a maximum of five members per City. (By way of example only, a city of 150,000 shall have two members, consisting of one member for the first 50,000 and one member for the next 100,000. A city of 320,000 shall have three members, consisting of one member for the first 50,000 and two members for the next 200,000. A city of 395,000 shall have four members, consisting of one member for the first 50,000, and three members for the next 300,000. A city of 450,000 or more shall have five members.)

Sacramento Public Library Authority Joint Powers Agreement

Principles and Concepts

Draft 11-9-06

Page 2 of 10

- e. Newly incorporated cities and other cities that become members of the Authority shall have the same representation on the Governing Board as existing members.
- f. Member jurisdictions may appoint alternates to the Governing Board, who shall be elected officials from a JPA member jurisdiction.

The City Council shall be the appointing authority for each City. Each member shall be a member of the City Council. Each member shall serve at the pleasure of the member's appointing authority.

The number of Library Board members for each City shall be based upon the California Department of Finance Population Estimates for Cities and Counties issued pursuant to Section 2227 of the Revenue and Taxation Code and shall be adjusted annually on July 1, based on the Department of Finance Population Estimates for Cities and Counties issued in May of that year for the previous January 1.

NOTE: Based on January 1, 2006 population data and assuming all Cities in the County except Folsom participate, the initial membership would be 14, as follows:

County Board of Supervisors	5 members
City of Citrus Heights	1 member
City of Elk Grove	1 member
City of Rancho Cordova	1 member
City of Sacramento	5 members
Cities of Galt/Isleton	1 member

Quorum

A majority of the members of the Library Board shall constitute a quorum for the conduct of business. Less than a quorum may vote to adjourn a meeting.

NOTE: Based on a membership of 14, the quorum would be 8. If the membership were to increase to 15, the quorum would still be 8. At a membership of 16, the quorum would be 9.

Voting

Each member of the Library Board shall have one vote. All actions taken by the Board shall require the affirmative vote of a majority of the members of the Board, subject to the following limitation. The votes of the representatives of each participating jurisdiction present and voting shall be separately counted. In addition to the affirmative vote of a majority of the members of the Board, an action also shall require the affirmative vote of 50% or more of the members present and voting from at least 50% of the jurisdictions represented at the meeting. Cities under 50,000 jointly sharing a vote shall count as one jurisdiction.

NOTE: Based on a Library Board membership of 14, the first tier would require 8 votes to take action. Based on six jurisdictions represented at a meeting, the second tier would

require 50% or more of the members from at least three jurisdictions to vote affirmatively.

3. Interim Financial Procedures

FY 2007-08 financial procedures shall be based upon current budget procedures. The provisions contained herein in Sections 4 through 7 regarding Base and Enhanced Services shall be implemented for FY 2008-09.

4. Service Levels – County unincorporated, Rancho Cordova, Elk Grove, Citrus Heights, Galt, and Isleton

a. Base Services

The first priority for funding services at all libraries in these jurisdictions shall be to provide Base Services, which is defined as the level of service (hours) provided at these libraries during fiscal year 2006-07, as outlined in Appendix A. Base Services shall include, but not be limited to, all operating costs, such as personnel, collections, utilities, janitorial and grounds maintenance services, and indirect costs.

The Library Board annually shall establish the Base Services for these libraries.

b. Enhanced Services

Enhanced Services are those services that exceed the Base Services, funded by Annual Supplemental Funding Amount, as described in Section 7 of this JPA. Enhanced Services shall be determined by the member jurisdictions. Enhanced Services include direct and indirect costs of providing such services.

Enhanced Services may also be funded by member jurisdictions.

5. Budget and Funding for Base Services – County unincorporated, Rancho Cordova, Elk Grove, Citrus Heights, Galt, and Isleton

The Library Authority shall prepare an annual Proposed Budget that identifies the direct cost of Base Services for each library. In addition, the Library Authority shall allocate indirect costs to each library, according to an annual cost allocation plan prepared in accordance with Federal Office of Management and Budget Circular A-87.

6. Library Funding Sources – County unincorporated, Rancho Cordova, Elk Grove, Citrus Heights, Galt, and Isleton.

All revenues received from the portion of the property tax allocated to the county free library system (County Fund 11) shall be collected by the County Auditor and remitted to the Library Authority without retention of funds by the County, except as provided elsewhere in this document, and/or for allocated costs of collection as permitted by statute.

NOTE: The handling of the current direct charges against County Fund 11 will be addressed by the Financial Advisory Committee.

7. Annual Supplemental Funding Amount – County unincorporated, Rancho Cordova, Elk Grove, Citrus Heights, Galt, and Isleton

After allocating direct and indirect costs for Base Services and setting aside prudent reserves, the Library Authority shall calculate the amount of remaining available funds, defined as the Annual Supplemental Funding Amount, which may be used for Enhanced Services.

Annual Supplemental Funding Amounts shall be allocated for use in libraries in member jurisdictions according to the procedures outlined in Appendix B. For purposes of this Agreement, the Rancho Cordova library at 9845 Folsom Boulevard is considered to be in Rancho Cordova.

Any losses to the Library Authority's funding resulting from the establishment or expansion of redevelopment project areas within a member jurisdiction shall be reimbursed to the Library Authority from the member jurisdiction's proportionate share of the Annual Supplemental Funding Amount, by deducting such an amount from the jurisdiction's Supplemental Funding Amount.

Each member shall determine how to allocate its proportionate share of the Annual Supplemental Funding Amount. Member's Annual Supplemental Funding Amount may be used for additional hours of service, additional collection materials or other library purposes, including any additional indirect costs, or may be retained in a reserve held in that Member's name for capital investment or other library purposes.

The Library Authority will set up reserve accounts within the fund accounting system to track carryover of member jurisdictions' Supplemental Funding Amounts.

8. Service Levels, Budget and Funding Sources – City of Sacramento libraries

Levels of service in City of Sacramento libraries shall be based on the funding available from the City of Sacramento.

The Library Authority shall prepare an annual budget for City of Sacramento libraries, which shall include, but not be limited to, all operating costs, such as personnel, collections, utilities, janitorial and grounds maintenance services, and indirect costs. The Library Authority shall allocate indirect costs, according to an annual cost allocation plan prepared in accordance with Federal Office of Management and Budget Circular A-87.

Direct and indirect costs for the operation of City of Sacramento libraries shall be funded by contributions from the City's General Fund, assessment district/parcel tax proceeds, and revenues generated by City of Sacramento libraries, or other revenue sources.

The City of Sacramento will fund library services within its boundaries consistent with maintenance-of-effort requirements of the voter-approved library special tax

9. Other Financial Matters

- a. Special taxes or other similar levies imposed by member jurisdictions shall be remitted to the Library Authority.
- b. Special taxes or other similar levies collected within a member's jurisdiction shall be allocated by that member jurisdiction for Enhanced Services (except for the City of Sacramento, which shall continue to fund services with its assessment district/parcel tax funds) as described in Section 8 herein.
- c. The Library Authority shall collect and receive other revenues, such as fees and fines, and shall deposit such other revenues in the appropriate funds.
- d. The Library shall collect and receive special revenues for specific purposes, and shall account for such revenues in separate funds as appropriate, and shall expend such funds for the purpose for which they were received.
- e. The Library Board shall establish prudent reserves.

10. Member's Contributions

Members shall have the right to provide additional funding for Enhanced Services. Such funding may include a contribution from the member jurisdiction's General Fund or other funds, or from the proceeds of a parcel tax, community services district, community facilities district, or other similar funding source.

11. Facilities

The Library Board shall develop a methodology for providing necessary funding for capital improvements and capital repairs, as outlined in Appendix C.

a. Current Facilities

Ownership of current facilities will remain with current owners. For members whose facilities are owned by other entities, those members will have the option to either: acquire title; provide its own library facilities; or have them provided by the other entity. For purposes of this Agreement, the Rancho Cordova library at 9845 Folsom Boulevard is considered to be in Rancho Cordova.

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b. Future Facilities

Each member will provide the library facility and capital funding for future facilities within its own jurisdiction.

Member jurisdictions shall be responsible for funding debt service, lease payments and similar obligations on library facilities within their jurisdictions. The Annual Supplemental Funding Amount may be used for such obligations.

- c. City of Sacramento library facility costs shall be funded by the City of Sacramento.

12. Services by Members

Members that provide systemwide services may enter into contracts with the Library Authority to provide those services, and shall provide periodic invoices to the Library Authority for services rendered.

NOTE: Such services may include, by way of example only, alarm service or vehicle maintenance services.

13. Additional Libraries

The Library Board shall approve operations of all new libraries. The Library Board shall give due consideration to population growth, service demand, existing facilities, service levels, growth in property tax revenues and/or other appropriate factors. Operations at new libraries will be funded at the same level of Base Service as at similar existing libraries.

14. New Members

Upon incorporation, a new city in Sacramento County shall automatically be given the right of membership in the Library Authority. Cities other than newly incorporated cities may petition for membership.

15. Implementation of Terms of JPA

The Library Board is charged with implementation of the terms of this JPA agreement. The Board is authorized to modify the provisions of this agreement related to base service levels (Appendix A), supplemental funding formula (Appendix B) and facility ownership and maintenance responsibilities (Appendix C).

16. Finance Advisory Committee

A Finance Advisory Committee shall be established. The Committee shall have staff representation from all signatory agencies and work directly with Library Authority staff to provide recommendations to the Library Board on implementation of financial provisions of this JPA, including but not limited to base service level funding (Section 5, Appendix A), County Fund 11 direct charges (Section 6), supplemental funding allocation formula (Appendix B), indirect costs, facility maintenance and repair funding and capital funding (Appendix C).

17. Termination/Withdrawal

A member jurisdiction must give at least one year's notice of intention to withdraw from the JPA. Withdrawal can only occur on June 30 of any given fiscal year. Upon withdrawal, a member shall retain only the capital facility for which it has title, and no personal or unsecured property.

No member may withdraw during the first three years following the effective date of the JPA agreement.

APPENDIX A

LIBRARY BASE OPEN HOURS 2006/07

County unincorporated, Rancho Cordova, Elk Grove, Citrus Heights, Galt, and Isleton

Branch	Jurisdiction	# of Hours
Arcade	County unincorporated	43
Arden	County unincorporated	43
Carmichael	County unincorporated	43
Courtland	County unincorporated	27
Elk Grove	Elk Grove	43
Fair Oaks	County unincorporated	43
Franklin Franklin base open hours are jointly funded by the Library Authority and the Elk Grove Unified School District as a joint use library. The Library Authority Base funding level is currently 31 hours per week. Should Franklin ever operate as a public library only (not a joint use library), the Library Authority would fund its Base operating hours at a level equal to similar libraries.	Elk Grove	58.5
Galt	Galt	35
Isleton	Isleton	20
North-Highlands Antelope	County unincorporated	43
Orangevale	County unincorporated	35
Rancho Cordova	Rancho Cordova	43
Rio Linda	County unincorporated	29
Southgate	County unincorporated	43
Sylvan Oaks	County unincorporated	44
Walnut Grove	County unincorporated	29

City of Sacramento

BRANCH	# of Hours
Central	50
Colonial Heights	43
Belle Cooledge	43
Del Paso Heights	35
Martin Luther King, Jr.	43
McClatchy	34
McKinley	36
South Natomas	43
North Natomas	43
North Sacramento	35
Valley-Hi North Laguna	37

APPENDIX B

Supplemental Funds Allocation Formula

Property Tax Percentage

The Library Authority shall calculate each member's percentage of property taxes contributed to the county free library system (Fund 11) (which shall sum to 100%), based on the County Auditor's office calculation of such amounts, including amounts allocated from the Special District Augmentation Board (SDAF), from the most recently completed fiscal year.

NOTE: The methodology for such allocation shall be consistent with the methodology used in the County Auditor's June 5, 2006 report. Such methodology will be detailed in a separate document.

Circulation

The Library Authority shall determine the circulation percentage for each member jurisdiction from the most recent fiscal year. Circulation percentage shall be defined as the circulation taking place in all libraries within the jurisdiction divided by the total circulation taking place in all libraries within the Library Authority, as calculated during the period of the most recently completed fiscal year.

NOTE: This definition excludes customer initiated web-based circulation that does not take place within a library building.

Service Area Population

The Library Authority shall determine the "service area population" percentage for each member jurisdiction from the most recent fiscal year. Service area population percentage shall be defined as population of the service area served by each library, as determined by library service area mapping.

Annual Supplemental Funding Factor

The Library Authority shall calculate each member's "Annual Supplemental Funding Factor" which shall be the average of each member's percentage of property taxes, each member's circulation percentage and each member's service area population percentage. Each member's supplemental funding factor shall be multiplied by the total Annual Supplemental Funding Amount to determine each member's proportionate share of the total Annual Supplemental Funding Amount.

APPENDIX C

Maintenance & Repair

For those member jurisdictions that own library facilities, they shall be responsible for all capital improvements and capital repairs made to their respective library facilities, including major repair and replacement of building structure, HVAC systems, plumbing, roofing and other facilities. The Library Board shall develop a methodology for providing necessary funding for such services. Should the Library Authority incur any costs for a capital improvement or major capital repair, the Library Authority shall, with appropriate approval from the member jurisdiction, bill member jurisdictions for costs that were the responsibility of the member jurisdiction.

The Library Authority shall be responsible for providing and funding janitorial, landscape and other routine maintenance for all facilities.

MEMORANDUM



DATE: January 2, 2007

TO: Honorable Mayor and Council Members

FROM: Joe Chinn, Assistant City Manager
Stephanie Snyder, Senior Management Analyst

SUBJECT: SACRAMENTO PUBLIC LIBRARY AUTHORITY FACILITIES MASTER PLAN

RECOMMENDATION

Adopt Resolution No. 04-2007 endorsing the Sacramento Public Library Authority Facilities Master Plan.

RESULT OF RECOMMENDED ACTION

The Sacramento Public Library Authority Facilities Master Plan includes comments and recommendations provided by the City Council and community members in Rancho Cordova regarding our vision for guiding the expansion and addition of future library facilities and services.

BACKGROUND

On November 6, 2006 the Council received a presentation from the Sacramento Public Library Authority (SPLA) regarding a number of key library issues needing discussion and feedback in the immediate or near future. One of those key issues was a draft Facilities Master Plan. Comments from the community have already been gathered from three community forums held at Rancho Cordova City Hall as well as the Rancho Cordova Branch Library. This input is now reflected in pages 164 through 167 of the attached Plan (Attachment A).

At the November 30, 2006 regular meeting of the SPLA, the Board of Directors adopted a resolution approving the submitted revisions to the Facilities Master Plan and directed staff to request approval or endorsement of the Plan by the County and cities served by the Library Authority. The Plan will be a key policy document because it outlines specific guidelines and criteria for the development of library facilities. Following action by individual jurisdictions in December and January, the Plan will be placed on the January 25, 2007 SPLA agenda for final approval.

ATTACHMENT(S)

Attachment A: Resolution No.04-2007 Endorsing the Sacramento Public Library Authority Facilities Master Plan
Attachment B: Sacramento Public Library Authority Facilities Master Plan

CITY OF RANCHO CORDOVA

RESOLUTION NO. 04-2007

**A RESOLUTION OF THE CITY COUNCIL
ENDORING THE SACRAMENTO PUBLIC LIBRARY AUTHORITY FACILITIES MASTER
PLAN**

WHEREAS, on November 6, 2006, the City Council received a presentation from the Sacramento Public Library Authority (SPLA) regarding a number of key library issues, including the draft Facilities Master Plan; and

WHEREAS, comments from the community have already been gathered from three community forums held at Rancho Cordova City Hall as well as the Rancho Cordova Branch Library, and that feedback is now incorporated in the Sacramento Public Library Facilities Master Plan; and

WHEREAS, on November 30, 2006, the Library Authority Board of Director approved the revisions to the Facilities Master Plan and directed staff to request approval or endorsement from the County and cities in the service area before returning for final approval on January 25, 2007;

NOW, THEREFORE, BE IT HEREBY RESOLVED BY THE CITY COUNCIL OF RANCHO CORDOVA that the Council endorses the Sacramento Public Library Authority Facilities Master Plan.

PASSED AND ADOPTED by the City Council of on the 2nd day of January, 2007 by the following vote:

AYES:

NOES:

ABSENT:

ABSTAIN:

David Sander, Mayor

ATTEST:

Anna Olea-Moger, CMC, City Clerk



**Sacramento Public
Library Authority
Facilities Master Plan
2007 - 2025**

November 2006

Sacramento Public Library Authority
Facility Master Plan
2007-2025



**Sacramento Public
Library Authority Board**

Raymond L. Tretheway, Chair

Roger Dickinson, Vice Chair

Illa Collin

Roberta MacGlashan

Don Nottoli

Bonnie Pannell

Susan Peters

Sandy Sheedy

Robbie Waters

Anne Marie Gold
Library Director

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INTRODUCTION

For different generations of both young and old, the experience of visiting the Sacramento Public Library and its many branches means different things.

Children come to hear stories or pick out a book. Teens come to check the library's music and DVDs, socialize, collaborate on projects or just hang out. Adults browse the shelves of books, maybe sit in comfortable chairs or take that first quiet break of the day. Students read or listen to books on CD, study or finish their homework. Business people meet associates in community meeting rooms or do special research. Seniors gather to plan events and socialize. Everyone, it seems, comes to use the computers.

What the Library means to different people evolves and changes as demographics shift, behavior changes, culture evolves or technology advances. The dynamic environment of the greater Sacramento region presents many challenges as Library leaders actively examine how to meet them and enhance the Library system.

An examination of the current environment illustrates the point. Not only is Sacramento the 8th largest county in the state, but Elk Grove was recently named the fastest growing city in the nation. Now consider the diversity in Sacramento communities that will expand with increased population, with whites of European descent becoming an ever-smaller minority between 2000 and 2050, while other ethnic group percentages rise (in-depth demographics can be found in the Trends and Projections section).

Sacramento Public Library leaders recognize that these changes impact customer's usage patterns and expectations. **If the Library is to remain a vital and successful part of its respective communities, it must continually change and improve its services.** Meeting this challenge means augmenting existing strategies, creating new visions, and taking different directions. It requires taking best practices and applying them to create libraries where all customers feel comfortable and welcomed. It also means looking outside of the library system at, for example, the private sector where large chain bookstores have transformed customer expectations. Many bookstores changed the act of purchasing a book into an experience with comfortable reading spaces, café service, personalized attention, and access to varieties of media.

This *Facility Master Plan* recognizes the value of upgrading or renovating existing libraries and building new ones that support a full range of services. It also envisions focused-service facilities to supplement the full-service branches to meet the needs of specific populations.

A system-wide vision for the Sacramento Public Library system embraces a key strategy that understands that one approach, one size and one concept does not fit all libraries. This strategy balances service area population to building sizes and designs. It provides accessibility to all residents and creates different facility sizes to meet each community's needs. It also creates flexible facilities to accommodate rapidly changing, diverse environments that address community needs in the next 10 to 20 years.

All of the information gathered and analyzed shaped this vision and resulted in the *Facility Master Plan* recommendations (see The Recommendations section). Library leaders understand the value of these recommendations and will use them to shape ideas and plan for the upgrade, renovation or construction of new 21st century library facilities and services.

It is also a step toward meeting the goals of a service philosophy that states: **Customers enjoy a seamless and successful library experience as defined by their expectations and choose their own methods of interaction – staff assisted, self-directed or virtual; and staff understand service through the lens of the customer, deliver service with respect, and make decisions that support successful customer interaction.** This philosophy combined with the *Facility Master Plan* provide two successful aids to guide Library leaders as they help shape libraries of tomorrow.

EXECUTIVE SUMMARY

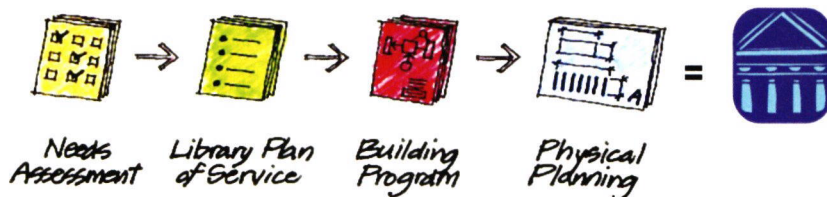
BACKGROUND

The Sacramento Public Library, which provides service to the 1,269,000 residents of this area, is the fifth largest library in California in terms of population served and the sixth largest library in terms of materials held. The Library operates 27 facilities totaling 379,000 gross square feet; houses approximately 1,700,000 print volumes; employs more than 340 staff members; and provides over 48,500 hours of library service per year. The library owns 101,000 audio-visual items, subscribes to 3,973 current periodicals, and provides 345 technology workstations for public use. At 160,000 gross square feet (sf), the Central Library accounts for 42% of the library's total space. The remaining 219,000 sf of library space is distributed among the remaining 26 branches.

Since 2000 the Library has experienced significant activity in the construction and remodeling of library facilities. Stimulated by unprecedented growth in the region and by the Library Bond Act of 2000 five new facilities were opened. They are Valley Hi (leased), Orangevale (leased), South Natomas, North Highlands-Antelope and Franklin libraries. The Library also submitted Bond Act applications for libraries at Elk Grove, North Natomas, and Orangevale. The North Natomas application was approved by the Bond Act Board in November 2004 and that branch is currently being designed. In addition to these new facilities the Arcade and Carmichael libraries have recently been remodeled.

HOW THIS PLAN WILL BE USED?

This *Facility Master Plan* serves as the basis for all new and improved Sacramento Public Library facilities over the next 20 years. It helps ensure that Sacramento Public Library facilities can support basic system-wide library service needs during that time. The *Facility Master Plan* will be implemented in

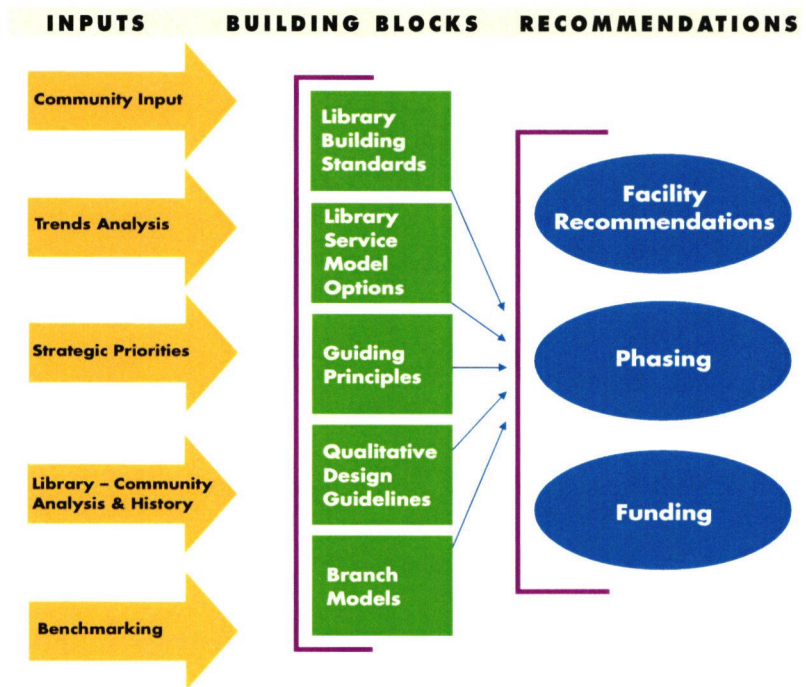


various phases in each community as dictated by needs and capabilities. It will also be the basis for ongoing fiscal and land-use planning for the development and operation of library facilities throughout the entire service area.

Finally, the *Facility Master Plan* will play an important role in instigating discussions with leaders and community members to move this process from a generalized system-wide planning level down to each community. The *Plan's* generalized recommendations will be customized for each individual community through a process that is highly dependent on community input at all stages.

THE PLANNING PROCESS

The master planning process included three phases as illustrated below.



THE INPUTS PLANNING CONTEXT

The Sacramento region has grown dramatically since its early beginnings in 1848 and is projected to continue to do so over the next 25 to 50 years. The county of Sacramento is at the heart of the region and will shoulder the lion's share of the projected growth and new development. Virtually all municipal General Plans are in various stages of update and adoption. Once those

documents have been completed and reviewed through a public review process, the Library Authority will know fairly precisely where and when new development will occur. The Sacramento Public Library is positioning itself to participate fully with all jurisdictions to incorporate library plans into community growth planning. The Facility Master Plan provides the framework to move the library system into the future – much as it moved from space in homes and stores in the early 1900s, to leased and donated storefront facilities, and finally to stand-alone facilities with the adaptability to serve the reading, learning, and “community place” needs of the public now and in the years to come.

CURRENT ENVIRONMENT

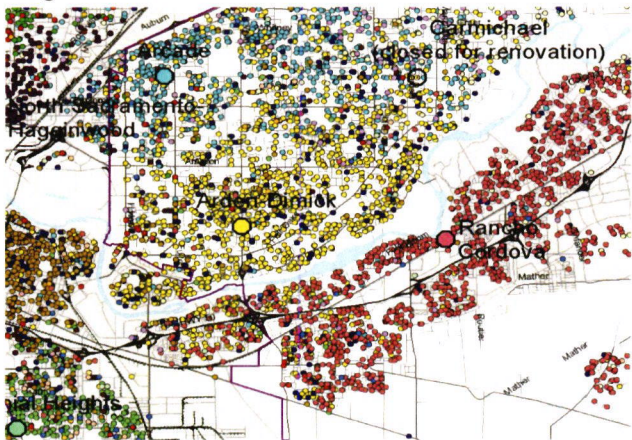
The Library’s current service population can be described as:

- Large in terms of gross numbers of people and in comparison to other cities and counties in California
- Quite diverse and becoming more so
- Possessing a relatively high percentage of persons who speak a language other than English at home
- Containing a high percentage of young people
- Generally well-educated
- Possessing a fairly high proportion of low-income residents

HOW LOCATION AFFECTS LIBRARY USAGE PATTERNS

Analysis of patron mapping data (see sample below) indicates the following about usage of Sacramento Public Library facilities:

- The primary importance of proximity of library facilities to their customers
- The impact of the area’s rivers on traffic patterns and usage of libraries



Note: Carmichael re-opened September 17, 2006, after this patron mapping was completed.

- The importance on customer travel patterns of traffic paths caused by major thruways, highways and railroad corridors
- The importance of major surface roads and their impact on realistic service area boundaries
- That library customers’ usage patterns are not constrained by jurisdictional boundaries

Patron mapping also makes it clear that in addition to using the library closest to their homes, many customers frequently use branches closest to work or in convenient locations along their normal travel routes. All of these findings provide input into decisions on how to locate convenient and useful library facilities.

TRENDS AND PROJECTIONS

The Trends and Projections define an environment that is rapidly changing. This changing environment is critical to effective library services and facilities planning and must be taken into consideration while assessing needed improvements in library facilities.

- The population will increase by almost 40 percent during the life of this *Facility Master Plan* (2007-2025).
- Almost all parts of the service area will show dramatic population increases, some through expansion and increased development, and others through various in-fill projects.
- Traffic will almost double over the time period of this *Plan*.
- The population is now diverse and will become much more so over the next 45 years, changing from over half the population being white of European descent to less than one quarter white by 2050.
- The population is generally well-educated and becoming more so. On the other hand, pockets of poorly educated, recent immigrants and non-English speaking residents exist throughout the service area and are increasing in number.
- The gap is growing between families with high incomes and those below the poverty level.
- People are busier than ever trying to juggle more and more activities as the century proceeds forward.
- The use of technology is ubiquitous, and customers expect an increase in amounts of technological assistance through their libraries.
- Self-service is becoming more and more an expected and a desired fact of life to help Sacramentans cope with the ever-increasing pace at work, home and in their leisure time.
- Library materials are still an extremely high priority for library customers and are coming out in an increasing variety of forms and formats, requiring significant changes in library facilities to accommodate the different media and equipment needed to support them.

- Technology is heavily impacting education, and library facilities must be able to support that demand to be effective partners with the school community and responsive to young people's needs.
- There has been a clear growth in the incorporation of areas within the county into new cities, which means the Library must be agile in its planning to ensure it can be responsive to the varying needs of newly incorporated cities now and into the future.
- Based on current *General Plan* projections of the cities the Library serves as well as the County, the whole county will be more than 98 percent built-out by 2025, which means this *Plan* must deal with that expansion and, at the same time, prepare the Library for a future of little growth following 2025.
- While at one time everyone came to the library facility for all services, now customers expect to remotely access a significant number of resources.
- The role of the library as a community gathering place is being added and/or expanded as an expectation of more and more Library customers.

DETERMINING CUSTOMER SERVICE NEEDS

To determine the core service priorities the project planning team combined results of ongoing efforts by the Library to assess customer service needs with several, additional assessment methods specifically supporting this facilities planning effort. Within the last four years the Library has conducted five formal local community needs assessments, two voter polls, and at least two in-library customer surveys. In addition, over the last 18 months, this planning effort added a general systemwide Web-based survey of priorities of community members, 35 community forums on the community members' priorities for Sacramento Public Library services and facilities, an assessment survey of Library staff, three formal sessions by library management, and bi-weekly planning sessions by this Plan's project team.

REVIEW OF EXISTING FACILITIES

In the summer of 2005 Group 4 Architecture, Research + Planning, Inc. conducted a formal review of all existing facilities in the Library system. Their findings can be summarized as follows:

- In general, the Library's facilities are well maintained
- Most of the newer or newly-renovated facilities are in good physical condition and have only minor maintenance issues
- Most Library facilities have undergone ADA upgrades to

meet current applicable codes

- There are still facility problems that affect user comfort in some of these buildings
- The major challenge for many facilities is their size and ability to provide needed services
- Shelving – no room to expand the collection
- Seating – insufficient places to read and work
- Computers – too few to meet demand
- Programming space – needed in more locations
- Size of facilities – limits library services
- Adaptability of facilities – many opportunities for improvement
- Adequacy of sites – need quality locations and room to expand

WHAT COMMUNITY MEMBERS HAVE TO SAY

In October and November 2005, 11 community forums were held to solicit community input on library services and buildings. Sacramento Public Library constituents made it clear that libraries are an important resource for them and their communities. There was near unanimity on five principles in the key findings across all 11 forums:

- A need for more facilities, services, and resources in general
- High priority on increased access to library services for all, both in terms of more conveniently located services and more hours of access
- A warm and welcoming environment is essential
- Unique spaces are needed within facilities to support and adequately segregate a wide variety of services and programs
- The Library should partner with both public and private entities (particularly schools) to help implement the other four principles

In September and October 2006, 24 community forums were held throughout the Library's service area to present the draft of this Facility Master Plan and to obtain feedback from community members on the plan's findings and recommendations. The comments were used to revise the facility recommendations found in the last half of this Plan. Many of the general priorities that developed as a consensus across the forums reemphasized those from the fall 2005 forums, while some were expansions upon those or additional priorities, as documented in the body of the Plan

COMPARISONS TO OTHER JURISDICTIONS

Library jurisdictions gather and share a wealth of data. This data allows libraries to create benchmarks to assess their performance. In the absence of quantitative guidelines, benchmarks can be useful in identifying areas of weakness and service level deficits and point to areas that need addressing in long-range planning.

The benchmark study shows the Library is far behind in collections, seats and technology and further behind in the space to house them. In spite of this, use of all Sacramento Public Library facilities is higher than expected. With one of the highest growth rates in the nation, the Sacramento area will find it nearly impossible to catch up with older, more established jurisdictions in the per capita arena.

COMPARATIVE ANALYSIS SUMMARY

	Peer Group	SPL	% Var
Vols per capita	1.66	1.5	90%
Tech Stations per 1K	0.365	0.272	74%
Reader Seats per 1K	3.43	1.49	43%
Sq. Ft. per capita	0.338	0.299	88%
Attendance per capita	3.97	2.12	53%
Circulation per capita	5.08	4.31	85%
Turnover rate	2.52	2.88	114%

THE BUILDING BLOCKS SACRAMENTO PUBLIC LIBRARY SERVICE PHILOSOPHY AND PRIORITIES

The service philosophy at the top of the next column was developed in conjunction with this planning process in 2005.

GUIDING PRINCIPLES

The following principles emerged as basic guides for all facilities designed to support Sacramento Public Library customers. These principles form the heart and soul of all development and recommendations that follow.

Guiding Principle #1: Libraries recognize the needs of different communities

Guiding Principle #2: Libraries recognize the needs of a diverse population

Guiding Principle #3: Libraries add value to the community

SERVICE PHILOSOPHY

Customers are the library's first priority.

- **Customers:**
 - **Enjoy** a seamless and successful library experience as defined by their expectations.
 - **Choose** their own method of interaction – staff assisted, self-directed or virtual.
- **Staff:**
 - **Understand** service through the lens of the customer.
 - **Deliver** service with respect.
 - **Make** decisions that support successful customer interactions.

Guiding Principle #4: Libraries are prime real estate

Guiding Principle #5: Libraries are easy for customers to use

Guiding Principle #6: Library space is flexible

Guiding Principle #7: Libraries recognize the value of community partners

Guiding Principle #8: Library design promotes staff efficiency and effectiveness

PLANNING STANDARDS AND GUIDELINES

Sacramento Public Library has developed a tiered three-level approach to planning standards. The three levels are Threshold, Target and Prime – and are shown in the table immediately below.

SACRAMENTO PUBLIC LIBRARY FACILITY PLANNING STANDARDS

Standard	Threshold	Target	Prime
Volumes per Capita	1.75	2.15	2.75
Technology Stations per 1,000	.75	1.00	1.25
Reader Seats per 1,000	3.00	4.00	5.00
Meeting Room Seats per 1,000	2.00	3.00	5.00
SQUARE FEET PER CAPITA	.40	.50	.60

It is very important to point out that per capita planning standards are general, and only a needs assessment at the individual community level can determine precisely what balance is right for a specific community.

SERVICE FACILITIES STRUCTURE

The proposed library facility models for this Plan recognize the desire of Sacramento Public Library customers to receive as full a range of services as possible in realistically-sized facilities for all Sacramento Public Library branches. To address these priorities, for most Sacramento Public Library facilities, this Plan includes two basic and complementary design options: Full-Service Branches and Focused-Service Facilities.

FULL-SERVICE BRANCH MODELS

Full-service branches provide a full range of library services to customers in one building, which is sized appropriately for each community. Each full-service facility includes spaces to support the Library's service philosophy, strategic service directions and priority service areas.

Community-based needs assessments identify service needs in individual communities to ensure that services address current, changing, varying community needs, and new technology and business advances. A full-service branch ranges in size from 15,000 to 35,000 sf. Basic design parameters are summarized in the table below.

Sq. Ft. Model	Volumes	Reader Seats	Meeting Room Seats*	Public Use Computers	Group Study Rooms
15,000	68,000	122	120	30	1
20,000	85,000	160	120	52	2
25,000	105,000	204	155	56	4
35,000	151,000	288	236	77	5

* Total meeting room seats are the sum total of the seats in the children's program area, the meeting room, and the conference room spaces in each model.

SUMMARY OF FACILITIES DEVELOPMENT PLAN BY JURISDICTION

2005-2015					2015-2025		
Complete or Underway		Relocate	Expand Renovate	New	Relocate	Expand	New
County of Sacramento	Com: Arcade Com: Arden-Dimick Com: Carmichael Com: N. Highlands-Antelope	Orangevale Rio Linda-Elverta	Exp: Fair Oaks	Vineyard 1 N. Highlands Carmichael/Arcade Natomas Jt Vision 1	Southgate		Vineyard 2 Vineyard 3 Natomas Jt Vision 2
City of Sacramento	Und: Pocket Und: N. Natomas Und: Valley Hi-N. Laguna	N. Sac-Hagginwood	Ren/Exp: McClatchy Ren: McKinley Ren: Central	65th and Folsom	Del Paso Heights	M. L. King Belle Cooledge South Natomas Colonial Heights	
City of Citrus Heights			Exp: Sylvan Oaks	Citrus Heights			
City of Rancho Cordova			Exp: Rancho Cordova	Rancho Cordova 2 Rancho Cordova 3			Rancho Cordova 4
City of Elk Grove	Und: Elk Grove Com: Franklin			Elk Grove 2			Elk Grove 3 Elk Grove 4
City of Galt				North Galt		Galt	
Delta Branches	Com: Walnut Grove	Isleton	Exp: Courtland				

FOCUSED-SERVICE FACILITIES

Focused-service facilities:

- Are designed to address a specific purpose in a specific setting for the people most likely to frequent that particular area
- Support a demonstrated customer need in the particular area
- Extend services beyond full-service branches rather than exist in place of a branch
- Provide sizes ranging from as small as 25 to 50 square feet to as much as 2,000 to 2,500 square feet, depending on the appropriate response to the defined need and to the circumstances of the facility location.

THE RECOMMENDATIONS NEW AND REVISED FACILITIES – STRATEGIES

Based on a projected population of 1,466,000 people by 2015, an additional 200,000-500,000 sf of new library space will be needed to correct current deficiencies and accommodate growth through 2015. Additional square

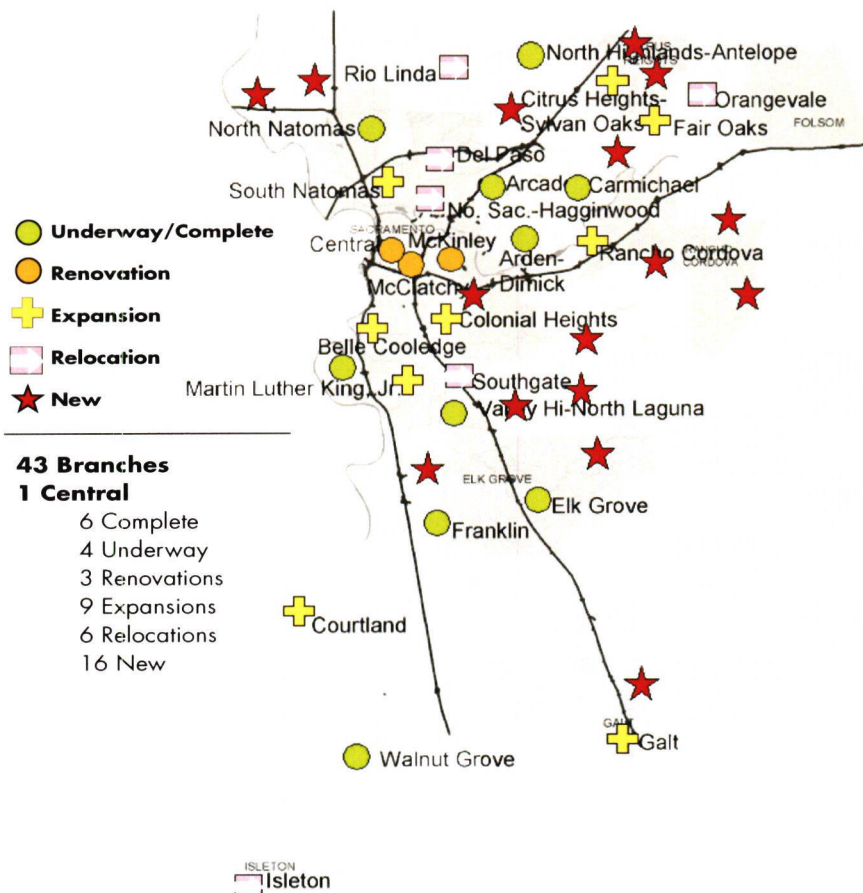
footage of up to 100,000 sf will be needed to accommodate growth from 2015-2025.¹

This *Plan* recommends the following strategies for meeting both the immediate and future needs throughout the areas the Library serves by 2025:

- Renovate 3 facilities
- Expand 9 facilities
- Relocate 6 facilities
- Build 16 new facilities
- Finish 4 projects currently underway (two new facilities and two relocations)
- Continue to provide service through 6 facilities where projects are complete

These development strategies are considered a starting point for discussions with local communities and municipalities. The final development strategies will be determined through a partnership between the library and each community to ensure that the library sizes and structures complement and support the local community vision and planning goals.

¹All population figures used for the facilities recommendations in this Plan are from U.S. Census data, updated where appropriate with SACOG projections and input from local planning departments



SITE SELECTION

A library's success can be ensured through proper site selection for a new or relocated facility. Before final site selection, multiple sites will be evaluated based on the criteria included in this section. If an existing site is under consideration or a site has been selected or is being donated, the process may not occur in this same sequence. However, the same criteria will be used to evaluate the site and to assess any additional site-related costs which may impact the project's budget. The primary criteria for site evaluation include:

- Location
- Size (site fit)
- Infrastructure
- Topography
- Geotechnical and soils
- Site orientation
- Availability and cost

FACILITY COSTS AND FUNDING

Development of project costs plays an integral part in the Facility Master Plan process. A comprehensive project construction cost structure is presented in this Plan. Costs for operating and maintenance are discussed in general terms in the Plan and will be identified in detail in the subsequent Long-Range Financial Plan.

Components of the capital project cost structure address both hard and soft costs. Hard costs normally include:

- Land acquisition where required
- Demolition
- Renovation or new construction costs as appropriate to each project, including library shelving
- Technology infrastructure and equipment
- Site improvements, including parking, landscaping and "hardscaping"
- Site utility allowances
- Furniture, fixtures and equipment

Soft costs include:

- Design and engineering fees
- City/county project management
- Construction management
- Plan check and inspections

CAPITAL COST MODEL

METHODOLOGY

Basic facility models have been created for each type of project needed to implement this plan. Construction cost models are based on "per square foot" costs for building, landscape and parking appropriate to public buildings of the size and type proposed. The following table summarizes this Plan's cost models for all types of facility projects.

CAPITAL PROJECT FUNDING STRATEGIES

Implementation of the full Facility Master Plan involves significant costs to the County and the participating cities. Historically, a variety of sources have provided capital project funding for libraries throughout Sacramento county, including:

- City and County Funds
- County Fund 11 (County Library Fund)
- Redevelopment Area Funding
- Statewide Library Bond Funds
- Federal Funds
- General Obligation Bonds
- Benefit Assessment and Parcel Tax
- Mello-Roos Special Tax Bonds
- Certificates of Participation
- Other Funding Strategies

Solving the funding question for library capital projects will undoubtedly involve a number of sources rather than a single source. Multiple sources can leverage each independent source. Library staff will be constructing a more comprehensive multi-year Capital Improvement Plan based on the project needs identified in this Facility Master Plan. That document will provide more details on the near-term capital priorities and related funding/financing. It will also highlight known funding and financing challenges for future projects.

OPERATING COSTS

The primary funding sources for operational purposes are:

- An Assessment District within the city of Sacramento
- The city of Sacramento General Fund
- The County Library Fund (Fund 11), which is based on a portion of the property tax collected in all areas of the County except the cities of Sacramento and Folsom

Library staff will develop a Long-Range Financial Plan that will document the operational Library system funding requirements, taking into account the necessary service levels and the growth in facilities. This Long-Range Financial Plan will be completed by early 2007 and serve as a key tool to use to coordinate funding with the cities and the County.

PROJECT PHASING

This Plan proposes that all 38 projects recommended be implemented over a 20-year period. A draft sequence of project phasing from now until 2015 and from 2015 to

2025 has been proposed as part of this Plan. This proposal describes 26 projects to be completed by 2015, with the remaining 12 to be completed by 2025. Many of the second phase projects are located in areas of future growth. A later phasing for these projects allows them to be planned in conjunction with community plans.

Numerous Library system criteria determine when a branch should be improved, why an existing branch should be done before another, and when the new branches should be built. The following draft phasing criteria were developed as a way of organizing and balancing countywide needs while considering opportunities and funding availability:

- Geographic Equity
- Continuity of Service/Mitigation of Local Service Disruptions
- Operation Cost Management
- Project Oversight
- Emerging Opportunities/Opportunity for Funding

SACRAMENTO PUBLIC LIBRARY AUTHORITY DEVELOPMENT STRATEGY CAPITAL COST MODEL OVERVIEW 2007

	Library Size (Square Feet)	Construction Hard Costs (2007 dollars)	Furniture, Technology, and Public Art Costs (2007 dollars)	Soft Costs Including Moving Costs (2007 dollars)	Total Base Project Costs* (2007 dollars)
New Facility	15,000	\$7,250,000	\$904,000	\$2,927,000	\$11,081,000
New Facility	20,000	\$8,923,000	\$1,443,000	\$3,717,000	\$14,083,000
New Facility	25,000	\$11,635,000	\$1,636,000	\$4,761,000	\$18,032,000
New Facility	30,000	\$13,906,000	\$1,961,000	\$5,692,000	\$21,559,000
New Facility	35,000	\$16,179,000	\$2,134,000	\$6,572,000	\$24,885,000
Expansion to 10,000 sf	10,000	\$5,740,000	\$748,000	\$2,328,000	\$8,816,000
Expansion to 20,000 sf	20,000	\$8,688,000	\$1,439,000	\$3,631,000	\$13,758,000
Expansion to 25,000 sf	25,000	\$10,415,000	\$1,611,000	\$4,313,000	\$16,339,000

* Does not include land, cost escalation or initial purchase of library materials

PROPOSED PROJECT PLANNING

	Facility Data			Proposed Improvements			
	Size (sq.ft)	Year Built or Leased	Last Bldg Upgrade	Recommendation	2025 Size (sq.ft)	Phase	
						2005-2015	2015-2025
City of Sacramento	Library						
	Central Library - Nbhd	15,000	1918	1991	Renovation	20,000	●
	Colonial Heights	12,211	1989	1989	Expansion	20,000	○
	Belle Cooledge	12,000	1991	1991	Expansion	25,000	○
	Del Paso Heights	5,425	1972	1972	Relocation	20,000	○
	North Natomas	23,000	2009	-	Underway (New)	23,000	●
	N Sac-Hagginwood	4,000	1987	1995	Relocation	15,000	●
	E.K. McClatchy	2,557	1910	1940	Renovation	4,690	●
	McKinley	4,681	1936	1995	Renovation	4,681	●
	Martin Luther King, Jr.	15,078	1970	1999	Expansion	30,000	○
	South Natomas	13,615	2001	2001	Expansion	20,000	○
	Valley Hi-North Laguna	20,000	2009	-	Underway (Relocation)	20,000	●
	Pocket Library	-	2009	-	Underway (New)	15,000	●
	65th and Folsom	-	-	-	New	30,000	●
	Sacramento City Total	127,567			247,371		
Sacramento County	Arcade	12,686	1976	2005	Complete	12,686	
	Arden-Dimick	11,901	1970	1999	Complete	11,901	
	Carmichael	20,690	1964	2006	Complete	20,690	
	Fair Oaks	12,000	1976	1976	Expansion	20,000	●
	North Highlands-Antelope	12,890	2000	2000	Complete	12,890	
	Orangevale	3,300	2001	2001	Relocation	16,000	●
	Rio Linda	4,000	1968	1968	Relocation	15,000	●
	Southgate	12,000	1975	1975	Relocation	20,000	●
	Carmichael-Arcade	-	-	-	New	35,000	●
	North Highlands	-	-	-	New	35,000	●
	Natomas Joint Vision 1	-	-	-	New	20,000	●
	Natomas Joint Vision 2	-	-	-	New	20,000	○
	Vineyard 1	-	-	-	New	30,000	●
	Vineyard 2	-	-	-	New	25,000	○
	Vineyard 3	-	-	-	New	30,000	○
	County Total	89,467			324,167		
City of Citrus Heights	Sylvan Oaks	12,500	1975	2002	Expansion	15,000	●
	New Citrus Heights	-	-	-	New	35,000	●
	Citrus Heights Total	12,500			50,000		
City of Elk Grove	Elk Grove	13,785	2007	-	Underway (Relocation)	13,785	●
	New Elk Grove 1	-	-	-	New	25,000	●
	New Elk Grove 2	-	-	-	New	25,000	○
	New Elk Grove 3	-	-	-	New	25,000	○
	Franklin	19,621	2002	2002	Complete	19,621	
	Elk Grove Total	33,406			108,406		
City of Galt	Galt	4,225	1993	1993	Expansion	10,000	○
	North Galt	-	-	-	New	15,000	●
	Galt Total	4,225			25,000		
City of Rancho Cordova	Rancho Cordova	12,500	1975	1975	Expansion	20,000	●
	New Rancho Cordova 1	-	-	-	New	20,000	●
	New Rancho Cordova 2	-	-	-	New	25,000	●
	New Rancho Cordova 3	-	-	-	New	40,000	○
	Rancho Cordova Total	12,500			105,000		
	Central - Systemwide	145,000	1918	1991		140,000	
Delta	Courtland, Sacramento County	1,365	2003	2003	Expansion	2,050	●
	Isleton, City of	1,700	1993	1993	Relocation	1,700	●
	Walnut Grove, Sac. County	3,580	1970	2006	Complete (Expansion)	3,580	
	Delta Total	6,645			7,330		
	System Totals	431,310			1,007,274		

*Facility Data is based on preferred recommendations.

Alternative recommendations will be determined through a partnership between the Library and local jurisdictions.

END - EXECUTIVE SUMMARY

THE PLANNING PROCESS

THE MASTER PLANNING PROCESS INCLUDED THREE PHASES: INPUT, BUILDING BLOCKS AND RECOMMENDATIONS.

THE INPUT PHASE:

- Developed an understanding of community needs for library facilities
- Documented trends and external events that impact library planning
- Provided interaction with local planning efforts being conducted throughout the cities and the unincorporated areas of the county
- Performed a detailed analysis of the overall history of the Library and communities it serves
- Evaluated the adequacy of existing library facilities

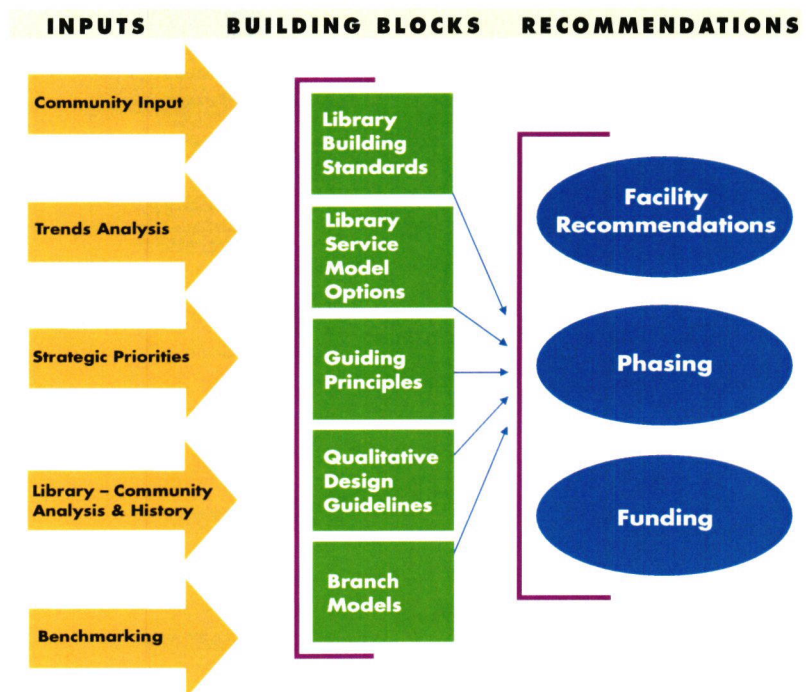
- Reviewed data on similar communities and libraries
- Integrated the Library's strategic directions into the plan

The Building Blocks phase was created only after completion of the Input Phase, reflecting the gathered information therein. The key Building Blocks include:

- Standards for the development of new facilities
- Options for types of new facilities, including full-service and focused-service facilities
- Guiding Principles
- Qualitative Design Guidelines
- Branch Models

The Recommendations were then derived from the Building Blocks. The recommendations include the Facility Development Strategies, Phasing and Funding.

Throughout the planning process the Sacramento Public Library Authority Board received regular reports on the plan elements and provided input and guidance on the development of the plan.



A Facility Master Plan Team comprising Library management staff under the leadership of the Library Director conducted the master planning process. Library team members include:

FACILITY MASTER PLAN TEAM

Anne Marie Gold Library Director

Alison B. Landers Deputy Director - Public Services

Mark Parker Deputy Director - Administrative Services – to July 2005

Rick Teichert Deputy Director - Administrative Services – from May 2006

Katy Curl Branch Services Manager, Southern Branches – from October 2005

Brian Gyoerkoe Branch Services Manager, Northern Branches – to July 2006

Gabrielle Holmes Branch Services Manager, Southern Branches and Interim Manager, Central Library

Carolyn Rokke Manager, Collection Development and Technical Services

Lois Ross Facilities Projects Manager

The team led the process and worked with appropriate contracted expertise. The consultants included:

- Liz Gibson, planning consultant, coordinated, assisted and guided the team throughout the entire planning effort.

- John O'Farrell, former Deputy County Administrator of Sacramento County, assisted with all elements of the local planning processes and with representatives for all cities in the county and County planning.
- Joan Frye Williams, library consultant, provided guidance and facilitation in library services planning to form the base for decisions on system-wide services to be emphasized throughout the library system.
- Linda Demmers, library buildings consultant, provided building program guidance, assistance with collection of appropriate standards and library comparisons, and development of basic building guidelines and models.
- David Schnee and Kari Holmgren of Group 4 Architecture, Research + Planning, Inc. assisted the process with formal evaluations of existing facilities as well as architectural and facilities planning advice and development of the specific facilities recommendations.

- Glenda Keil, Human Resources Manager in the Office of the Sacramento County Executive, facilitated the community forums in the fall of 2005.

- Michelle Gamble-Risley, communication specialist for MGR Consulting, reviewed, revised and edited the various sections of the Facility Master Plan into a single, coherent and readable document.

The Library's Management Council provided advice and consultation to the team to expand upon the team's backgrounds and views to leverage the experiences, knowledge and perspectives of this broader group of library leaders.

Sheila Grant, Visual Communications Supervisor for Sacramento Public Library, formatted the final version of the Plan and developed the graphic presentation of the document.

THE INPUTS

PLANNING CONTEXT

Many factors impact public library services planning.

Considerations include the organization and history of Sacramento Public Library, the community planning and development in the region since 1848, and the developments currently underway in the incorporated cities and the County's unincorporated areas. This section summarizes these critical contexts in which library facility planning and implementation must occur.

SACRAMENTO PUBLIC LIBRARY HISTORY AND ORGANIZATION

History of Sacramento Public Library and its Facilities

In 1857, some of Sacramento's leading citizens – including Charles Crocker, Leland Stanford, C.P. Huntington, Mark Hopkins and Newton Booth – incorporated the Sacramento Library Association. They secured quarters on the corner of 5th and J streets and soon installed an 800-volume, subscription-based library.

In 1872, the Association purchased a lot on I Street between 7th and 8th streets and erected and furnished a building at

the total cost of \$17,000. In 1879, the Association offered the city of Sacramento the library with the requirement that it be a free library. During the election in March 1879, the question of the library's acquisition and maintenance was put before voters. The voting majority agreed, and the property officially transferred to the city on March 31, 1879.

Initially, the Sacramento City Library served county residents via traveling libraries. After the turn of the 20th century, State Librarian James Gillis and Sacramento City Librarian Lauren Ripley recognized the need to permanently establish county libraries. On October 19, 1908, they jointly oversaw the establishment of the first branch library in Elk Grove, which made Sacramento the first California county to provide a county-based free library system. Next Gillis, Ripley and Harriet Eddy, principal of Elk Grove High School, formed a contract between the city and the county to authorize the implementation of countywide service through deposit stations.



SACRAMENTO FREE PUBLIC LIBRARY 1879

Over the next 50 years, the county continued to expand its library system and services. Library leaders built the Carnegie Library in downtown Sacramento, which served as the central library. Other library branches were established throughout the county region. The County Library Administration moved several times to larger quarters to meet the needs of additional branches and expand services.

Growth was especially dynamic after World War II. In 1963, the Sacramento Free Library was officially renamed the Sacramento County Library and the Friends of the Sacramento Public Library were first formed. Growth continued through the 1970s as larger libraries became the highlight of the decade. In the 1980s, new plans and projects took center stage and, a redesigned logo created a unified identity for all library services. The Sacramento Public Library Foundation was established in 1984 to campaign for capital funding for a new Central Library and later special activities. The remodeled and expanded Central Library opened in 1992. In 1993, consolidation of the city and county libraries became complete under a Joint Powers Agreement to form the Sacramento Public Library Authority (see below).

The 1990s and first decade of the 21st century have seen phenomenal growth throughout the whole Sacramento region. This growth resulted in a continuing need for new, revised and expanded libraries for which this plan is intended to provide a guide.

The Sacramento Public Library Authority

The Authority was established via a Joint Powers Agreement between the city of Sacramento and the county of Sacramento on August 31, 1993 when the only cities in the county were Sacramento, Folsom, Isleton and Galt. That agreement is currently undergoing revision to better recognize the changing governmental and library service environments now existing in Sacramento County, with the addition of the cities of Citrus Heights, Elk Grove and Rancho Cordova. Still, the basic provisions for library facilities and services in the 1993 agreement govern this planning effort and will likely form the heart of the revised agreement, with major changes proposed for the agreement's membership, organization and governance provisions.

According to the existing agreement, the individual local jurisdictions are responsible for establishment of the facilities needed for provision of library services and the Authority is responsible for all operation of those facilities. Specifically:

Agreement Section 17 "ASSUMPTION OF PROGRAM RESPONSIBILITIES AND RETENTION OF REVENUES:
Upon execution of this Agreement, the Authority shall

assume responsibility for all programs and activities in the City and the County related to the provision of public library services..."

Agreement Section 18 (d) "The Authority shall assume the rights and obligations of the PARTIES relating to library services under all existing agreements, except those enumerated elsewhere as specifically superseded by this Agreement. Existing agreements whose rights and obligations shall be assumed by the Authority include, but are not limited to, agreements for custodial and landscape services, equipment rental and service agreements..."

Agreement Section 20 (a) "All permanent and leased library facilities existing now or in the future shall be provided by the PARTY in which they are located, at no cost to Authority. Each PARTY is responsible for performing, at its sole cost, maintenance of all facilities within its jurisdiction, excepting only custodial and landscaping services performed by the Authority as part of the daily operation of each facility..."

Agreement Section 20 (b) "The Library Director shall develop and update on a regular basis a Library Master Plan for library facilities and services within the entire service area of the Authority that will be submitted to the PARTIES for review and comment..."

Agreement Section 20 (c) "Any PARTY may construct or renovate library facilities to be operated by the Authority within the Library Master Plan, provided the facilities meet the standards established by the Authority.

(1) "Title to any new owned library facility, part of whose construction costs are borne by a PARTY, shall be retained by that PARTY unless otherwise agreed by the Authority and the PARTY.

(2) "All furniture and equipment shall be included in the cost of the facility and shall be furnished by the PARTY of ownership and shall meet all standards and specifications of the Authority. The furniture and equipment shall become the property of the Authority when the facility is turned over to the Authority for operation. The Authority shall maintain and replace furniture and equipment as necessary."

(4) "In each instance in which a PARTY shall construct a library facility under this Agreement, to be operated by the Authority, the Library Director shall advise the PARTY in all matters regarding the seating, design, construction, and equipping of said facility. The architects retained by the PARTY for the construction of library facilities under this Agreement shall consult with the Library Director as often as the latter deems necessary to the proper exercise of his/her responsibilities.

(5) "Approval of the Authority shall be required for all plans, designs, specifications, and seating for library facilities. Upon completion and acceptance, each library

facility shall be under the exclusive occupancy and control of the Authority so long as the PARTY in which said title is vested continues to receive service from the Authority in that location; provided, however, that the PARTY shall retain maintenance obligations as set forth in subsection (a)."

A HISTORICAL CHRONOLOGY OF COMMUNITY AND LIBRARY DEVELOPMENT IN SACRAMENTO COUNTY

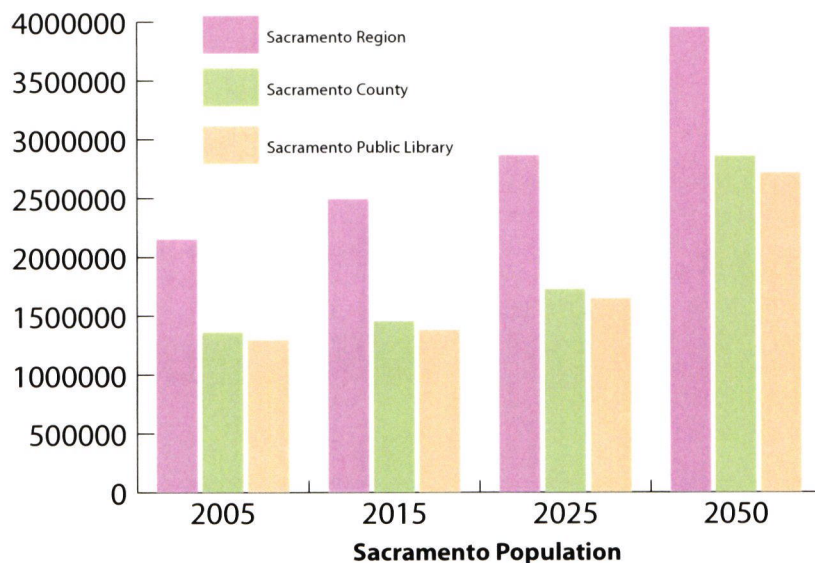
Countywide Population Growth

In April 1849, the area that became the city of Sacramento included only four homes. Today, the city of Sacramento's population is about 450,000, while the total county population is over 1.3 million. Libraries existed in different modes – as part of established homes, porches, spare rooms or converted dining rooms. Now the Central Library, 26 branch libraries, two bookmobiles, and over two million items comprise the Sacramento Public Library.

Over the next 50 years, experts expect the greater Sacramento region, which includes the county, to grow exponentially and almost double in population. By the year 2050, Sacramento Area Council of Governments (SACOG) estimates that the region will expand to almost four million people. The county of Sacramento, including cities and the unincorporated area, will account for over 80 percent of this new Sacramento regional growth or approximately 1.4 million people. Projections indicate the new growth will be split between existing and new municipalities as well as the unincorporated area.

Experts believe that regardless of municipal jurisdiction, the new growth will occur for four reasons:

1. Build-out of existing communities
2. Additional openings in limited new growth areas
3. Infill



4. New growth along commercial corridors

Experts also believe that by 2050 the county population will be between 2.3 and 2.5 million people. Cities will house 60 to 70 percent of the total county population. As a result of these changing population and growth patterns, libraries of the future must change to support the new population. Leaders must identify ways in which libraries support ever-changing communities.

City of Sacramento

The city of Sacramento will grow by 200,000 people by the year 2030. Similar to other cities in the county, Sacramento is updating its *General Plan* and considering three alternative growth scenarios:

1. Infill and build-out of the adopted *General Plan*
2. Infill or re-use of the Executive Airport and some limited growth areas, with retention of a relatively compact urban footprint
3. Significant expansion beyond the existing city limits into new growth areas

The city's *General Plan* updated policy area covers the city limits, the "panhandle area" of Natomas, Delta Shores, Natomas Joint Vision area (NJV) and the Rosemont-Jackson corridor.

New potential growth areas for the city include NJV (also located in the unincorporated area) and the undeveloped portion of Rosemont and Delta Shores. The city of Sacramento borders include Elk Grove on the south, Arden-Arcade on the east, and Yolo county line on the west. Therefore, new growth will be forced to expand north, east to a degree and southwest. The population will increase as a result of infill and expansion into Natomas, Rosemont and south into Delta Shores. The Rosemont-Jackson corridor area is also part of the county's and Rancho Cordova's expansion areas.

The update of Sacramento's *General Plan* will be completed in 2007-2008 and the actual new development scenarios and new growth locations will be determined at that time. Libraries must be considered part of this community planning to ensure integration into the community fabric.

City of Elk Grove

The city of Elk Grove has recently been identified by the US Census Bureau as the fastest growing city in the nation (<http://www.census.gov/Press-Release/www/releases/archives/population/007001.html>). A rapidly growing population requires services to quickly keep up. The city of Elk Grove adopted its new *General Plan* in November 2003. However, it adopted an extensive "planning area" outside of the existing city limits. The *General Plan* indicates that the planning area represents the region that Elk Grove envisions to be included either in a sphere of influence or in the incorporated city limits. The planning area under consideration includes territory between Kammerer Road on the north and Twin Cities Road on the south, territory between the existing city limits and the Cosumnes River, and the area bordering and northeast of the city limits along the Cosumnes River to Highway 16. Portions of these areas are outside of the County's adopted Urban Services area boundary and could provide for significant population growth for Elk Grove.

Again, the actual expansion area will be determined if and when Elk Groves applies to have its sphere of influence changed and adopts a new *General Plan* at some point in the future. The Franklin Community Library – built and operated in partnership with the Elk Grove Unified School District – is a testimonial to library service benefits at the beginning of a community's creation. The area around the school and library was farmland when the library opened in 2001. Today, homes and shopping centers surround it.

City of Rancho Cordova

As it updates its *General Plan*, Rancho Cordova looks at significant expansion and growth over the next 20 years. This approach provides a great example of a new city in its earliest planning phases considering libraries and their place in the fabric of the community.

Rancho Cordova contemplates tripling the size of the city in geographic area, which could provide for a future population in excess of 200,000 people. The *General Plan* includes an evaluation of the inclusion of Mather, portions of Aerojet not currently in the city, Rosemont, areas east of Sunrise-Douglas, and areas south of Grantline Road. If Rancho Cordova annexes and develops all of this territory, it could create significant population growth. The *Rancho Cordova General Plan* was adopted in June 2006 and will dictate which direction and how much new land will be proposed for urbanization.

City of Galt

The city of Galt also contemplates significant expansion over the next 20 years as it also updates its *General Plan*. Four alternative growth scenarios are under consideration:

- Promotion of limited new growth (annexation of 521 acres and a projected population of 44,150)
- Annexation of 1,600 acres, with a majority of those occurring along the eastern boundary and north along Highway 99
- Annexation of 900 acres with it equally proportioned along the east, north-east and north on Highway 99
- Annexation of almost 3,400 acres on the east, north and northwest, which is the most extensive expansion proposal

Although the population increase may be the same in each scenario, the type and location of libraries needed may change depending on the population distribution. Natural barriers – such as major roads or rivers, as well as shopping and business centers – are a consideration in whether one larger library or smaller, readily accessible libraries will best serve the city.

City of Folsom

The city of Folsom deals with more restricted growth issues because of its tight borders on two sides – one with the El Dorado County line and the other with the community of Orangevale on the west. It can grow in only one direction – south below Highway 50. Although it is not a part of the Library Authority, growth below Highway 50 affects the Library system, as area residents may utilize libraries in Easton or Rancho Cordova.

City of Citrus Heights

Citrus Heights, the oldest of the newly incorporated cities (1997), is effectively built-out. The city contains no large expanses of undeveloped land designed for urbanization. The city of Citrus Heights will grow with infill and by selective, small, citizen-initiated annexations. Areas that could be annexed are existing residential areas and possibly undeveloped industrial areas adjacent to the city's eastern boundary. Growth in Citrus Heights will have a minimal impact on library facility needs. However, the city has significant needs for library services to meet its current population's service requirements.

Unincorporated Area

Sacramento County has a unique model for providing urban services. The County operates as a city in the unincorporated area by providing most "municipal-type" services traditionally performed by cities. Municipal services not offered by the County fall under the responsibility of a variety of special districts, including fire, water, sewer and drainage. This means development is not confined to cities as is the case in many other California counties.

The unincorporated area will grow over the ensuing 25 to 50 years. Some areas will be annexed to existing cities; new cities may incorporate. However for the present, significant growth can be anticipated in the following communities or geographic areas: Natomas (Metro Airpark), Rio Linda-Elverta, Antelope-North Highlands, Vineyard and Jackson Highway Corridor.

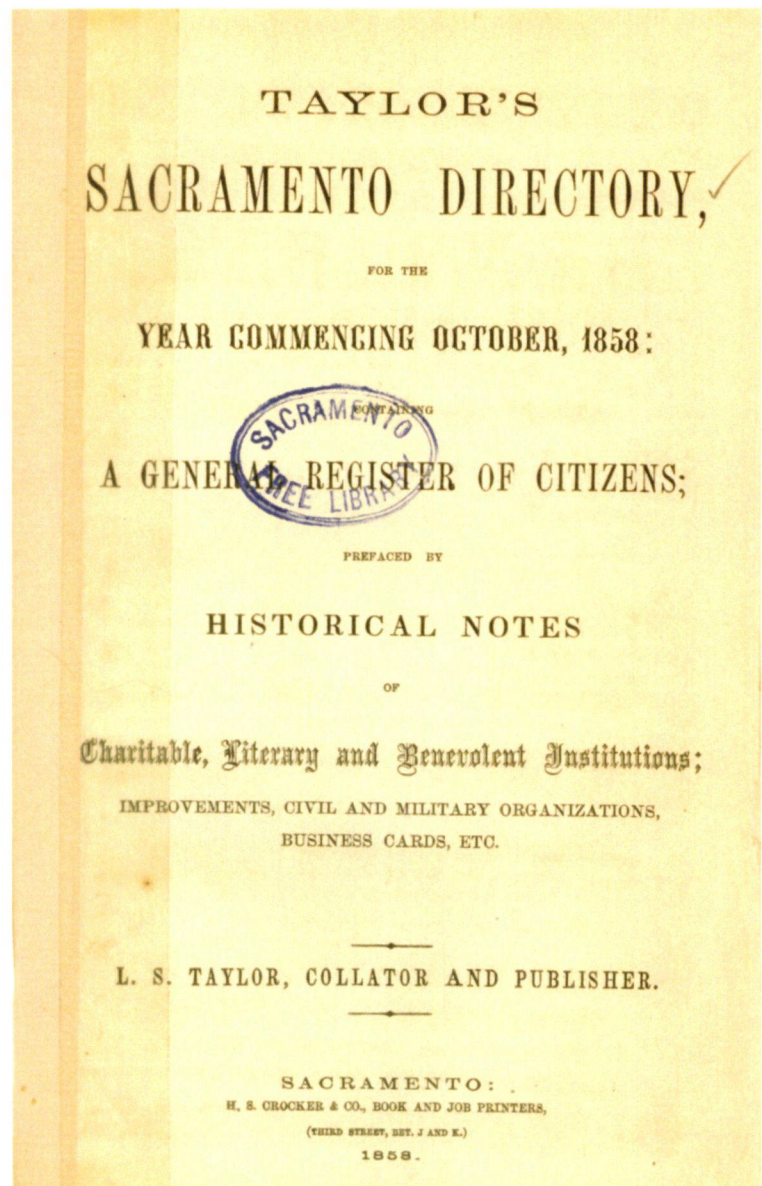
Other community areas will experience build-out consistent with existing community plans and infill. These areas include: Arden-Arcade, Carmichael, Fair Oaks, Orangevale, South Sacramento and the Delta.

The County's *General Plan* is also being updated, which dictates the intensity, direction and amount of new growth. The update will be completed during 2007-2008.

Conclusion

The Sacramento region will grow dramatically over the next 25 to 50 years. The heart of the region, the County of Sacramento shoulders the lion's share of projected growth and new development. Virtually all municipal general plans are in various stages of update and adoption. Once those documents have been completed and reviewed through a public review process, the Library Authority will know fairly well where and when new development will occur.

The Sacramento Public Library has positioned itself to fully participate with all jurisdictions as they incorporate library plans into community growth planning. The *Facility Master Plan* provides the framework to move the library system into the future – much as it moved from space in homes and stores in the early 1900s, to leased and donated storefront facilities to stand-alone facilities with the adaptability to serve the reading, learning and “community place” needs of the public. The *Facility Master Plan* process addressed both library service and facilities deficits for the whole service area's current population and the required improvements to meet the needs of future residents.



THE LIBRARY IN HISTORY

The charts below provide a development timeline of the library system in the state of California. It was developed to put the previous descriptions into perspective and better understand the political climate of the time that influenced library planning and development (a discussion of this plan follows).

THE 1800S

- 1848 Gold is discovered.
- 1849 The first Sacramento city charter drafted and first town council selected.
- 1850 California becomes a state and is admitted to the union. The city of Sacramento becomes the first incorporated city in the state.
- 1850 Sacramento County is created as one of the 27 original counties in the state.
- 1854 Sacramento becomes the state capitol.
- 1857** Sacramento Library Association, formed by Charles Crocker, Leland Stanford, C.P. Huntington, Mark Hopkins and Newton Booth, established as a private, fee-based library.
- 1858 State Legislature creates city-county of Sacramento.
- 1861 Sacramento County's first special district is formed: Reclamation District #3 to build levees at vulnerable spots around city.
- 1863 State legislature dissolves city-county of Sacramento.
- 1872** Sacramento Library Association constructs original "downtown or central" library between 7th and 8th on I Street for \$17,000.
- 1878** State Legislature passes Rosen Act, which authorized incorporated cities and towns to tax themselves for support of libraries – the foundation of the library as a free municipal institution.
- 1879** Sacramento Library Association offers library to city to be maintained as a "free library."
1880's to 1890's "Colonies" of Carmichael, Fair Oaks and Orangevale promoted as "pastoral paradises" by eastern land development corporations; ergo, land developers have always played an important role in the planning and growth of the Sacramento area.

1900

- 1908** The first county branch library is established in Elk Grove, making Sacramento county the first county to establish a "countywide" library system. The branch was also one of the first "joint-use" facilities as the Elk Grove High School was designated as the "deposit station."
- 1909 to 1919** Courtland opens in 1909, Isleton in 1915 and Walnut Grove in 1919 – three of the many branches first established in private homes. Also in 1915, North Sacramento opens in a store, and in 1916 Rio Linda opens in Huston's Grocery.
- 1911 The city of Sacramento begins to grow and annexes all of the numbered and lettered streets between the two rivers, Broadway and what is now Alhambra Blvd.
- 1913** Veteran Knights of Pythias seeks a \$100,000 grant from philanthropic Andrew Carnegie Foundation; although initially denied, it was approved in 1914. The "Carnegie Library" opens to the public on April 23, 1918.
- 1916 Carmichael Irrigation District formed.
- 1919 Sacramento County Free Library becomes a stand-alone entity, separate from the city of Sacramento with the creation of the County Library System.

Sources: 1957 PAS Study; IGA Report on Sacramento's attempt at city-county consolidation; Sacramento City, County and LAFCo files; Sacramento Public Library Authority history material; John O'Farrell personal files, California Association of Counties, www.smartvoter.org, the California Taxpayers Association.

THE 1920S AND 1930S

- 1921 Galt Fire District formed.
- 1921 City of Sacramento adopts charter and "city manager" form of government.
- 1923 Isleton is incorporated.
- 1923 Sacramento Municipal Utility District (SMUD) is formed.
- 1923** Carmichael Branch Library opens.
- 1924 North Sacramento incorporated.
- 1933 County of Sacramento becomes "charter county."
- 1935 Elk Grove Recreation and Park District formed.
- 1936** McKinley Branch Library opens in a wing of the new Clunie Clubhouse

THE 1940S AND 1950S

- 1940** Ella K. McClatchy Branch Library opens.
- 1946 Folsom and Galt incorporate.
- 1947 Consolidation of the city and county of Sacramento declared the number one goal of the Chamber of Commerce.
- 1956 Sacramento Metropolitan Advisory Committee created – voters reject city-county charter.
- 1958 Northeastern Sacramento county – Arden, Arcade, Carmichael, Citrus Heights, Fair Oaks, Orangevale, North Highlands, Perkins and Rancho Cordova – proposed for incorporation: FAILS.
- 1958 Massive annexations of many of the same areas proposed to the city of Sacramento: FAILS.

THE 1960S AND 1970S

- 1961 Citrus Heights and Rancho Cordova proposed for incorporation: FAILS.
- 1961** Orangevale Library moves to a leased facility on Hazel Ave., and this marks the largest branch leased for the county library to date (at 2,643 square feet (sf)).
- 1962 Fair Oaks proposed for incorporation: FAILS.
- 1963 City of North Sacramento merges with city of Sacramento.
- 1963** The Friends of the Sacramento Public Library is established.
- 1963** Sacramento Free Library becomes Sacramento County Library.
- 1964** New Carmichael branch opens to house library services and countywide administrative functions.
- 1965 City of San Juan proposed for incorporation – Arden, Arcade, Carmichael, Fair Oaks and Orangevale: FAILS.
- 1966** Sacramento City Library and Sacramento County Library take first steps to merge two systems with shared administration.
- 1970's** Martin Luther King and Del Paso libraries built in the city of Sacramento; and, in the unincorporated area, Federal Revenue Sharing provides for the construction of five county libraries: Arcade, Fair Oaks, Rancho Cordova, Southgate, and Sylvan Oaks. The County also entered into a 20-year lease-purchase agreement to build the Arden Branch Library in 1971.
- 1971 Sacramento city-county consolidation steering committee created to study "merger" of the city of Sacramento and the county of Sacramento.
- 1974 Sacramento city-county consolidation rejected by electorate. Over 60 percent vote NO.
- 1975-76 Elk Grove proposed for incorporation: FAILS.
- 1976 The Friends of the Sacramento Public Library is incorporated.
- 1977-78 Citrus Heights proposed for incorporation: FAILS.
- 1978** City-county library system acquires "millionth" book.
- 1978 Proposition 13 – The Jarvis/Gann Initiative passes.
- 1978 Rancho Cordova proposed for incorporation: FAILS.

THE 1980S AND 1990S

- 1984** Sacramento Public Library Foundation established.
- 1987 Citrus Heights and Elk Grove proposed for incorporation again.
- 1988** California Library Construction and Renovation Act approved by California electorate setting the stage for the first wave of state bond money for new library construction. \$75 million available statewide.
- 1988** Restoration of the Carnegie/Central Library begins.
- 1988 Elk Grove proposed for incorporation; FAILS.
- 1988 Citrus Heights incorporation challenged by various civic groups and begins progression through judicial system to U.S. Supreme Court.
- 1989 Sacramento city-county consolidation charter commission revived.
- 1990 Sacramento city and Sacramento County electorate reject charter to "merge" Sacramento city and Sacramento County.
- 1990's** The phenomenal growth era for the city and county begins; the following libraries were formed, remodeled or constructed during the era of the 1990s: Belle Cooledge, and Colonial Heights and Galt were built; Arden-Dimick was completely remodeled; the Elk Grove Library was expanded; and a new storefront library opened in the growing South Natomas area.
- 1991 Elk Grove proposed for incorporation.
- 1992** Remodeled and expanded Central Library opened.
- 1994 Elk Grove electorate rejects incorporation.
- 1993** Consolidation of the city and county libraries completed when the Sacramento Public Library Authority is formed.
- 1994 Elk Grove electorate rejects incorporation.
- 1996 Citrus Heights judicial odyssey ends; settlement reached between the County and Citrus Heights.
- 1996** In Sacramento County, the Board of Supervisors puts Measure D, a library tax, on the ballot with a two-thirds vote approval requirement: FAILS. Measure P, a \$22-a-year tax per single family residence for city of Sacramento libraries, was placed on the ballot by the City Council with a majority-vote requirement: PASSED.
- 1997 Citrus Heights incorporation approved by electorate – first new city to incorporate within the county of Sacramento in 50 years.

THE 21ST CENTURY

- 2000** Measure P (S&T in Galt, U&V in Isleton) proposed to "improve libraries by restoring evening and weekend hours; replacing outdated books and materials; expanding reading and literacy programs; and increasing computer access" in Sacramento county. Each taxable parcel would pay a tax of \$22 annually for no more than four years: FAILS by less than 1 percent.
- 2000** California Reading and Literacy Improvement and Public Library Construction and Renovation Bond Act approved by California voters. \$350,000,000 made available statewide for the renovation and construction of libraries.
- 2000-06** The beginning of the 21st century saw a continuation of significant growth and development in the city of Sacramento, new cities and the County. The following libraries were built during this period: North Highlands-Antelope, South Natomas and Franklin Community. A new storefront branch was opened in Valley-Hi – North Laguna and a joint public/school library was opened on the campus of North Natomas' Inderkum High School. The Martin Luther King, Jr, Arcade, and Carmichael libraries were completely remodeled.
- 2000 Elk Grove electorate approves incorporation after fourth attempt.
- 2003 Rancho Cordova electorate approves incorporation after third attempt.
- 2004** Measure X, in the city of Sacramento passed, which meant a 10-year continuation of the tax for support of libraries first approved by voters in 1996.
- 2006** California Reading and Literacy Improvement and Public Library Construction and Renovation Bond Act proposed. Six-hundred million would have been made available statewide for the construction and renovation of libraries: FAILS.
- 2006** Newly renovated and expanded Carmichael Library opens in the fall
- 2007** Facility Master Plan (2007 – 2025) adopted by incorporated cities, Board of Supervisors, and Sacramento Public Library Authority Board.

STRATEGIC SERVICES PLANNING

As established in the previous timeline, the 21st century brought about many new library projects and activities. With the libraries poised for more potential growth, the coordination and execution of the *Facility Master Plan 2007-2025* will play a critical role in communicating the Library's overall goals and objectives to the various stakeholders. The following describes the strategic service planning process and its impact on the future of the libraries across the greater Sacramento region.

In 2004, the Authority Board adopted the Library's strategic directions planning effort (*Strategic Services Plan-2004*). Leaders intentionally focused their planning effort to specifically examine enhancement of direct customer services. It was not intended to be a full-fledged, long-range planning process for the Library. Instead, the intention was to begin a customer-focused planning process in the three areas listed below. Library customers in a local needs assessment and voter polls in 2003 and 2004 identified these areas of interest:

STRATEGIC SERVICE AREAS

(Excerpt from 2004 Strategic Directions Planning)

READING: Provide leadership on reading for children, teens and adults

LEARNING: Integrate the library with the formal and informal educational process

COMMUNITY: Participate in the life of the community

PREVIOUS FACILITY MASTER PLANS

In the last 15 years, two library facility master plans were developed. The first, dated August 1990, covered the period 1990 to 2010. The second, released in May 2000, projected facilities growth from 2000 to 2010.

The 1990 and 2000 facility master plans advocated a service development model that proposed multiple growth stages. Services typically started with a bookmobile. Later, a leased facility would be established, followed by the construction of a relatively small or community-sized branch. In a few cases, "regional" libraries would be built to meet the needs of multiple community library service areas. However, this model poses great difficulties when growth and demand for services increase so rapidly throughout the Sacramento Public Library service area. For example, communities such as North Natomas have grown from several thousand residents to 30,000 residents in just a few years. Rapid

growth requires library services to keep pace with increased library needs.

In the past several years, library planning methods have also evolved. Now library planners undertake more elaborate demographic and needs assessment modeling. These tools address the current and future community needs and develop facility models based on current and projected needs and current and projected community populations. For example, the first library for the North Natomas community is a 23,000 square foot (sf) facility, which makes this library the largest in the Sacramento Public Library system outside of the Central Library

Instead of using the gradual, sequential growth model, the Library must embrace models that support adequate library services from the outset. This helps the Library keep pace with rapid growth and changing library roles.

This *Facility Master Plan* is the result of these major developments. Once the plan is adopted by all parties, its library recommendations need to be included in all local jurisdiction planning efforts – including general plans and capital cost funding strategies such as Development Impact Fee planning – to ensure that as growth occurs, the library facilities and services are available to residents.

CURRENT ENVIRONMENT

As documented in California Department of Finance and U.S. Census Bureau reports, almost all of Sacramento County's current demographic measures are large in number and show dramatic increases. These figures reflect the current dynamic growth throughout the Sacramento Public Library service area:

- Sacramento county is the 8th largest in the state
- The city of Sacramento is the 7th largest in the state
- The city of Elk Grove is the fastest growing city in the nation

The current countywide population is more diverse than the U.S. as a whole:

- 36 percent are a race other than white vs. the U.S. average of 25 percent
- 16 percent are foreign born vs. the U.S. average of 11 percent
- 24 percent speak a language other than English at home vs. the U.S. average of 18 percent
- In total:
 - 58 percent are white of European descent
 - 16 percent are Hispanic or Latino
 - 11 percent are Asian

- 10 percent are black or African American
- 1 percent are American Indian or Native American
- 4 percent are other or mixed races

The population is slightly younger than the U.S. as a whole, at 17 percent under 18 years of age vs. 13 percent nationwide.

Residents of Sacramento County have slightly higher education levels than the U.S. average, with 83.3 percent of the population over the age of 25 having at least a high school graduate degree compared to the U.S. average of 80.4 percent. In contrast with the positive difference in education for Sacramento County, the Census data also show higher than average levels of poverty, with 14.1 percent of Sacramento County families below the poverty level compared to the U.S. average of 12.4 percent.

In summary, the Library's current service population could be described as:

- Large in terms of gross numbers of people and in comparison to other cities and counties in California
- Quite diverse and becoming more so
- Possessing a relatively high percentage of persons who speak a language other than English at home
- Containing a high percentage of young people
- Generally well-educated
- Possessing a fairly high proportion of low-income residents

CURRENT FACILITIES INFORMATION

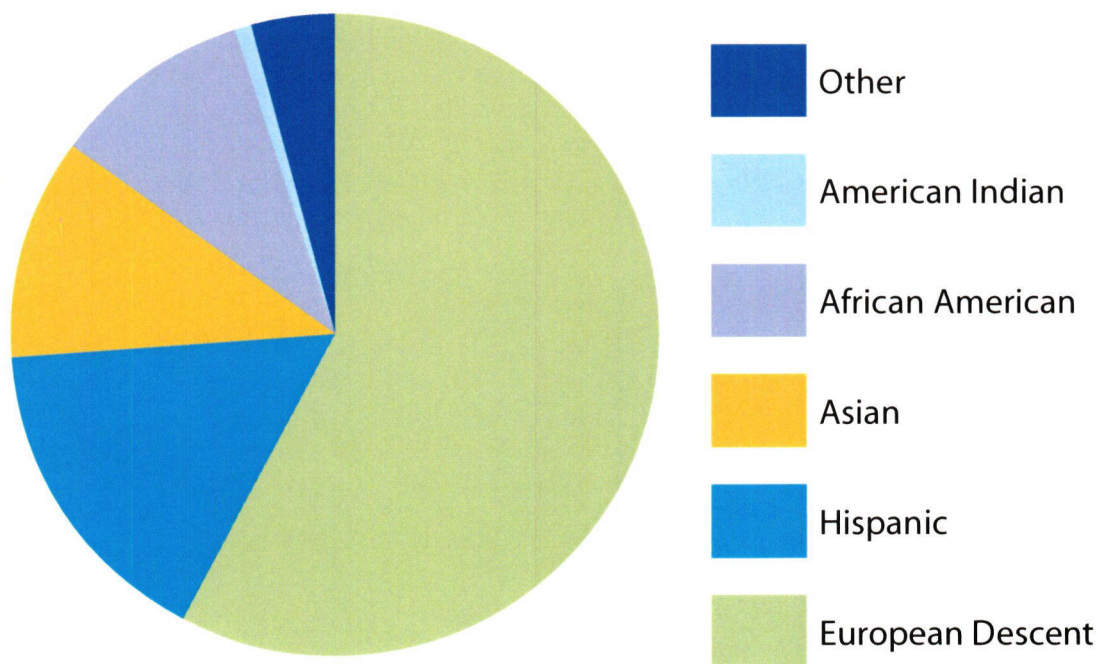
Comprised of a central library, 26 branch libraries, and two bookmobiles, Sacramento Public Library is the fifth largest library in California in terms of population served and is the sixth largest in terms of materials held at about two million items.

The Library's facilities:

- Total 379,000 gross sf
- House approximately 1.7 million print volumes
- Hold 101,000 audio-visual items
- Subscribe to 3,973 current periodicals
- Provide 345 technology workstations for public use
- Employ more than 340 staff members
- Provide over 48,500 hours of library service per year

At 160,000 gross sf, the Central Library accounts for 42 percent of the Library's total space. The remaining 219,000 sf of library space is distributed among branch libraries that serve the rest of the city of Sacramento residents, outside Central's neighborhood service area, and the more than 800,000 residents who live in the other incorporated cities and unincorporated areas within Sacramento County.

The table on page 22 provides an overall summary of the Library's current facilities, their individual size, age, and building ownership.



Sacramento County Ethnicity – 2007

The table below provides an overall summary of the Library's current facilities, their individual size, age and building ownership.

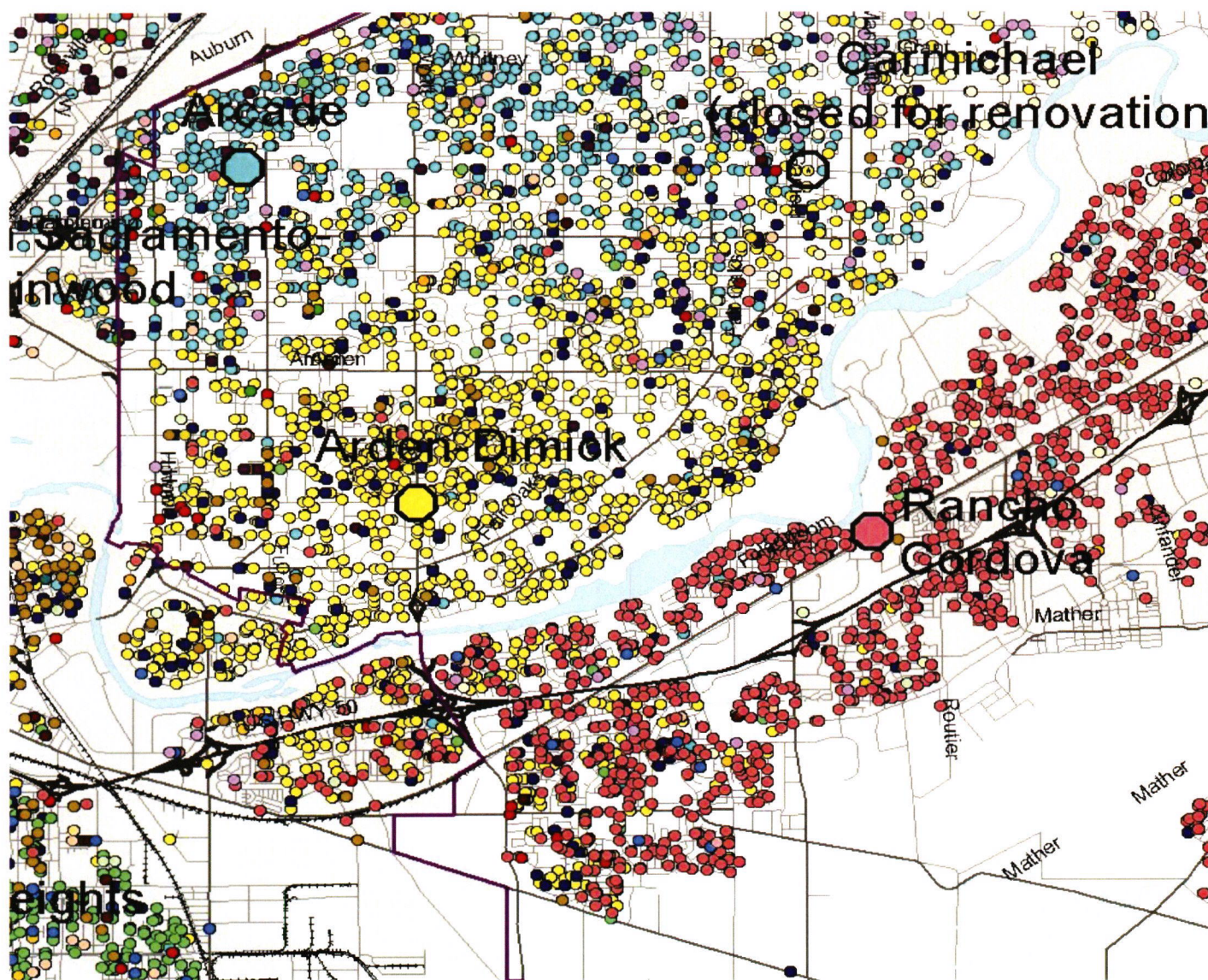
Facility	Size-sf	Year Built	Renovations (Year)	Renovation Completed or Underway	Ownership
Arcade Learning Library	12,686	1976	2005	Addition and renovation	County
Arden-Dimick Library	11,901	1970	1999	Addition and renovation	County
Carmichael Library	20,690	1964	2005-2006	Addition and renovation	County
Central Library	160,000	1918, 1991	1991	Addition and renovation	City of Sacramento
Colonial Heights Library	12,211	1989	-		City of Sacramento
Belle Cooledge Library	12,000	1991	-		City of Sacramento
Courtland Library	1,365	2003	-		County
Del Paso Heights Library	5,425	1972	-		City of Sacramento
Elk Grove Library	7,760	1950, 1985	Leased	Expansion in 1996. New in 2007	Lease
Fair Oaks Library	12,000	1976		-	County
Franklin Community Library	19,621	2002		-	School District
Galt-Marian O. Lawrence Library	4,225	1993	-		City of Galt
Isleton Library	1,700	1993	-		School District
Martin Luther King, Jr. Library	15,078	1970	2000	Remodel	City of Sacramento
Ella K. McClatchy Library	2,557	1910	-		City of Sacramento
McKinley Library	4,681	1936	1995	Remodel	City of Sacramento
North Highlands-Antelope Library	12,890	2000	-		County
North Natomas Library	2,500	2004	-	Leased now; design underway for new	School District
North Sacramento-Hagginwood Library	4,000	1987	Leased		Leased
Orangevale Library	3,300	2001	Leased		Leased
Rancho Cordova Library	12,500	1975	-		County
Rio Linda-Elverta Library	4,000	1968	Leased		Leased
South Natomas Library	13,615	2001	-		City of Sacramento
Southgate Library	12,000	1975	-		County
Sylvan Oaks Library	12,500	1975	-		County
Valley Hi-North Laguna Library	5,850	2001	Leased		Leased
WALNUT GROVE LIBRARY	3,580	1970	2006	Addition and renovation	Leased

WHAT LIBRARIES DO SACRAMENTO PUBLIC LIBRARY CUSTOMERS USE? PATRON MAPPING

The Library obtains maps that display basic location information of library facility users over defined time periods by using customer usage data from the Sacramento Public Library integrated library system and geographical information systems (GIS) software. While not identifying individual users, this information allows the Library to distinguish general customer travel patterns for library usage. It is also one element of data used to establish appropriate library facilities “siting.” An example of patron mapping is provided below, while maps for all of the current Sacramento Public Library service area are displayed in Appendix I: Customer Usage Maps. (Note: Carmichael re-opened Sept 17, 2006, after this patron mapping was completed.)

Analysis of this mapping data indicates the following about usage of Sacramento Public Library facilities:

- The primary importance of proximity of library facilities to their customers
- The impact of the area’s rivers on traffic patterns and usage of libraries; even when there is a significant bridge across a river, most customers go to the library on the same side as their residence. For example, Rancho Cordova residents do not often cross the American River for library service.
- Rivers, highways, and rail lines all play a significant role in determining to which library a customer will comfortably travel
- The importance of major surface roads and their impact on realistic service area boundaries



- That library customers' usage patterns are not constrained by jurisdictional boundaries. This is especially true in areas such as Southgate and Elk Grove where significant overlap in branch usage seems to be occurring because of the ease of access afforded by highway 99 and in spite of the city-county boundary which sits between these two branches.

Patron mapping also makes it clear that in addition to using the library closest to their homes, many customers frequently use branches closest to work or in convenient locations along their normal travel routes. All of these findings provide input into decisions on how to locate convenient and useful library facilities.

CURRENT SERVICE AREAS

The existing library service areas for the Sacramento Public Library's 26 branches and Central Library are displayed on the map shown on page 25. Current service areas follow jurisdictional boundaries or customer-usage patterns as defined by the patron mapping efforts.

The jurisdictional boundaries accommodate:

- Analysis, reporting and recommendations to individual jurisdictions

- Potential differing service decisions by different jurisdictions
- Possible funding differences across jurisdictions
- Proposed changes to the composition of the Library Authority
- Establishment of independent identities by individual incorporated cities

Boundary lines defined by results of patron mapping recognize and accommodate the impacts on customer-use patterns of:

- Major highways
- Rivers and railroad corridors
- Primary surface streets
- Traffic patterns

In the future, the existing service area boundaries will change as community development, population growth, "siting" of new or relocated facilities, and changes reflected in future customer travel patterns dictate a need for differing service areas.

CURRENT SACRAMENTO PUBLIC LIBRARY STATISTICS

As evidenced by a review of the Library's resources and use statistics from the last two years, area residents heavily use the Sacramento Public Library. Almost all of the statistics show an increase from one year to the next. Even with the closure of Arcade and Carmichael branches for much of 2004 and 2005, with a resulting reduction in hours available system-wide for meetings and general library use, the statistics still show continued high library usage.

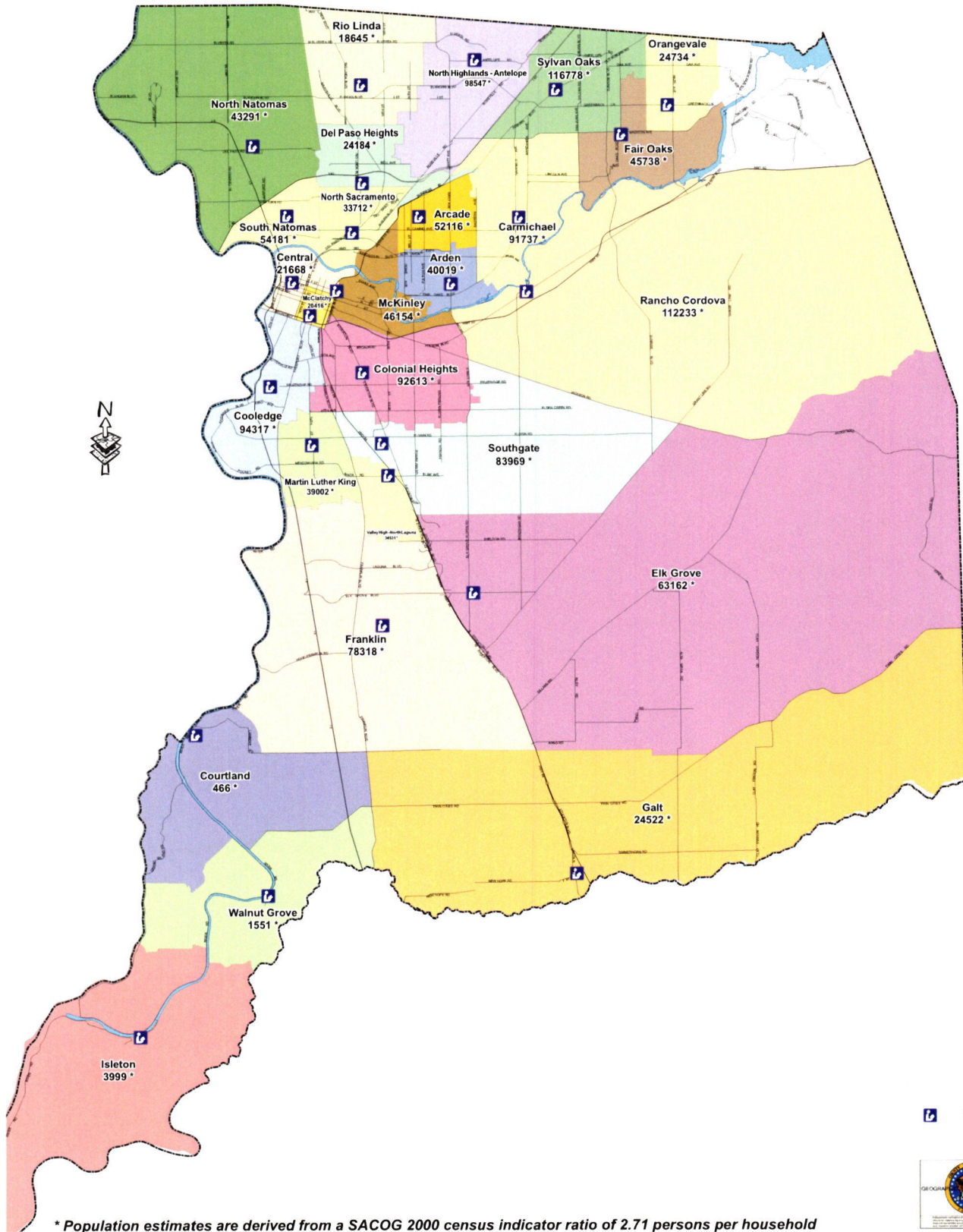
Demand continues to grow rapidly while facilities to service that demand have not. As a result, existing facilities take on an ever-increasing service load. Library services cannot be met in the future without facilities improvements being considered.

FY 2004-2005 STATISTICS:

These general, system-wide statistics are broken down for each individual library, in the records that are used to help define parameters for individual facility design and sizing.

Statistic	2003/2004 Value	2004/2005 Value	Change
Number of Locations	26	27	+4.00%
Open Hours	48,332	48,734	+1%
Total Customers	550,595	509,934	-7.38%
Annual Circulation	5,581,130	5,840,836	+4.65%
Per Customer Circulation	10.1 items	11.5 items	+1.4 items
Circulation Per Capita	4.7 items	4.6 items	-
Circulation Per Open Hour	120.8	120.0	-
Programs			
• Number of Programs	2,100	2,152	+2.48%
• Attendance	68,566	72,444	+5.66%
Meeting Room			
• Uses	2,628	2,659	+1.18%
• Hours	8,980	8,008	-1.08%
• Attendance	51,935	51,866	-
Internet Access			
• Number of Stations	344	379	+10.17%
• Number of Hours Used	390,063	402,105	+3.09%

SACRAMENTO PUBLIC LIBRARY AUTHORITY SERVICE AREA MAP



 Library



TRENDS AND PROJECTIONS

As discussed in the Previous Facility Master Plans section above, an understanding of growth and trends affecting the Sacramento region is critical to development of responsive library services and facilities for Sacramento Public Library's customers. In the fall of 2005, the planning team worked to provide an extensive analysis of demographic, societal, business-related and library service trends. The following summary describes these trends and their implications for library planning.

DEMOGRAPHIC TRENDS

Population

Rapid population growth in Sacramento County strongly impacts planning. SACOG estimates county population will increase from 1,218,860 in 2000 to 1,695,498 in 2025 – which represents an increase of 476,638 or 39 percent. Much of this growth will occur in Elk Grove and Galt and eastward through Rancho Cordova. Other high-growth areas include Natomas, North Highlands, Antelope and Elverta.

According to SACOG's May 2001 projections, Sacramento county will reach a 98.2 percent level of housing build-out by 2025 – a projection based on then-existing plans of various cities and the County. City of Sacramento urban infill projects and high-density housing developments will impact the demand for library services. Projections show countywide population will be nearly 50 percent greater than the number of additional households by 2025, which means larger household sizes or a severe housing shortage – either scenario implies larger concentrations of potential library customers.

The issue of equity also impacts library planning. The 1993 *Sacramento County General Plan* proposed "...Library facilities and services in new and growing areas equal to established community areas without reducing services in established community areas" (*County of Sacramento General Plan Update, Public Facilities Element*, p.26). The equity issue also concerns the established community areas that may have older or inadequately sized facilities compared to the new library facilities being planned and built in the growth areas.

Traffic Patterns

Traffic congestion creates another significant factor for library planning. The Sacramento Transit Management Association Web site at <http://www.sacramento-tma.org/> reports that by 2015 traffic on every major freeway will almost double:

- Highway 50 traffic will increase from 85,000 vehicles a day to 150,000
- On I-5, daily traffic will almost double from 100,000 to 185,000 vehicles

- The number of vehicles each day using Highway 99 will jump from 55,000 to 100,000

Increased traffic congestion makes it difficult to work from assumptions that library customers will be willing and able to travel for additional resources and services from other branches or the Central Library. In addition, this plan's Site Selection section discusses more issues regarding traffic, fuel and willingness to travel in relation to locating library facilities.

Diversity

Diversity in Sacramento communities will increase along with population. According to the California Department of Finance (DOF) projection tables:

- Whites of European descent will become a smaller minority between 2000 and 2050, with projections showing a change from 58 to 21 percent of the total population
- People of Hispanic descent are expected to grow from 16 to 34 percent
- People of Asian descent will increase from 11.3 to 18.2 percent
- The African American population will increase from 9.8 to 16.5 percent

DOF projections estimate that by 2050 Sacramento County will have the highest percentage of African Americans of all California counties and the largest number of American Indians. In addition, a large number of Eastern Europeans have been immigrating to Sacramento. These countywide projections do not show how individual areas within the county will have various concentrations of different ethnic groups in each community; since, no community-level projections are available at this time.

Education Levels

The overall countywide population may become more educated. Between 1990 and 2000, the number of people over 25 years of age in Sacramento who had some college education increased to 60.4 percent. Research also shows that more than 90 percent of the so-called "Millennials" (i.e., people born in the 1980s or later) plan to attend college.

Income Levels

Job growth has nearly doubled the population growth in almost all areas of Sacramento, which implies a healthy economy with expectations for continued growth. Families in the middle- and upper-class income brackets are typically heavier library users. Whether it's because these communities have better libraries or they have better libraries because of the public's demands, one of the primary demographic markers which correlates directly to

higher circulation per capita for a library is higher per capita income followed by education level. On the other hand, even those individuals at lower economic levels have increased expectations and desires for responsive services from all service providers.

SOCIETAL TRENDS

Speed of Life

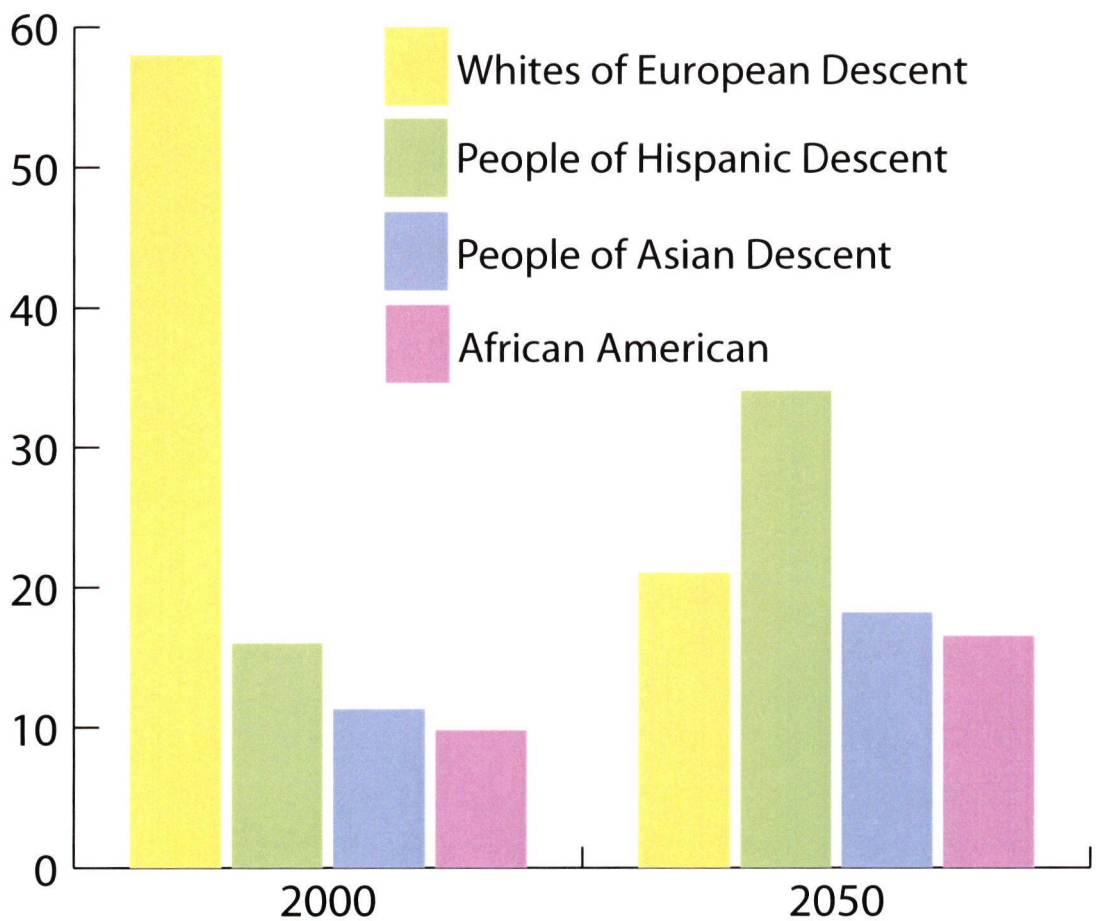
Trends indicate an increasing number of parents working outside of the home, experiencing longer work weeks, and traveling longer commute times. People are busier than ever as they try to juggle many activities. They want flexible services to meet their various needs. As a result, public libraries serve customers who require fast, efficient services and, at the same time, customers who use the library as a refuge from the demands of modern life. The latter customer tries to find time to relax and linger in a comfortable space.

Smaller Units of Government

There has been a clear growth in the incorporation of areas within the county into new cities. This change means the Library must be agile in its planning to ensure it can be responsive to the varying needs of newly incorporated cities now and in the future.

Increased Use of Technology - Particularly by Youth

A March 2005 *Kaiser Family Foundation Report* stated "Kids ages 8 to 18 spend an average of six hours a day with electronic media (mostly TV followed by computers and video games)" (<http://www.kff.org/entmedia/entmedia030905pkg.cfm>). In October to November 2004, the PEW Fund's Internet and American Life Project surveyed Internet usage by America's 20 million-plus teens. The July 2005 report of the survey results (*Teens and Technology, Youth are Leading the Transition to a Fully*



**Sacramento Communities Diversity Change 2000 - 2050
(Percentage of the Total Population)**

Wired and Mobile Nation), indicated that 87 percent of the 12 to 17 age population use the Internet – and half of them go online every day.

Even with these high levels of technology use there are significant inequities. The same PEW study reports, “Those teens who remain offline are clearly defined by lower levels of income and limited access to technology. They are also disproportionately likely to be African-American. On the opposite end of the spectrum, nearly all teens in households earning more than \$75,000 per year have online access, most of them with high-speed connections.”

People born in the 1980s or later (widely known as the “Millennials or “NextGens) grew up as native technology users living in a world surrounded by computers and digital devices. The *2004 National Education Technology Plan* prepared by the U.S. Department of Education found that children ages 2 to 5 use the Internet and 72 percent of all first-graders used a computer on a weekly basis or during the summer. This increase in technology usage – particularly for pre-school and school-age children – has implications for public libraries concerning the quantity of computer stations provided and their locations within the library.

A Rapidly Changing Educational Environment

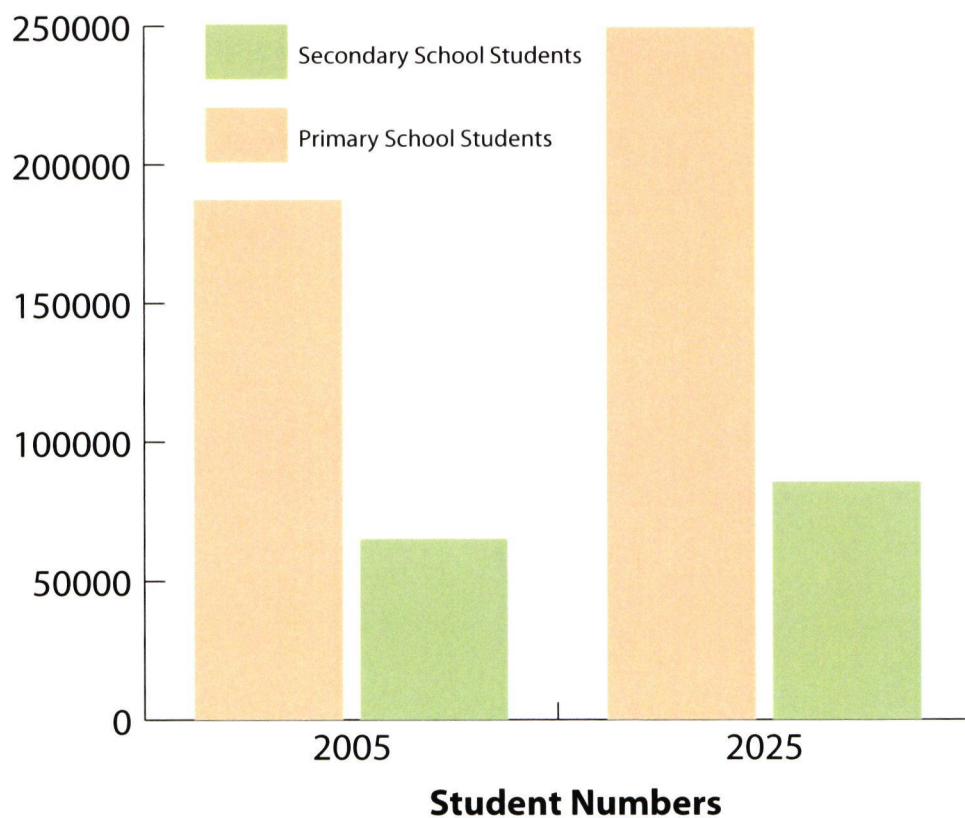
SACOG estimates that there are 187,414 primary school students and 65,211 secondary school students in 2005 in the 25 SACOG Regional Analysis Districts (RADs) within the Sacramento Public Library service area, with 408 primary schools and 58 secondary schools serving them. SACOG projects that by 2025, the primary school student population will have increased by 33 percent to 249,637 and the secondary student population by 31.53 percent to 85,774. In that same time period, the number of primary schools will increase by 17 percent to 477, while the number of secondary schools increases by 9 percent to 63.

The students-to-school ratios show large increases at:

- The primary level where the increase is from 459 to 523 students/school, a 14 percent increase
- The secondary level where the increase is from 1,124 to 1,361, a 21 percent increase

Either much larger schools will be built or student crowding will be severe.

In the meantime, the Pre-K to 12 educational environment has taken great strides to integrate technology into the classroom. In fact, technology has become an essential tool in the educational process transforming instruction and learning from a paper-based process to an electronic



experience. Now many schools provide Web-based services to create anywhere anytime access to homework, software programs, grades and more. Many teachers require the use of PowerPoint presentations as early as the fourth grade and written assignments must be turned in using word processing.

Alternative forms of education – home schooling, charter schools and more – have also transformed the educational environment. For example, according to the National Center for Education Statistics, *Issue in Brief*, July 2004, states that between 1999 and 2003 the number of home-schooled students increased by almost one-third from 850,000 to 1.1 million nationwide (<http://nces.ed.gov/pubs2004/2004115.pdf>). “Nearly two-thirds of home schooled students had parents who said that their primary reason for home schooling was either a concern about the environment of other schools or a desire to provide religious or moral instruction.” Only 16 percent said they were dissatisfied with the academic instruction available at other schools.

These shifts in the educational environment inevitably impact higher education, vocational programs and worker retraining. Adult workers unfamiliar with today’s technology require adult education and certification programs to retain a competitive edge in a technologically savvy workplace. This demand has also resulted in shifting career patterns where adults pursue multiple work paths throughout their lives.

BUSINESS TRENDS

Customer Self-Service

As businesses examined ways to reduce operating costs, customer self-service models emerged as far back as the 1940s when gas stations were among the first establishments to embrace the concept. Other businesses quickly recognized the value of offering self-service and the idea continued to evolve well into the 1980s when the banking industry adopted the now ubiquitous ATM. Today, modern self-service has penetrated all walks of life and offers often convenient ways for consumers to transact business. Now shoppers can bag their own groceries; would-be handy people can shop for their own home-fix it tools; travelers can get through ticketing lines quicker with e-ticket check-in; and movie goers can purchase tickets online and avoid long lines.

Self-service provides consumers with convenient, fast and affordable service. Customers have greater autonomy,

privacy and control over transactions. For library customers, the use of self-service for routine transactions provides these aforementioned benefits and can also free up staff to assist with more value-added transactions – such as library programming, reader’s advisory, reference assistance, and efficient staffing for its facilities. For example, the Sacramento Public Library currently offers the increasing-in-popularity self-check machines in 15 libraries. Other libraries have taken it a step further by providing customers with the ability to pre-sort their returns and self-check returned items.

Merchandising

Effective product branding and savvy merchandising have become necessities for successful business enterprises. Many businesses focus on what’s called an “experience economy” where, for example, bookstores sell a “reading experience” that allows customers to enjoy reading in cafes, lounging in comfortable seating areas, sending their children to storytelling time, or attending author readings. After experiencing these environments, today’s library customer expects collections to be neatly arranged and organized, items to face out on the shelves to help them identify the contents, and improved seating options to create a relaxed atmosphere similar to the bookstore.



Destination Location

Businesses now focus on developing the idea of their establishment as a destination for multiple activities. As a result, business owners now provide allied service to stay competitive and attract and retain busy customers. Large department stores house restaurants and daycare facilities; grocery stores offer banking services, cafes, dry cleaning services and pharmacies. Many libraries adopted this concept by planning libraries as part of a civic, cultural or retail center.

LIBRARY TRENDS

Libraries occupy an important place in communities and customers have come to expect certain qualities about a library; however, the world is always changing and libraries cannot expect to attract people without addressing those changes. What happens in banks, grocery stores and the world at large affects expectations about how any organization functions and delivers services. Libraries all over the country are responding to community needs and developing service models that respond to broad cultural trends and societal changes. However, many customers also have fond memories of libraries they frequented as they were growing up, and some level of traditional services and settings is important and remains fundamental to the overall program of services. Balancing these needs will be critical to the future success of public libraries.

Technology

The implementation of computer technology and the demand for Internet access in public libraries has significantly impacted library spaces; however, older libraries were not designed to accommodate modern information technology. While computer technology decreases in size, which in theory should help resolve this space dilemma, the aggregate amount of library facility space devoted to technology has increased and will likely continue to do so as new technology emerges. For example, customers now own wireless laptops and would like libraries to provide the infrastructure so they can work wirelessly from anywhere in the building. Customers use a variety of other technologies – from laptops to personal digital assistants and from music-audio players to game interfaces – that they also wish to use in library facilities. At one time, everyone came to the library facility for all services and now customers expect to remotely access a significant number of resources.

With technology changing so rapidly, library facility planners cannot predict all the necessary future infrastructure – structural and electrical requirements, telecommunication systems, etc. – to incorporate into library designs. Thus, libraries must be designed with flexibility to rapidly adapt to changing technology and user needs.

Materials

Libraries provide information in an increasingly wide range of materials and formats, from books to CDs, from DVDs to electronic databases, and from the Internet to e-books. The increasing diversity in communities also prompts libraries to offer materials in a greater variety of languages.

Arrangement of the Collection

Customer expectations and usage patterns require libraries to modify, expand or create larger facilities. Customers enjoy browsing and need more spacious aisles between book stacks to stand quietly and read or allow others to easily pass through. They expect items to be on easily reachable shelves that are not too high or too low to avoid reaching or stooping. All of these customer demands require additional space to hold a similarly sized collection that is shelved wholly in a traditional “spine-out” library style.

Information Services

Use of traditional over-the-counter services and telephone reference has declined. While the numbers of in-person questions are also declining, those remaining questions tend to be more difficult and time-consuming. The availability of electronic resources reduces traditional reference collections. An outgrowth of electronic resources has seen an increase in library and technology instruction as a component of library service.

Comfortable Space

People have busy lives that keep them on the move. They have less time to spend with family or friends or to quietly read. Now more than ever people want a quiet, relaxing space. Retail book stores, coffee shops and public libraries have responded to the customer's needs by creating an alternative, communal place. Customers want comfortable, modern chairs and ergonomically friendly tables and accessible study materials – and all of these needs require more space than ever before.

Defined Spaces

Customers have varying expectations about how to use the library, which creates different usage patterns that often conflict with other user groups. For example, a parent and



child reading together may not want to be interrupted by the discussion of a teen study group working collaboratively on a school project. These user group conflicts can be minimized through effective and flexible building designs that accommodate the needs of many different groups.

Community Space or Community Center

Many customers also expect the library to function as a community center or gathering place. Users see the opportunity for the library to become an informal setting to meet or provide spaces for meetings or forums. Libraries can fulfill this need by placing the library's location in the center of the community or adjacent to other civic services.

Operational Efficiency

Public libraries actively seek to reduce operational costs through careful design of the library's materials flow and develop layouts that maximize ease of operation through visual surveillance that requires minimal staffing. They require easy-to-use and easy-to-find self-service and practical tools that allow customers to easily find their way to what they need.

Public libraries are also beginning to implement radio frequency identification technology (RFID) that utilizes tags on library materials and automated materials handling systems to increase operational efficiency and reduce operational costs. Although the Library has not yet implemented this technology, the space and infrastructure for equipment to use this tool needs to be factored into building design.

Flexibility

Forward-thinking library designers and planners now design highly flexible libraries to accommodate future form and function influenced by technology, education theories and practices and community needs. Spatial flexibility allows for functions to be added, subtracted, expanded or rearranged as necessary. Flexible building infrastructure also allows for future adaptations. New designs already in use – such as raised floors – allow for easy changes in technology and furniture layout to better respond to changing community needs.



In addition, Californians expect public entities to develop partnerships to improve services to them while reducing costs – partnerships ranging from school-public library joint-use facilities to becoming part of satellite campuses for community colleges to designing mixed-use projects putting libraries and apartments together in multi-use facilities. Facilities planning must include possibilities for such partnerships and provide flexibility in “siting” and design that can facilitate them.

Sustainable Building Design

More and more public entities have embraced sustainable design. Sustainable design includes facility development in both an environmentally and socially responsible way. Sustainable design includes responsible use of both one-time resources, such as building materials, as well as on-going resources, such as energy use. Sustainable buildings incorporate re-use of materials, use of easily renewable resources, and use of locally-grown or manufactured materials. Sustainable buildings focus on achieving a high level of energy efficiency – such as increased use of natural daylight, introduction of fresh air and views, and limitations on solar heat gain and glare. External sustainable features include alternative transportation to the library, including bicycle and pedestrian paths, light rail systems and buses. Libraries that utilize sustainable features lead by example and demonstrate their commitment to preserving the environment.

Cities, counties and other public agencies support sustainable design by passing ordinances or standards that require designs to meet “green standards and by committing to

building public facilities in a sustainable way.” The U.S. Green Building Council program, the industry standard for measuring building sustainability, created green standards that certify buildings as “Silver,” “Gold,” etc. as part of the Leadership in Energy and Environmental Design (LEED). The City of Sacramento requires that all new public buildings be built to the LEED Silver standard; other communities choose different levels of this standard.

Conclusion

Many customers don’t want to lose the library they have known since childhood. The challenge for libraries requires them to retain cherished and heavily used traditional functions and characteristics while merging the needs of modern society. A high percentage of customers still come to libraries seeking books and related materials, which makes the primary collection fundamental to the success and mission of the library. At the same time, modern formats, such as DVDs, CDs and e-books, new functions, space considerations and community needs also play an essential role in a library’s success.

The Library’s *Facility Master Plan* must recognize the changing demographic, business and societal trends specific to its service population, as well as the changing trends in library service delivery options, educational environment, customer expectations and technology. These trends provide information for all aspects of library service, including the library facilities, staff and materials required to deliver these services.

ASSESSING THE NEED FOR FACILITIES IMPROVEMENTS

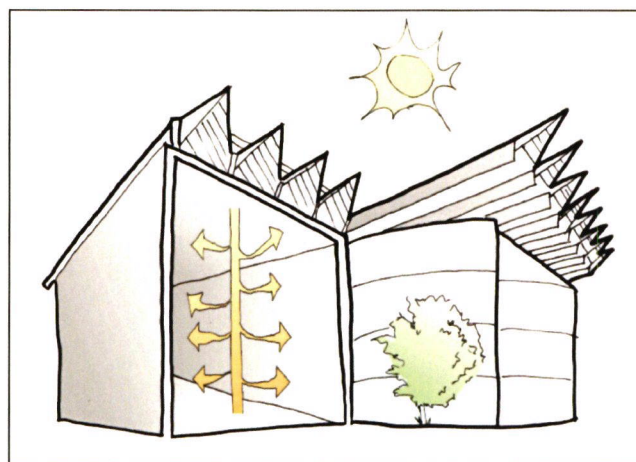
DETERMINING CUSTOMER SERVICE NEEDS

Background

A study of basic service needs was undertaken to provide information for the *Facility Master Plan* and to provide a service base on which all facilities in the system would have overall design guidance. The Sacramento Public Library wanted to understand what set of services all customers see as high priorities across all jurisdictions and all areas of the county. Once a template is established, the more community-based needs assessments will be conducted in each area during implementation to modify this template. This will further refine the system-wide priorities for their application to each individual area. It will also amplify the basic set for other high-priority service needs that address specific community interests and variations one from another.

Methodology

In order to determine the core service priorities, the Library planning team combined results of ongoing Library efforts to assess customer service needs with several additional assessment methods which support the facility planning



effort. Within the last four years, the Library conducted five formal local community needs assessments, two voter polls, and at least two in-library customer surveys. In addition, over the last 18 months, this planning effort added a general system-wide Web-based survey of community members’ priorities; held 11 community forums on community members’ priorities for Sacramento Public Library services and facilities; conducted an assessment survey of Library staff; and conducted three formal sessions by Library management and bi-weekly planning sessions by this *Plan’s* project team. This section contains the sets of priorities defined by each of these assessment methods. The *Plan’s* Service Section Guidelines section (see below) defines resulting system-wide service priorities.

The Library conducts extensive needs assessments in individual community areas throughout the system when specific building programs are developed for facility improvements (new or changed facilities). In 2002, the Library conducted a needs assessment in the North Natomas area and obtained input from about 750 residents on community service needs. In 2003, the Library conducted an assessment in Elk Grove and included input from about 650 respondents. In 2003-2004, assessments were conducted in Orangevale and Valley Hi-North Laguna, and included about 500 participants each. Most recently, the Library conducted a formal needs assessment in the communities of Rio Linda and Elverta in Jan.-Feb. 2006, where more than 850 community members voiced their opinions about the services needed for that area and the facility improvements required to support those services. The table on page 33 provides a compilation of the highest priority service needs identified in these five needs assessments.

More than 1,300 voters in 2004 and 2005 were polled to help assess voter interest in increasing tax support for library services. As part of these polls, the relative importance of various library services was assessed. Details of the results in the table on page 33 summarize each service area.

SUMMARY OF COMMUNITY INPUT 2002 - 2006

Category of Service Need	Needs Assessments (2002-2006)	Jan 2004 Voter Poll	Sept 2005 Voter Poll	Arden-Dimick 2005 Customer Survey	IMLS May 2005 System-wide Survey	Web-based Oct-Nov 2005 General Survey	2005 Staff Survey	2005 Library Management Workshops	Total
Better Facilities		•	•	•	•		•	•	6
Children's and Pre-school Services	•	•	•		•	•	•	•	7
Community Information	•				•				2
Community Living Room	•	•	•		•	•	•	•	7
Literacy Services		•	•		•	•	•		5
More Formal Education Support	•	•	•		•	•	•	•	7
More Hours of Service	•	•	•	•	•				5
More Materials of all Kinds	•	•	•	•	•	•	•	•	8
More Technology Access	•	•	•	•	•	•	•	•	8
Reference Services						•	•	•	3
Revised Policies and Procedures				•					1
Services to Seniors		•			•	•			3
Vending/ Café Services	•				•				2
YA AND TEEN SERVICES	•	•	•		•	•	•	•	7

The Friends of the Arden-Dimick conducted an internal survey of 109 friends and customers of the Arden-Dimick Library in 2005. Those results are detailed and summarized in the table below. In addition, the Library – cooperating in a national library survey effort by the U.S. Institute of Museum and Library Services (IMLS) – conducted a customer survey of almost 1,800 people using the Sacramento Public Library in May 2005 and asked for their determination of the services most needed by each respondent. The table below summarizes the list of the respondents' top priorities.

In conjunction with a series of 11 community forums conducted by the Library in the fall of 2005, a system-wide, Web-based survey was also conducted in which 54 people from throughout the cities and unincorporated areas of the county provided their narrative opinions of various aspects of Sacramento Public Library services and facilities. This provides details and the table below contains a summary.

The table also summarizes the priority services inferred from a June 2005 online facilities assessment survey of Library staff, with 135 respondents and those identified by Library management staff in a series of meetings and workshops throughout 2005.

FORMAL ARCHITECTURAL REVIEW OF EXISTING FACILITIES – SUMMARY

This section provides an introduction to and a summary of the results of a formal evaluation of existing Sacramento Public Library facilities, conducted by Group 4 Architecture, Research, + Planning, Inc. in the summer of 2005. A detailed description of the findings for each individual facility can be found the Facility Summaries and Recommendations section below.

Intent

The intent of the facilities evaluations was to assess the current state of the Sacramento Public Library's facilities as part of the Library's *Facility Master Plan* process. In particular, the assessment focused on each facility's overall condition and its ability to meet the library needs of the residents it serves. This will be combined with the *Master Plan* research regarding population growth in each area to assess the appropriate size and level of service throughout the library's service area. Additionally, an initial evaluation was prepared to assess each facility's flexibility and capacity and, thus, its potential for long-term improvements in the library, such as renovation or current site expansion.

Methodology

The facilities evaluations consisted of the following:

- A site visit by a team that included library management, the architectural consultant team and the planning consultant
- A facility condition checklist completed by staff as an assessment of the facility's general physical condition and how well the library met library service needs for that area

- Planning sessions with the *Facility Master Plan* Team
- Interviews with the Library's facility supervisor regarding each facility's maintenance condition

An overview of the results of this evaluation follows.

Facilities Overview

The Sacramento Public Library system is currently comprised of 27 libraries, including 20 publicly-owned facilities (including the Central Library), six leased facilities, and the North Natomas branch currently housed in a temporary location in a school. The facilities range in age from the 1910 McClatchy Library to the renovated Carmichael Library, which was complete in 2006.

The Central Library facility supports the entire system with system-wide library technical services, administration and information technology support. Its system-wide public service functions include the Sacramento Room, extended reference collections and telephone reference, and space for a number of partner organizations such as the Non-Profit Resource Center and Infoline, an information and referral agency. It also provides public services to nearby neighborhoods.

The next largest facilities outside the Central Library will be the new North Natomas Library (approximately 23,000 sf) and the Franklin Library, at approximately 19,600 sf (which is also a school library); the smallest facilities are the Delta branches of Isleton at 1,700 sf, Courtland at 1,365 sf, Walnut Grove at 2,365 sf. The average library facility size, not including the Central Library, is just under 8,500 sf.

Sacramento Public Library's facilities fall into three general categories:

- Recently built or renovated facilities (12 facilities)
- Older facilities in need of major renovation (eight facilities)
- Leased facilities (seven facilities, including the current North Natomas facility)

General Condition of Facilities

In general, the Sacramento Public Library's facilities are well-maintained. The Library is currently pursuing a multi-year capital improvement plan to address long-term maintenance issues. In 1999, a *Facilities Condition Assessment Report* was completed for the Sacramento Public Library Authority by 3D/International company, which provided a detailed facility improvement report and associated cost implications for County and city-owned facilities. Most of the larger improvements outlined in this report – such as accessibility upgrades and roofing repairs – have been completed or, based on the report's recommendations, are planned for upgrading.

Most of the newer or newly renovated facilities are in good physical condition and have only minor maintenance issues. They have also undergone ADA upgrades to meet current applicable codes. Some of these buildings still have facility problems that affect user comfort, including improper zoning of HVAC (heating, ventilation and air conditioning) systems that result in uneven building temperatures. This situation tends to impact areas where people gather such as multi-purpose and staff rooms, and areas under skylights or near direct glazing. However, major facilities' challenges also include size and ability to provide needed services.

A number of the older buildings, that were built in the 1970s and have not been renovated, need major renovation. While these facilities have undergone incremental improvements or minor remodeling, they have not undergone the renewal of infrastructure needed in buildings of this age to maintain a level of library service equitable to the newer facilities. These renovations would likely include replacement of mechanical systems (HVAC, chiller/boilers, etc.), upgrade of electrical and data systems (lighting, technology infrastructure, electrical capacity), and replacement of both exterior finishes (roofing, siding) and interior finishes (carpeting, fixtures, etc.). The condition of many of these facilities creates staff and energy inefficiencies.

Also among the older facilities needing renovation is the system's oldest facility, the E.K. McClatchy Library (in a home built in 1910). It has not had any major renovation since its original transformation from a residence to a library in 1940. While this library's first floor operates as a public library, its function is limited by aging building systems, including electrical. The recent elevator replacement should meet accessibility requirements to the second floor; however, the spaces on the floor itself are not habitable until completion of a major renovation (it has not been occupied since it was closed to public use in 1969 by the Fire Department).

Because of the nature of ownership and the intent of this facilities assessment for long-term facility improvements, the system's leased facilities were reviewed for how well they met the service needs of their residents, and were not assessed for maintenance condition.

Facilities Size

Both old and new current facilities share the tendency to be too small to house the level of library services to meet customers' needs and expectations. Many of these facilities are already at maximum capacity for various library services, such as collections, seating and computers. Population growth occurring in many of these areas compounds space limitations.

The library facilities were also evaluated in terms of how well they are able to meet local library service needs. This includes traditional services such as book and other collections, study and reading space, library programming (storytelling, book clubs, etc.) and contemporary services, such as computers, capacity for computer training and group study spaces (for tutoring, literacy and group school or other work).

Shelving – No Room to Expand the Collection

In terms of materials, almost all of the facilities are at capacity because of the lack of space, with no room to expand the collection. For every item put into the system, one must be removed to make room for it. Staff in many facilities "weed" their collections, not solely as a means of maintaining a quality and user-responsive collection, but simply so that they can make room for new materials on the shelves. Meanwhile, the libraries are experiencing a greater demand for new types of materials – such as DVDs and CDs as well as audio books – to support the number of commuters in the area. They are also experiencing the ongoing demand for best sellers and magazines. Additionally, the library service area's growing immigrant populations need access to materials in other languages, including Russian, Slavic, Asian and Spanish languages.

Most facilities also have no room to display and "merchandise" materials. This is important not only to make the library attractive to more visitors, but also to make it easier for people to find materials.

While the library's ability to deliver customer-reserved materials to the library of the customer's choice within a short time helps stretch the collection further, the collections must increase so that the library provides Sacramento residents materials in the formats they need now and in the future. To do that the shelving capacity within library facilities needs to increase.

Seating – Insufficient Places to Read and Work

While the number of seats is not an issue at every facility, most facilities experience crowding during busy hours. Facilities experiencing this problem include Colonial Heights, Arden-Dimick and North Highlands-Antelope. Most facilities do not offer a wide variety of seating for people with different needs. The need for more comfortable seating, such as lounge chairs and age-specific seating areas (such as separate teen, children and adult areas) cannot, in the current facility configurations, be accommodated at the required level. As the population of the library's service area increases, there will be an even greater demand for seating and space in the library to work, read or study – and more and more facilities will experience overcrowding.

Other considerations include providing group study rooms that support tutoring, home-schooling, literacy training, group school work and other small meetings. These rooms would allow the library to provide a wider range of community-requested services while maintaining general reader seating for quieter activities. Currently, only two group study rooms exist in the entire system (South Natomas and North Highlands-Antelope) – and these rooms are heavily used. The system's other facilities have limited capacity for these activities, which generally occur in the multi-purpose room and cannot be efficiently monitored by staff.

Computers – Too Few to Meet Demand

Most of the Sacramento Public Library's facilities report that computers create one of the biggest draws for customers. While a few facilities have adequate computers to meet today's needs, many do not have enough computers to meet current and projected demand. At many libraries, customers wait a long time to access a computer for a limited amount of time. The lack of facility space limits the number of computers available to the public. Some facilities require upgraded electrical systems to provide the infrastructure necessary for more technology.

Although all of the Library's facilities have computers distributed throughout the Library for catalog access, Internet access and word processing, only three computer labs exist in the entire system: Franklin, which is often used by the schools and not available for public use; Carmichael and Arcade, which provide most of the public computer training offered by the system – although these facilities are finding success with their programs, they cannot meet the system-wide demand for computer training.

Programming Space - Needed in More Locations

Most of the Library system's facilities have adequate-sized multi-purpose rooms to accommodate both library programming and other community meetings. These programs include toddler and pre-school storytelling and other programs, book



discussions, seminars, music and film presentations, college application assistance, and cultural celebrations, totaling more than 200 programs, with more than 6,000 attending each month on a system-wide average. Almost all of the multi-purpose rooms have kitchenettes, direct access from outdoor entries, and restrooms that can be secured from the library, thus allowing

them to be used after library hours. Some of these facilities need changes to their security systems, media presentation equipment or updated kitchenettes to allow them to function more effectively.

A number of facilities have no access to multi-purpose room space (i.e., Courtland, McClatchy, Orangevale, Rio Linda-Elverta, North Sacramento-Hagginwood and Galt) or very limited access to multi-purpose room space (i.e., McKinley). The programs these facilities can provide are limited in scope and number of attendees. When programs are held, they often disrupt other users, as they generally occur in the middle of the library's public floor, with seats and tables moved around to make room for the program and attendees.

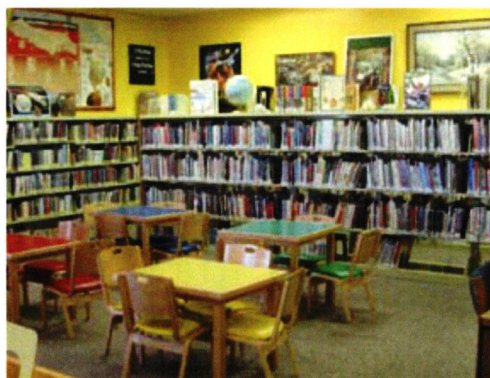
Two libraries have compromised their multi-purpose room to make space for other uses: King, which has staff services in this space; and Del Paso, which accommodates its homework center in the program room while retaining some capacity to use the room for programs.



Size Limits Library Services

Facility sizes limit the services they provide to the communities they serve. As of 2000 the Library had 379,446 sf of library space to serve 1,156,000 people or about .30 sf of library space per capita. Library planning standards recommend planning for anywhere from 0.5 to 1.0 sf per capita in order to house all of the required library services. This indicates that the level of library square footage does not adequately support the services and programs needed by current residents.

Most of the collection, program, service and



technology needs previously described have associated space implications. However, the current Library facilities do not have enough space to provide this full range of services needed by the residents they serve. As population increases, this lack of space will be felt more and more by residents as facilities become more crowded and improvements not made.

In addition to the library resources, the facilities need to be able to provide services in an effective and efficient way.



The Library is implementing service model changes to better incorporate its vision for future services and to ensure an operationally efficient, customer friendly library. Service changes include more self-service (such as the self-check machines currently in many of the facilities) and merchandising the materials collections with displays and furniture designed to provide easier access to popular and high demand items.

Such changes will help the Sacramento Public Library provide a high level of customer service while maintaining a sustainable level of operational costs as staff are able to focus on direct customer assistance. Self-service options can also help create a more ergonomic work environment for staff by reducing repetitive tasks, such as swiping book barcodes. The Library is already implementing self-check machines and self pick-up of holds in order to free staff from these tasks so they can focus on providing more personal service to those who desire it.

Adaptability of Facilities – Opportunities for Improvement

Any new service model options recommended for the Library are likely to have physical implications for the library facilities. Thus, the facilities' flexibility for integrating new ways of service will be important for the overall implementation of the *Master Plan*.

The Library's facilities were assessed in terms of how well they could be retrofitted to accommodate both potential expansions and service model changes that the Library may choose to implement. Combining renovations with strategies to increase space will be the most cost-effective way of upgrading library service for a number of the library's facilities. For example, the recently-completed Arcade renovation (completed April 2005) not only upgraded the mechanical system and ADA accommodations, but also

enclosed two patios to provide additional library space, reconfigured the entrance for a more efficient layout, and added "service model changes" that include material merchandising opportunities, a computer lab, and a single public service desk. The ability to move to more efficient operating models will be vital to the library's ability to operate the additional library space it will require to meet community needs. Most of the Library facilities have the capacity for these changes; some facilities, such as the McClatchy Library, are less adaptable.

Adequacy of Sites – Quality of Location and Room to Expand

The first step in evaluating potential for long-term improvements was to assess the appropriateness of the library locations. The majority of the library system's facilities, both leased and owned, are in good locations that provide good visibility – many are near or in civic locations, easily accessible via car and alternative transportation (bus or light rail, walking, and bicycling), considered to be in safe locations, and centrally located within the service area. However, there are some facilities that may be considered for relocation in order to be more accessible. These include North Sacramento-Hagginwood, Southgate, and Del Paso Heights libraries. The North Sacramento-Hagginwood library, for example, is a leased facility on a very busy street near an adult bookstore and other uses that make some customers feel unsafe, particularly at night or for children.

Many of the library sites have some potential for expansion on their current site. However, some facilities have already expanded as much as possible or are on sites that have no room for expansion. Carmichael, Central, Arden-Dimick, and Arcade already have undergone additions. Del Paso is on a site that would not allow for efficient expansion. Many of the library sites lack sufficient parking to accommodate even current customers, including Arcade, Arden-Dimick, McKinley, Elk Grove, Orangevale, Galt, and Central. In addition, many of the leased facilities are not appropriate candidates for expansions at their current leased locations.

Next Steps

The results of this facilities evaluation, along with the companion analysis of appropriate service levels for collection, computers, and other library services have been used in this planning process to determine how much space is needed system wide to meet community needs into the future. Additional steps in the planning process, documented below, have examined which facilities should be expanded – and by how much – as well as where new facilities should be added to supplement the system.

WHAT COMMUNITY MEMBERS HAVE TO SAY ABOUT FACILITIES

In October and November 2005, 11 community forums were held to solicit community input on library services and buildings. Sacramento Public Library constituents made it clear that libraries are an important resource for them and their communities. There was near unanimity on five principles in the key findings across all 11 forums:

1. A need for more facilities, services, and resources in general
2. High priority on increased access to library services for all, both in terms of more conveniently located services and more hours of access
3. A warm and welcoming environment is essential
4. Unique spaces are needed within facilities to support and adequately segregate a wide variety of services and programs
5. The Library should partner with both public and private entities (particularly schools) to help implement the other four principles

Sacramento Public Library staff drew several overall conclusions from the input they heard at the forums and the feedback received from a community survey conducted at the same time as the forums to obtain feedback from those who could not make it to the forums themselves:

1. Library service needs to be accessible at all hours
2. Ease of access to technology is critical to meeting stated priorities
3. There is a strong emphasis on the library partnering with other entities
4. There is a very strong desire for free- or low-cost-use community meeting rooms in conjunction with libraries
5. There is a strong educational role for libraries
6. There is the need for large and flexible spaces within libraries

In September and October 2006, 24 community forums were held throughout the Library's service area to present the draft of this Facility Master Plan and to obtain feedback from community members on the plan's findings and recommendations. Forums were held in every one of the Library's branch service areas as well as the developing and expanding population areas needing additional branches.

The forums elicited many community priorities regarding library services in general as well as specific comments on the recommendations for each individual service area. The individual service area comments were used to revise the

facility recommendations found in the last half of this plan and provided in detail to the Authority Board at its November 2006 meeting.

Many of the general priorities that developed as a consensus across the forums reemphasized those from the fall 2005 forums; some were expansions upon those or additional priorities, as can be seen by comparing the summary below to the fall 2005 findings documented above. There was nothing, however, that was contradictory between the two sets of community forum results, which included comments from a total of more than 200 community members.

In general, the participants in the fall 2006 forums put a high priority on:

- Local community input into all phases of planning for library facilities
- Increasing partnerships with all manner of public and private entities: they often create a synergy of efforts within communities.
- Working with developers early-on to obtain valuable location and funding options
- Emphasis on Smart Growth principles as they are currently being worked on throughout the area, including the value of mixed use facilities. (Note: the concept of Focused-Service Facilities could be an important element in Smart Growth).
- Careful attention to ergonomic issues in new and renovated/expanded facilities.
- Large and responsive materials collections, particularly books.
- Adequate and free parking
- More and more-consistent hours of service, both for an individual branch's hours as well as consistency in hours across the system, as long as consistency does not reduce overall hours of service availability.
- Technology support.
- Need still more computers
- Wi-Fi access throughout the system is uniformly praised as a very vital service, making the libraries even more generally relevant. It was also noted, however, that this now results in a need for yet more seating as well as electrical connections to support those who are bringing their laptops to the library to use this information service.
- Coffee/vending areas in branches. (Note: these were considered as important for the atmosphere they create in the library as for their products themselves.)
- Space for operations and book sales for Friends in all facilities.

STAFF ASSESSMENT OF EXISTING FACILITIES

Library spaces that are associated with 51 different functions, services, and programs were assessed by staff in a June 2005 Web-based survey. The staff responses identified the 15 facility improvements listed below as the most important services to help them provide services to meet customer's needs. This list does not imply that these are considered the highest priority services by the staff, only that their facilities are currently most in need of improvement in these areas.

Improvement Needed	Average Rating*
More group study rooms	1.80
Café/vending spaces	1.86
Friends work space	2.03
Homework assistance support spaces	2.11
Mentoring/tutoring areas	2.15
Space for customers to utilize their own technology	2.18
Multi-media use stations	2.23
Computer technology class/lab spaces	2.24
Family reading areas	2.34
Better traffic flow in staff work areas	2.62
More places for customer quiet study/reading	2.83
Larger staff work areas	2.83
More adequate furnishing/equipment in staff work areas	2.93
More effective check-in arrangements for customers and staff	3.18
More effective space for merchandising the collection	3.24

*A lower number equals a higher need (i.e. greater current inadequacy)

COMPARISONS TO OTHER JURISDICTIONS

Overview

Library jurisdictions gather and share a wealth of data. This data – which includes input measures (i.e., what they own and what they spend) and output measures (i.e., how much they are used) – allows libraries to create benchmarks to assess their performance. In the absence of quantitative guidelines, benchmarks can be useful in identifying areas of weakness and service level deficits and point to areas that need addressing in long-range planning.

The California State Library annually collects and provides extensive information for all libraries in California. The National Center for Educational Statistics gathers data

from libraries nationally for a limited number of data points. In addition to these two sources, the annual HAPLR Ranking assesses libraries and library systems based on a jurisdiction's size and ranks states for the level of library service received by their citizens.

Data is provided either as unit quantity (items, transactions, dollars, and square feet) or on a per capita basis. Per capita comparative benchmarks must be examined carefully and placed in the context of the jurisdiction's age and growth rate. Older communities with slow or zero growth rates typically report higher per capita input measures (i.e., volumes owned or square feet of library facility per capita). Over time, these jurisdictions have built substantial collections and their communities are no longer growing. Newer communities and those with exponential population growth as found in California cannot catch up with even the most basic collections holdings level and the population growth rate makes this benchmark a moving target. This situation is particularly important to note in assessing service levels and in setting long-range priorities.

From a service outlet perspective California libraries fall into one of the following categories:

- Independently Operated Municipal Libraries
 - Single Service Facility Libraries
 - Multiple Service Facility Libraries
- County Library Systems (generally with multiple service facilities)
- Special District Libraries (can be either single or multiple facility libraries)

Each of these types of libraries serves a wide range of population sizes. The types of libraries, the number of facilities they provide their customers, and their population sizes all affect both their input and output measures.

Comparing a library jurisdiction to state and national benchmarks in order to place the data in proper context is useful; however, the most relevant data can be mined from same-type-library statistics where the establishments serve similar-sized populations. Multi-branch systems typically have fewer volumes per capita and fewer sf of facility space per capita.

The most relevant peer group from which to develop a benchmark profile for the Sacramento Public Library is the 15 library jurisdictions² in the state of California serving

² These are: Alameda County, Contra Costa County, Fresno County, Kern County, Los Angeles County, Los Angeles City, Orange County, Riverside County, Sacramento, San Bernardino County, San Diego County, San Diego City, San Francisco, San Jose, and Stockton-San Joaquin County.

populations of 500,000 or more. Data for this subset of California libraries (peer group) was used to develop a benchmark, showing how the Sacramento Public Library performs relative to its peers. To set the stage, additional data was gathered comparing the Sacramento Public Library performance measures against national averages and national medians, and California state averages and California medians.

A look at library services nationally shows that western states and, specifically, California fall in the lowest percentile in all categories. Results show California ranked 41 of the 50 states for overall library service and 39 in volumes held per capita. In public Internet terminals per capita, California ranked 47. California fares slightly better in use, coming in at 19 in reference requests per capita; 32 in annual library visits per capita; and 36 in annual circulation per capita. California comes in seventh from the bottom in sf of library facility space per capita.

Input Measures

The nationwide average for volumes per capita is 6.50. California weighs in at approximately one-half of this with a state average of 3.07 volumes per capita. The Sacramento Public Library owns approximately one half of this amount with 1.58 volumes per capita. In the Peer Group, Sacramento Public Library falls about mid-range at eighth of 15 libraries in volumes held per capita. The average volume per capita for the peer group is 2.22 or over 40 percent higher than Sacramento Public Library.

The benchmarks for print serial subscriptions, audio materials and electronic serial subscriptions reveal a similar deficit. The national average for current magazine subscriptions per 1,000 populations is 15.07 titles. Sacramento Public Library has 3.13. The national average for audio materials per 1,000 populations is 196. Sacramento Public Library currently holds 52 per 1,000 populations served. The Peer Group's average of 2.94 serials per 1,000 population falls below Sacramento Public Library's average of 3.13; the Peer Group's average of 69.69 audio materials per 1,000 population is 33 percent above Sacramento Public Library's.

The size of a library's facility dictates the collections it can house, the programs that can be offered, the number and type of reader seats, and the staff accommodations. With .299 square feet per capita, Sacramento Public Library is 7th of 15 in the Peer Group, below the group's average of .34 square feet per capita and far below the national average of 1.2 square feet per capita. Nationwide public libraries serving populations over 500,000 residents average .5 square feet per capita with a high of .8 square feet per capita in New England down to a low of .3 in the Western states.

- National average for facilities is .5 square feet per capita
- Average for branch libraries is .6 per capita
- Branches are larger than 10 years ago, but still few over 35,000 square feet
- National average for volumes per capita is 2.97

Sacramento Public Library facilities house 1.49 reader seats per 1,000 population compared to 3.43 for the Peer Group. Ranking 11th of 15 in technology stations per 1,000 at .272 public use technology stations per 1,000, Sacramento Public Library falls below the Peer Group average of .37, the California State Average of .399, and the national average of .56 terminals per 1,000 population served. The national average for jurisdictions serving over 500,000 residents is .43 terminals per 1,000 residents.

Output Measures

The number of collections, reader accommodations, and the ability to offer programs to attract customers and the space for the much-desired technology all affect the use data. Use of Sacramento Public Library collections, programs and facilities is lower than the benchmark for the Peer Group and lower than the State and National Averages, but it is not proportionately as low as the input measures noted above. The national average circulation per capita is 8.3, the Peer Group average is 5.08, and Sacramento Public is currently at 4.31 annual circulation per capita or only 20 percent below the Peer Group benchmark at eighth of 15.

Other use data shows similar higher use than the input data would indicate. The number of interlibrary loans per 1,000 population at 42 exceeds the Peer Group benchmark of 17.23 by 250 percent. The users of electronic resources per capita exceed the benchmark by 33 percent. The turnover rate (number of uses divided by number of items) for the Sacramento Public Library at 2.88 places it 6th in the Peer Group (average 2.52), supporting the need for larger collections. Sacramento Public Library places 13 of 15 in visits per capita, far lower than its 8th ranking for circulation per capita. Comparing these two placements presents a case for a high demand for collections, but these facilities do not encourage a library's use. They are frequently noted to be old, crowded, outdated, uncomfortable, noisy, poorly lighted, etc., and generally unwelcoming.

The benchmark study shows a library far behind in collections, seats and technology and further behind in the

space to house them. In spite of this, use of all Sacramento Public Library facilities is higher than expected. With one of the highest growth rates in the nation, the Sacramento area will find it nearly impossible to catch up with older, more established jurisdictions in the per capita arena.

COMPARATIVE ANALYSIS SUMMARY

	Peer Group	SPL	% Var
Vols per capita	1.66	1.5	90%
Tech Stations per 1K	0.365	0.272	74%
Reader Seats per 1K	3.43	1.49	43%
Sq. Ft. per capita	0.338	0.299	88%
Attendance per capita	3.97	2.12	53%
Circulation per capita	5.08	4.31	85%
Turnover rate	2.52	2.88	114%

THE BUILDING BLOCKS

SERVICE GUIDELINES SERVICE PHILOSOPHY

Over time, many things have provided information for this *Facility Master Plan*:

- The history of Sacramento county and its various jurisdictions
- Different library trends
- Documented needs

In addition, Library staff used several national and local guidelines as bases for these recommendations.

The Library's Service Philosophy and Strategic Planning directions (described earlier in the Planning Context) and Priority Service Areas provide the local guide posts for recommendations. Following the adoption of the Strategic Service Areas in 2004, a formal Library Service Philosophy statement was developed in conjunction with this planning process in 2005.

PRIORITY SERVICE AREAS

Based on the results of the many needs assessments, community surveys, forums, workshops, etc., that have been documented under the Determining Customer Services Needs section above, six general areas of service needs have been identified as the Sacramento Public Library customers' top priorities. No overall priority among the service areas in this list has been identified. These services are simply ranked higher than others considered, including genealogy, copy centers, reference, special collections, general adult programming, etc.

SERVICE PHILOSOPHY

Customers are the library's first priority.

- **Customers:**
 - **Enjoy** a seamless and successful library experience as defined by their expectations.
 - **Choose** their own method of interaction – staff assisted, self-directed or virtual.
- **Staff:**
 - **Understand** service through the lens of the customer.
 - * **Deliver** service with respect.
 - **Make** decisions that support successful customer interactions.

Priority Service Areas

- Children's/Preschool Services
- Large and Varied, Responsive Collections
- Community Living Room Activities
- Support for Formal Education and Lifelong Learning
- Extensive Technologically-based Tools and Resources
- Young Adult/Teen Services

These service priorities guide this plan's facility models' design and will form the basis for library facilities throughout the library system. Those facility models will then be further refined during each facility's building program development phase through specific needs assessment processes in each individual service facility's community area.

GUIDING PRINCIPLES FOR FACILITY DESIGN AND OPERATION

The following principles emerged as basic concepts for all facilities designed to support Sacramento Public Library customers. These principles form the heart and soul of all the development and recommendations that follow. They provide guide posts that Sacramento Public Library facility planners must always reference to be certain that their facility design and service programs actively support them. A library in the Sacramento Public Library service area will not successfully fulfill its mission if it does not address every one of these principles.

GUIDING PRINCIPLE #1: LIBRARIES RECOGNIZE THE NEEDS OF DIFFERENT COMMUNITIES

The Sacramento Public Library provides a range of library services in all of its facilities. In addition, the Library tailors services to respond to the unique needs of each individual community it serves. Basic facility models will be designed to reflect the specific community service needs. To ensure this, the Library surveys its customers regularly to address changing and varying community needs.

Utilizing retail and commercial design principles, libraries provide flexible spaces that can be reinvented to meet changing service needs. Library facility components may include but are not limited to:

- Space for collections that are carefully selected to meet the needs of specific communities
- A Learning Center designed to accommodate services such as a homework center, a career center, or a tutoring center, as identified by specific community need
- Group study rooms that can be used by students, literacy programs, etc.

GUIDING PRINCIPLE #2: LIBRARIES RECOGNIZE THE NEEDS OF A DIVERSE POPULATION

Libraries create signature spaces or distinct use areas to reflect different segments of their population such as age-specific, ethnic background and differing abilities. Libraries provide collections in languages, print and formats that reflect the unique population needs. Libraries provide unique spaces to support and adequately segregate a wide variety of

services and programs. Libraries offer options for customer assisted and customer self-sufficient use. Library facility components may include but are not limited to:

- Space for a teen friendly zone
- Preschool reading such as the early childhood literacy space, "Ready to Read," and a story-time area
- Large print collections
- Collections in multiple languages
- Separate children's areas, which are acoustically isolated from other reading areas
- Adequate public-use technology to meet the needs of an economically diverse population
- Services and collections that meet the needs of limited vision and mobility customers

GUIDING PRINCIPLE #3: LIBRARIES ADD VALUE TO THE COMMUNITY

The facility design reflects the community's culture, history and values. Libraries build community respect and assist in community development. Library collections, services and programs support local business. Libraries provide gathering spaces for small and large, organized and informal, groups. The library offers a safe haven in the community. Sacramento Public Library branches support lifelong learning and formal education. Sacramento Public Library branches provide spaces and activities for families. Libraries provide community "living-room" areas and community spaces and programs.

Library facility components may include but are not limited to:

- Facilities strategically located to assist in creating community centers or community redevelopment opportunities
- Adequate space for collections that support the curricula of neighborhood schools and educational programs
- A multipurpose room for the presentation of educational, wellness and life improvement programs
- Browsing area
- Lounge seating areas
- Small study and community rooms
- Venues for food and drink

GUIDING PRINCIPLE #4: LIBRARIES ARE PRIME REAL ESTATE

Sacramento Public Library branches will be easy to find and identify within the community, located on major thoroughfares, near residential areas or areas of high activity. Locations for future libraries will be carefully selected employing defined site selection criteria. Sacramento Public

Library provides focused service facilities (small, limited and focused purpose operations) to facilitate customer service and choice of locations they frequent. To maximize the investment, branch library facilities will be built with a minimum life expectancy of 40 years. Library facility components may include but are not limited to:

- Good street access and exterior signage
- Prominent street presence
- Adequate windows to ensure that passers-by see library activities to recognize the function of the building readily
- Convenient location
- Determination of facility location and placement on site with a view to potential expansion possibilities

GUIDING PRINCIPLE #5: LIBRARIES ARE EASY FOR CUSTOMERS TO USE

Sacramento Public Library collections will be carefully selected, and they will be displayed using the best marketing techniques and furniture or fixtures to ensure maximum accessibility and visibility to customers. The organization (layout) of the facility will ensure that customers can readily and independently find services and collections. Staff functions will be efficiently housed. Full-service facilities range from 15,000 to 35,000 sf in size and, wherever possible, built on a single level.

In addition, the Library identifies services that can be enhanced by location in smaller, focused service facilities. The enhancements – such as a reserve book pick-up or computer lab – would supplement the full-service facilities and provide efficient, specialized services in convenient locations.

Library facility components may include but are not limited to:

- Excellent interior way-finding and signage
- Limited and prominent space for requested items waiting for customers
- Entry areas with open and inviting space for good merchandising
- Adequate space for furniture and equipment necessary for implementation of merchandising programs
- Options for self-service or assisted service

GUIDING PRINCIPLE #6: LIBRARY SPACE IS FLEXIBLE

Libraries will contain spaces that can be repurposed easily and spaces that are designed for multiple uses. The library evaluates programs, services and collections on a regular basis to eliminate unused materials, services and “just-in-case” spaces. Facilities address future expansion

requirements at the outset saving the costs of expensive and unsatisfactory future additions.

Library facility components may include but are not limited to:

- Flexible telecommunications infrastructure
- Workrooms designed for maximum flexibility with shared task stations
- Flexible spaces that do double and triple duty, including story-time and reading areas
- Areas for specific functions being defined by furniture and finish materials where possible without compromising the acoustical integrity of the facility
- Versatile, easily rearranged rooms for programs, meeting and other community activities

GUIDING PRINCIPLE #7: LIBRARIES RECOGNIZE THE VALUE OF COMMUNITY PARTNERS

Libraries will provide spaces that allow collaborative activities with community agencies that provide services and programs consistent with the Library’s mission or provide these services in a focused service facility location. Libraries create space for fundraising activities by library support groups. Libraries provide adequate space and workstations for volunteers and Friends of the Library.

Library facility components may include but are not limited to:

- Cooperative operation of facilities with schools
- A Learning Center that houses programs such as literacy, tutoring, homework or career centers
- Friends of the Library book sales space or bookstore



- Friends of the Library workroom space
- Volunteer workstations in staff workrooms
- Display space for community organizations
- Provision of focused service locations in community partner facilities where appropriate

GUIDING PRINCIPLE #8: LIBRARY DESIGN PROMOTES STAFF EFFICIENCY AND EFFECTIVENESS

The Library will automate routine business transactions and materials-handling processes so staff can focus on customer-oriented functions. Facility design removes barriers between customers and staff. The Library provides an environment that enables customer self-sufficiency. Workroom design fosters staff collaboration.

Library facility components may include but are not limited to:

- Adequate number of well-located self-check stations
- Self-service requested items located conveniently adjacent to self-check stations
- Digital sort and check-in materials handling
- Excellent signage and wayfinding tools to promote customer self-sufficiency.
- Facility design that is easy to understand and use by both staff and customers
- Staff workrooms in an open floor plan with a single office for the branch supervisor
- Fewer and less prominently featured public service desks.

PLANNING STANDARDS AND GUIDELINES

BACKGROUND

Standards from Other Libraries and Agencies

The *Facility Master Plan* Team reviewed a large number of numeric planning standards for libraries for their potential applicability to Sacramento Public Library.

In working with standards, public libraries typically normalize data about the facilities, collections and services by dividing the data levels by the population served and presenting the information in per capita terms. This allows more valid comparisons across differing-size library jurisdictions.

A summary of current guidelines and standards, including the American Library Association interim planning standards, the Wheeler guide (a standard library facility

planning reference), and standards generated by other library jurisdictions and State Library Agencies, provides the following per capita/per 1,000 guidelines, which were used as a beginning guide in setting standards for the *Facility Master Plan*.

Print Volumes:	2 to 3.5 per capita
Periodical Subscriptions:	2.5 to 5.0 per capita
A/V Items:	.2 to .6 per capita
Reader Seats:	2.5 to 5 per 1,000 residents
Internet Stations:	1 per 1,000 residents
Meeting Room Seats:	2 to 5 per capita
Total Gross Square Feet:	5 to 1.0 per capita

FACILITY STANDARDS FOR SACRAMENTO PUBLIC LIBRARY FACILITIES - 2007 - 2025

Introductory note: It is very important to point out that per capita planning standards are general, and only a needs assessment at the individual community level can determine precisely what balance is right for a specific community.

Sacramento Public Library has developed a tiered three-level approach to planning standards. The three levels are Threshold, Target and Prime – and are shown in the table immediately below.

The Threshold standard would be used to evaluate current library services available to residents of the specific service area. As individual communities move forward in planning their specific service goals and the facilities required to provide those services, they would select from Threshold, Target or Prime to tailor their building program.

SACRAMENTO PUBLIC LIBRARY FACILITY PLANNING STANDARDS			
Standard	Threshold	Target	Prime
Volumes per Capita	1.75	2.15	2.75
Technology Stations per 1,000	.75	1.00	1.25
Reader Seats per 1,000	3.00	4.00	5.00
Meeting Room Seats per 1,000	2.00	3.00	5.00
Square Feet per Capita	.40	.50	.60

For example, the absence of meeting and multipurpose space in a newer community might indicate that a library should select from the higher end of meeting room space and seating. Proximity to an elementary or middle school might indicate that a library would choose from the higher end for reader seats to meet the needs of the after-school population. A more remote community might choose from the higher end for volumes per capita, whereas one located adjacent to a community college or university might apply a lower per capita standard to volumes held. A community with a high growth rate should select from the higher range for all categories to meet anticipated population growth.

QUALITATIVE DESIGN GUIDELINES

The planning standard will be further expanded upon in the design process by the application of the recommended Qualitative Design Guidelines, which flow directly from the Guiding Principles as well as design considerations that the Library has found essential in recent facilities projects.

EXTERIOR AESTHETICS

- Design reflects location and community values
- Recognizable as a public library and identifiable as a Sacramento Public Library facility
- Provides views into library to facilitate recognition and a welcoming appearance
- Utilize opportunities for exterior area to accommodate library programs and services

INTERIOR LAYOUT DESIGNED FOR CUSTOMERS

- Comfortable and welcoming spaces for customers who choose the library for a destination visit
- An intuitive and easy-to-use layout for new customers and non-library users
- Designed to enhance the movement and flow of library customers
- Enables fast and efficient self-service to accommodate increasing speed of life
- Easily identifiable and convenient service points for customers seeking assistance
- Merchandising space to promote collections and facilitate customer browsing
- Includes excellent way-finding aids to enhance customer ease of use
- Universally accessible design that incorporates the use of the facility by all customers

DISTINCT SPACES FOR DIVERSE CUSTOMER GROUPS

- Acoustical separation of distinct spaces to minimize tensions between customer groups with differing library use patterns
- Designed to aesthetically reflect and represent the interests of distinct customer groups
- Variety of seating areas and types (lounge chairs, study carrels, table seating, parent/child seating, etc.) to accommodate different customers

MULTIPLE-USE SPACES

- Spaces designed to accommodate multiple different uses will leverage the library's capacity to provide library services

FLEXIBILITY

- Building design and fixtures will enable the cost-effective re-configuration and/or re-purposing of spaces to meet changing customer and community needs
- Technology infrastructure will support future development of library services and technology and support customers' use of personal technology devices
- Enough flexibility for potential future integration of new automated circulation systems or other technological advances

OPERATIONAL EFFICIENCY

- Building will be designed to maximize staffing economies through careful planning to facilitate the efficient flow of library materials and improve customer service

SUSTAINABLE BUILDING DESIGN

- Lead the community by example and demonstrate sustainable building design principles to cost-effectively utilize renewable materials, increase energy efficiency, and promote alternative transportation

LIFE-CYCLE COSTS

- Minimization of life-cycle costs will inform facility planning decision making
- Building materials, both interior and exterior, selected for durability
- Evaluation of life-cycle costs vs. initial capital costs in facility planning and budgeting decisions

SERVICE FACILITIES STRUCTURE

INTRODUCTION

The proposed library facilities models for this *Plan* recognize the desire of Sacramento Public Library customers to receive as full a range of services as possible in realistically-sized facilities for all Sacramento Public Library branches. To address these priorities, for most Sacramento Public Library facilities³ this plan includes two basic and complementary design options: Full-Service Branches and Focused-Service Facilities.

FULL-SERVICE BRANCH MODELS

Full-service branches provide a full range of library services to customers in one building, which is sized appropriately for each community. Each full-service facility includes spaces to support the Library's service philosophy, strategic service directions and priority service areas.

Community-based needs assessments identify service needs in individual communities to ensure that services address current, changing, varying community needs, and new technology and business advances. A full-service branch ranges in size from 15,000 to 35,000 sf. Basic design parameters are summarized below, while the full-service facility minimum design parameters for all full-service Sacramento Public Library facilities are provided in Appendix II: Full-Service Facilities Minimum Design Parameters.

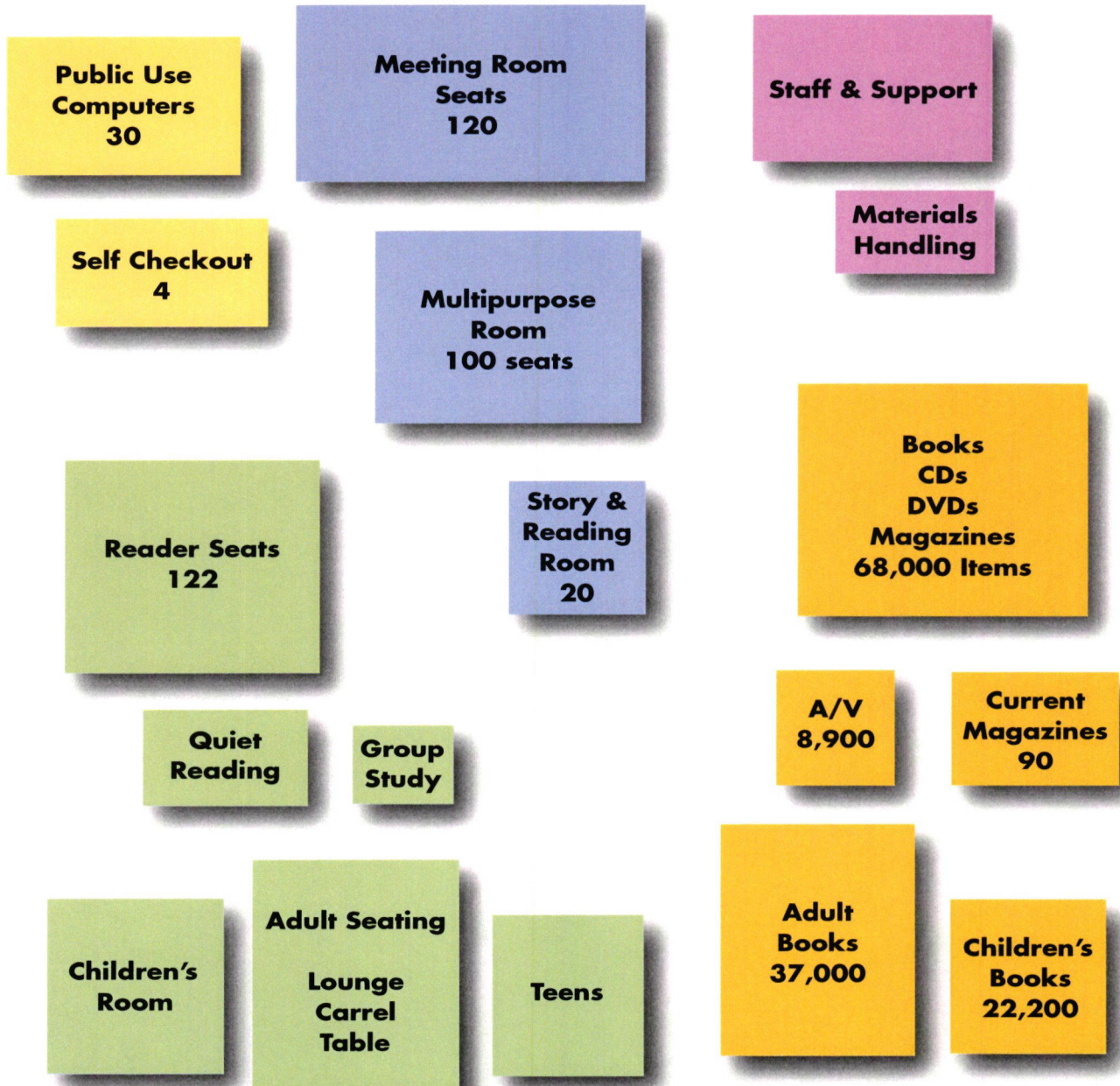
Square Foot Model	Volumes	Reader Seats	Meeting Room Seats*	Public Use Computers	Group Study Rooms
15,000	68,000	122	120	30	1
20,000	85,000	160	120	52	2
25,000	105,000	204	155	56	4
35,000	151,000	288	236	77	5

* Total meeting room seats are the sum total of the seats in the children's program area, the meeting room, and the conference room spaces in each model.

³ **Delta Branches:** The Delta communities of Courtland, Walnut Grove, and Isleton have existing libraries that, while they provide a full array of services, are in facilities that fall well short of the service area standard for a full size service facility. Current population projections do not indicate service area growth sufficient to support the minimum Full-Service Branch model size of 15,000 square feet. However, geographical barriers, historical commitment and successful partnerships support the continuation of a broad array of services in these communities in appropriately sized facilities. These facilities address the Library's Strategic Directions and Service Priorities. They fulfill most of the Library's Guiding Principles for facilities design and operation, but they will not always include all spaces (or services) defined in the Full Service Library Branch Models

15,000 SQUARE FOOT MODEL

This branch model includes all basic components, including a variety of reader seats, responsive collections, public-use computers, a children's room with a preschool reading and story-time area, a teen area, one group study room, a 100-seat community room, self-check stations, a Friends of the Library sale area, self-service reserves and holds, library staff and support space, and a materials handling room.



20,000 SQUARE FOOT MODEL

This branch model builds upon the spaces of the 15,000-square-foot-model. It adds a Learning Center, designed as a homework, tutoring, or training center; a 20-station hands-on computer lab, a Friends of the Library bookstore, a second group study room located in the teen area; and expanded collections, reader seats, and technology stations to serve the needs of a larger population.



25,000 SQUARE FOOT MODEL

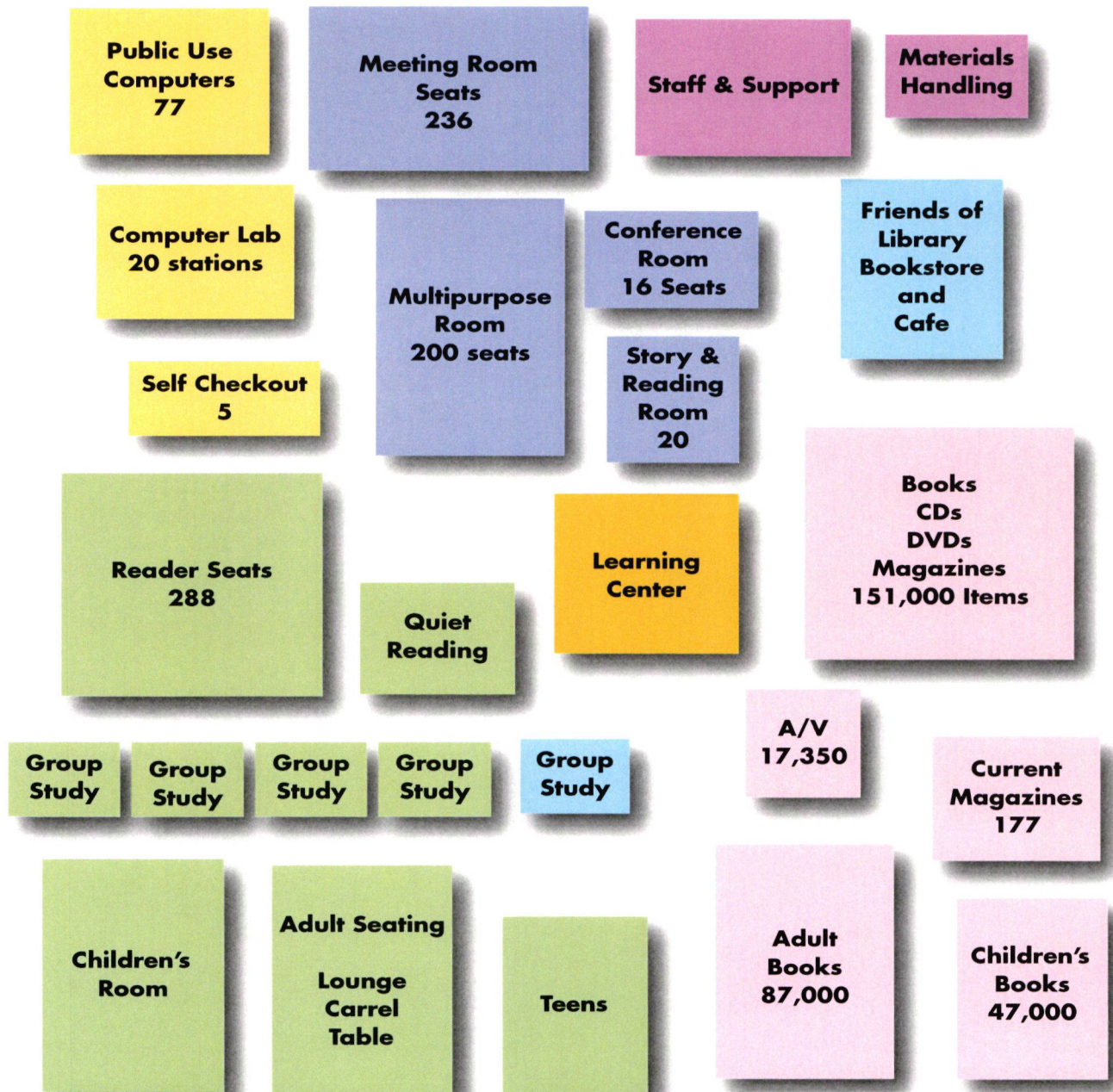
This branch library template adds two group study rooms, a ten person conference room, expands the multi-purpose room to a 125-seat meeting and presentation space, and increases reader seats, technology workstations, and collections to meet the needs of a larger service area population.



35,000 SQUARE FOOT MODEL

This branch library template adds on group study room, enlarges the conference room to 16 seats, adds a café to the Friends bookstore, expands the multi-purpose room to a divisible 200 seat meeting and presentation space, and increases reader seats, technology workstations, and collections to meet the needs of a larger service area population.

For details on each of these branch models, see Appendix III: Full-Service Models - Detail.



FOCUSED SERVICE FACILITIES

Focused service facilities would be employed to fill an immediate need, develop a community partnership, and enhance customer service and convenience. These units could range from an automated reserve book kiosk located at a light rail station to a computer center in the Boys and Girls Club to a focused collection and reading room in a senior center.

Electronic kiosks strategically located in shopping centers or community or civic centers would allow library customers to place a hold, pick up a reserved item, renew materials, or access the library's databases without traveling to the nearest branch library. These focused service units would quickly address a library service need in a cost-effective manner. The capital costs for these units would be significantly less than for a full-service branch library and the ongoing operating costs would largely depend on whether or not staff or programming was provided.

Focused-Service Facilities – in a Nutshell

Focused-service facilities:

- Are designed to address a specific purpose in a specific setting for the people most likely to frequent that particular area
- Support a demonstrated customer need in the particular area
- Extend services beyond full-service branches rather than exist in place of a branch
- Provide sizes ranging from as small as 25 to 50 square feet to as much as 2,000 to 2,500 square feet, depending on the appropriate response to the defined need and to the circumstances of the facility location

Why Establish Focused-Service Facilities?

The following describes reasons to establish focused services facilities:

- To mitigate identified service deficits in a cost-effective manner
- To extend services beyond existing full-service facilities
- To allow for a flexible approach in addressing the trade-off between customers' desires for larger facilities, but also wanting them located close to where they are
- To allow the Library to be both nimble and opportunistic in providing needed services in specific areas without a high-dollar investment
- To minimize capital costs
- To provide a visible presence and reminder of the Library in a variety of areas

Examples of Focused-Service Facilities

The following are examples and descriptions of focused service facilities:

- Computer Resources Center in a community center or Boys/Girls Club – this concept serves people who would frequent one of those facilities, particularly when the nearest full-service branch library cannot have as many computer resources as that community needs. It might also include materials pickup/drop-off, holds, etc.
- Small area (150 square feet) at a light rail stop or a grocery store – this type of facility could allow books and other materials to be requested, picked up or dropped off. It might also allow for a small, circulating collection of popular materials.
- Small, 500 to 800 square foot area for non-English language materials or English language learners collection – this facility would be located appropriately for non-English language speaking customers.
- Small seniors-focused service center of materials and limited programming – this facility serves an area where many senior citizens are living.
- A 1,000 to 1,500 square foot space within a town center area – this facility could be focused specifically on children to be used by parents who bring their children with them while taking advantage of the town center services. This facility might have multiple children's story times per day as well as children's materials, crafts, etc. Staffing might be shared from a nearby full-service branch.
- Free-standing, un-staffed kiosk in area of high real estate cost but also high customer traffic – this facility could include a pickup/drop-off location plus computer access to library resources in a secure but un-staffed area situated in a mall or other high-traffic area.
- Physical space in a shopping mall location – this facility addresses needs and time availability of mall customers and includes services such as holds, pickup, drop-off, stand-up computer access, regularly scheduled story times, small browsing collection, but no seating space. Customers just walk in, move around and leave.
- Community living room in an area with few such resources – this facility size might be about 2,000 square feet to include holds, pickup, drop-off, lounge seating, popular materials collection, community room or coffee shop.
- Space in a retail shopping mall or community service building for the "Ready to Read" model with early childhood literacy computers, picture books, tactile games, and furniture designed to be crawled through or on or over, planned for 1 – 8 years old (and parents or caregivers). Seating that accommodates adults and kids at the same time.

THE RECOMMENDATIONS

NEW AND REVISED FACILITIES SYSTEM STRATEGY

It will require a significant amount of additional library space to provide library services to current and growing populations within the county. Based on a projected population of 1,466,000 people by 2015, an additional 200,000-500,000 sf of new library space will be needed to correct current deficiencies and accommodate growth through 2015. An additional 100,000 sf will be needed to accommodate the current projected growth from 2015-2025 at the target standard level for facility sizing of .5 sf per capita.

The structure of the *Facility Master Plan* accommodates changes in growth projections – especially as new growth areas become better defined. Meanwhile, seven current facilities projects are already complete or currently underway but many other existing facilities need upgrades to ensure they continue to meet community needs in the future.

The Sacramento Public Library vision creates a network of linked, full-service libraries all connected to each other with coordinated services through a central administration. The Central Library not only serves as a neighborhood library for downtown Sacramento, it also supports and enhances customer services at branch libraries through more in-depth subject collections, telephone information service and special collections, such as genealogy, local history and California materials in the Sacramento Room collections. The Central Library building houses support services such as administration, information technology, marketing and development, purchasing/acquisitions, technical materials processing, delivery services and maintenance and repair functions.

In addition to the full-service branches and the Central Library, the Sacramento Public Library envisions using focused service facilities to supplement the services recommended for full-service branches. They will be based on evolving community-specific needs assessments and/or specific opportunities/needs. Therefore, this base system strategy discussed below does not include the details of the focused service facilities; they will develop and evolve as the plan is implemented based on needs of the moment.

This section recommends the following strategies for meeting both immediate and future needs throughout the areas the Library serves by 2025:

- Renovate three facilities
- Expand nine facilities

- Relocate six facilities
- Build 16 new facilities
- Finish 4 projects currently underway (two new facilities and two relocations)
- Continue to provide service through 6 facilities where projects are complete or currently underway.

DETERMINING BRANCH LOCATIONS Service Areas

As described earlier in this report, the current Library service areas were defined using a combination of GIS “patron mapping,” analysis of geographic barriers within the county, and community input. These service areas will evolve as new libraries and new development areas are created and as traffic patterns and other borders change. The addition of new branches and redefinition of service areas will reduce the distance many residents must travel to access library services.

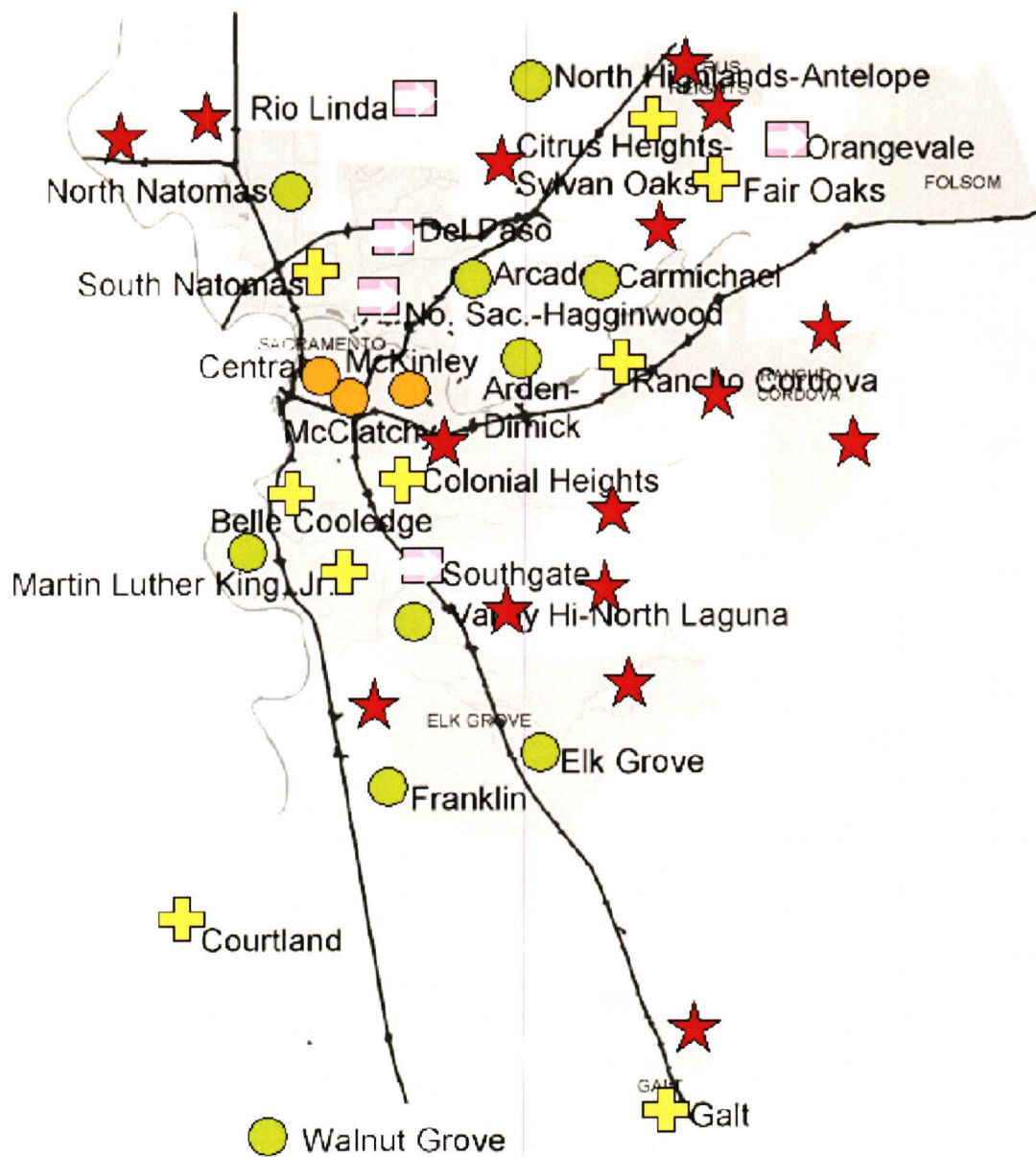
GIS mapping of current Sacramento Public Library users as well as input from community meetings confirmed that many of the existing libraries are well-located; however, there are some facilities with poor locations. These were caused by facilities being “off the beaten path” and not visible via community corridors, as are Southgate and Del Paso, or, in the case of the Martin Luther King, Jr. Library, are on a busy bypass that separates it from the bulk of the community and makes it difficult to get to for children and those with mobility problems.

There are also areas throughout the county that are underserved by their current facilities, usually because of population growth since the facility’s construction that make the library undersized for their current service area population. In addition, there are several areas in the county experiencing rapid growth, and several new areas that are anticipated to undergo greater development in the next 10 to 20 years.

System-Wide Vision for the Sacramento Public Library System

Key strategies to balancing service area populations to building sizes involve designing a branch system that provides accessibility to all county residents and creates different facility sizes to meet each community’s needs. This plan establishes 15,000 sf as the minimal desirable size for a full-service library facility, while 35,000 sf provides an optimal maximum size for enhanced customer service and operational efficiency.

FACILITY RECOMMENDATIONS SUMMARY



ISLETON
Isleton

- Underway/Complete
- Renovation
- + Expansion
- Relocation
- ★ New

43 Branches 1 Central

- 6 Complete
- 4 Underway
- 3 Renovations
- 9 Expansions
- 6 Relocations
- 16 New

A 15,000 sf facility would serve between 25,000 to 37,000 people, while a 35,000 sf library would be able to serve between 60,000 to 85,000 people using the proposed .4 to .6 sf per capita guideline. A minimum preferred size of 15,000 sf ensures that the variety of library services needed in contemporary facilities can be accommodated in the facility. A minimum size will also ensure that communities do not immediately outgrow facilities, and that they have enough space flexibility to change with evolving customer needs and technological advances.

On the other hand, the Library recognizes that while larger-sized facilities would be operationally more efficient, each community has its own planning goals, which means smaller-sized libraries may better coincide with some local community development goals.

The preliminary steps in formulating the development strategies included analyzing the existing libraries in relation to their current service areas, identifying underserved populations, and identifying areas with anticipated future population growth. Current and future population figures as well as anticipated areas of growth were established using Census data and information from SACOG. These figures provided the basis for determining the need in different areas of the county in terms of service level guidelines, especially square footage needs.

Existing Infrastructure: Areas were identified within each community where new service areas could be defined for new or relocated branches. This process kept in mind the library needs of the whole of Sacramento county and the Library's goal to provide service to everyone. In most cases, the strategies identified a desired general location for each new or relocated facility, with specific sites still to be determined.

The next step of the planning process will have the Library review the development strategies with its community partners, both cities and the County, to determine what will best meet community needs and to identify specific sites for recommended Library improvements.

The strategies apply building sizes to meet the *Plan's* recommended space and service guidelines. Most recommendations fall within the 20,000 to 25,000 square foot range. Each community will determine whether they want fewer, larger libraries or more, smaller facilities for each service area. Geographic barriers – such as rivers and existing and new highways – will also continue to define library usage patterns.

Specific sites will be evaluated against site selection criteria, which were developed as a part of the planning process. This method ensures future library facilities will be centrally

located, visible and convenient for residents, easily accessible through a variety of transportation options, and add to the community's civic infrastructure.

DEVELOPMENT STRATEGIES

Each proposed new branch or change to an existing facility was evaluated to determine the best solution to meet the needs of that community. These development strategies are considered a starting point for discussions with local communities and municipalities. The final development strategies will be determined through a partnership between the Library and each community to ensure that the library sizes and structures complement and support the local community vision and planning goals. Locations for proposed new facilities and relocations – except for Valley Hi-North Laguna, Pocket, Rio Linda, and Elk Grove libraries that already have sites identified – are also limited to general areas until specific locations can be identified. Development strategies fall into one of five categories: complete, renovation, expansion, relocation and new facilities. Details of recommendations for each facility/service area can be found in the Facility Summaries and Recommendations section below. A summary of the facilities development plan for each jurisdiction is provided on the next page of this section.

Complete/Underway

The system contains ten recently improved facilities. These include the newly expanded facilities of Arcade, Arden-Dimick, Carmichael, and Walnut Grove and the more recently built Franklin and North Highlands-Antelope libraries. Funding has also been provided for new facilities in North Natomas, Elk Grove, Pocket, and Valley Hi-North Laguna. In the near future, these facilities will probably require only minor improvements and/or need to incorporate changes to reflect the library's service model including self-service features and other changes as it evolves.

Renovation Strategy: Renovate an Existing Facility

This strategy applies when an existing facility cannot be expanded – such as the McKinley library, is an historic building – or a facility's size or location are appropriate but the facility requires updating – such as the Central Library. Although the McKinley Library was recently renovated (1995), the McClatchy Library needs significant repairs and building upgrades to maintain it, expand usable space, and ensure even better service to customers and staff. Renovations will as much as possible bring the facilities up to current code requirements and incorporate contemporary library design and planning concepts, including the new service model of customer service and self-service.

The Central Library expanded in 1992 with flexibility in mind. This *Plan* proposes a greater presence within the downtown neighborhood to serve both local businesses and workers and the existing and new residential downtown growth. The Central Library has delivery services located on the ground floor; however, recommendations also suggest consideration of moving delivery services away from this prime real estate for public service to a location more central to the entire Library system area.

Expansion Strategy: Expand an Existing Facility at the Library's Present Site

This approach is proposed when an existing library already sits in a good location and has adequate expansion capacity to provide the recommended level of service. The expanded facility should complement the existing facility and, ideally, allow the facility to meet community needs at its present site even while it's being renovated.

An expansion project budget should include costs to cover existing space renovation and construction of additional square footage or when necessary to construct a completely new building. Expansion projects include older buildings that haven't been upgraded since the 1970s, which include Colonial Heights, Fair Oaks, Sylvan Oaks (Citrus Heights) and Rancho Cordova. Some newer facilities are also being recommended for expansion, including Belle Cooledge, Galt, Courtland and South Natomas, which were constructed with expansion in mind.

Relocation Strategy: Relocate the Facilities

This strategy applies to two types of facilities: leased facilities from private entities or facilities in poor locations. New facilities have historically started out as bookmobile stops, become small leased facilities, and eventually become stand-alone publicly owned facilities; however, incremental space expansion is no longer a preference. It often saddles the Library system with inadequate facilities that cannot keep pace with growth or accommodate the full array of services.

Facilities recommended for replacement include all small leased facilities. Replacements will be permanent, publicly

owned (city or county) facilities, with the exception of Walnut Grove that is an appropriately sized, county-leased facility. Current leased facilities include Orangevale, Rio Linda-Elverta and North Sacramento-Hagginwood libraries. Isleton sits in a school-owned space that will not allow

expansion when it's needed and, therefore, the library will need to relocate.

Poorly located facilities – such as Southgate Library – will also require relocation. Another poorly located facility, Del Paso Heights Library, is too small to serve its community's needs and cannot be expanded, and therefore, it will also need to be relocated.

For each of these recommended relocations, the existing branch will be relocated to a more appropriately sized facility, with priority given to a site that the Library can fully control (through city or county ownership) and that also meets the needs of residents in the branch's service area and the site selection criteria (central location, etc.). Until completion of the new facilities, the existing branches will remain open.

New Strategy: Construct a Completely New Branch

This strategy applies to two conditions: facilities located in underserved community populations where an additional facility would provide a solution and areas with new population growth and no facility. Areas that fall into the first category include the Pocket area in the city of Sacramento, the eastern part of the city of Sacramento near 65th Ave. and Folsom Blvd, Citrus Heights, the Carmichael/Arcade

area, North Highlands, Elk Grove, Galt, and Rancho Cordova. Areas expected to fall into the latter category in the near future include Elk Grove and Rancho Cordova and regions in the Vineyard area north of Elk Grove and the area in the northwestern corner known as the Natomas Joint Vision area.

Only preliminary decisions about the size and number of facilities

have been determined. These projections need adjustment as populations grow and community plans determine development goals. Ongoing discussions between the Library, municipalities and the County play an important role in developing short- and long-term strategies for all library improvements, but especially in these rapidly changing areas.



Summary

The *Facility Master Plan* recommends:

- A system which builds upon the current infrastructure, including six newly completed facility projects and four projects underway to provide library improvements
- Increase space in order to improve services
- Increase space for collections and programs
- Renovate three existing libraries
- Expand nine libraries
- Relocate six libraries
- Construct 16 new libraries



This report includes individual development strategies for each library/community in the Facility Summaries and Recommendations section below. Once development strategies have been reviewed with communities, funding established and a specific site selected, a community library needs-assessment process is necessary to plan and identify specific community needs.

SUMMARY OF FACILITIES DEVELOPMENT PLAN BY JURISDICTION

2005-2015				2015-2025		
Complete or Underway	Relocate	Expand Renovate	New	Relocate	Expand	New
County of Sacramento Com: Arcade Com: Arden-Dimick Com: Carmichael Com: N. Highlands-Antelope	Orangevale Rio Linda-Elverta	Exp: Fair Oaks	Vineyard 1 N. Highlands Carmichael/Arcade Natomas Jt Vision 1	Southgate		Vineyard 2 Vineyard 3 Natomas Jt Vision 2
City of Sacramento Und: Pocket Und: N. Natomas Und: Valley Hi-N. Laguna	N. Sac-Hagginwood	Ren/Exp: McClatchy Ren: McKinley Ren: Central	65th and Folsom	Del Paso Heights	M. L. King Belle Cooleedge South Natomas Colonial Heights	
City of Citrus Heights		Exp: Sylvan Oaks	Citrus Heights			
City of Rancho Cordova		Exp: Rancho Cordova	Rancho Cordova 2 Rancho Cordova 3			Rancho Cordova 4
City of Elk Grove Und: Elk Grove Com: Franklin			Elk Grove 2			Elk Grove 3 Elk Grove 4
City of Galt			North Galt		Galt	
Delta Branches Com: Walnut Grove	Isleton	Exp: Courtland				

SITE SELECTION

A library's success can be ensured through proper site selection for a new or relocated facility. Site evaluation involves a complex equation of factors, including location and size (also known as site fit), visibility, traffic, pedestrian and vehicular access, infrastructure, geotechnical conditions, environmental conditions, community growth patterns, development restrictions, and land cost and availability.

Before a final site is selected, multiple sites will be evaluated based on the criteria included in this section. If an existing site is under consideration or a site has been selected or is being donated, the process may not occur in this same sequence. However, the same criteria will be used to evaluate the site and to assess any additional site-related costs which may affect the project's budget.

The primary criteria for site evaluation include:

- Location
- Size (site fit)
- Infrastructure
- Topography
- Geotechnical and soils
- Site orientation
- Availability and cost

LOCATION

Location is the single most important factor in site evaluation. The primary criteria for evaluating location are:

- GIS mapping of customer service area
- Centrality
- Customer convenience
- Location along major arteries
- Proximity to public transportation
- Accessibility for pedestrians
- Proximity to community or civic facilities
- Proximity to retail magnets
- High visibility

Although many of a site's deficiencies can be mitigated, even the best library will suffer from a poorly selected location. A central location will be the most successful in providing convenient access and enhancing customer satisfaction. Desirable locations include sites which sit in a downtown location, are on or near a major artery,

that are accessible to public transportation as well as major pedestrian and vehicular traffic routes.

Nationwide library usage studies report:

- An estimated 70 percent of library users live within a two-mile radius of the library they use
- Few metropolitan users will drive beyond 15 minutes
- Few rural users will travel beyond 30 minutes
- Many ethnic communities resist travel outside their immediate community
- Children, elderly and non-working individuals prefer smaller branches within walking distance

GIS mapping provides substantial support for identifying service areas and branch market areas. By tracking attendance, use and circulation, the Library identifies its

"catchment" area or zone from which a majority of customers will likely come.

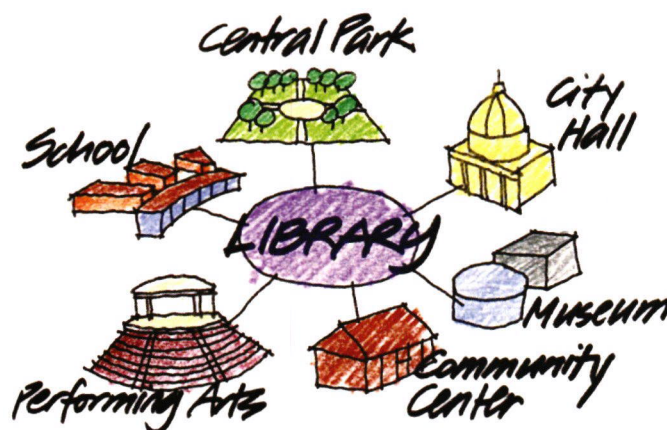
The best sites will be within this zone. Proximity to the customer base is the leading indicator of higher library use. Community participants in the Sacramento Public Library Facility Master Plan desire their library to be located near where they live, work and play. Participants often indicated that they felt

the library was the "heart" of the community.

One participant said, "The library should be at the center of the community, meaning it should be near schools, parks, transportation and civic centers." Sacramento Public Library's GIS patron mapping charts illustrate how the user density decreases beyond the two-mile radius.

Data that tracks customers by zip code also shows that while a central location is important, customers also frequent the branch closest to work or along commute routes. Simply drawing a radius around a library doesn't work in a service area divided by rivers,, major highways or jurisdictional boundaries.

Long-range planning and site selection address issues of community growth, location of future school facilities, and traffic projection changes, including planned roads. A frequent comment from planning participants identified "access and convenience as very important. Accessibility



by a variety of means – [walk], bike, [ride] light rail, [place location] near public transit, and [provide] plenty of parking.”

Sharing a site with a magnet such as a museum, school, park, city hall, community center, performing arts center or other municipal facility can be advantageous. Proximity to retail, such as a shopping center with tested geographic market areas, can also ensure visibility and convenient access. Sharing a location with a school or park may provide convenient access for the specific school’s community or the park users, but if these locations are off the main path, co-location of the library may decrease overall customer convenience and deter use by other library service area members.

Providing customer convenience may affect the number of service units as well as the location. If a library service area covers a particularly large geographic area, it may be better served by multiple smaller branches if the current and projected population figures warrant the facility space. In these cases, the Sacramento Public Library must carefully balance customer convenience against the added annual costs of operating multiple branches.

In order to be successful, the library must also be highly visible. A facility that is buried deep in a site, hidden behind larger structures or

parking lots will not attract the public’s attention. One expert on library site issues wrote, “If the library facility is out of sight, it may also be out of mind and poorly attended.”

SIZE

This *Plan* proposes using the square footage of the library model identified for the population size a facility is to serve to search for a suitable site. As planning progresses, the Community Needs Assessment and Library Building Program provide a more accurate size for the facility. A site location must be large enough to accommodate the facility footprint and meet development parking restrictions and requirements. The footprint must be large enough to accommodate the entire program on one level for all facilities 25,000 sf and smaller and for larger facilities if possible.

The site must accommodate sufficient parking for customers, program attendees, and staff. Many local jurisdictions have minimum parking requirements and many libraries have adopted their own standards – ranging from three to five spaces per 1,000 sf of building.

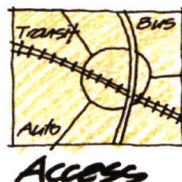
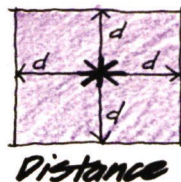
Development restrictions include easements, dedications, floor-area ratio, height limits and setbacks. The following defines and describes some of these terms:

- Setbacks buffer spaces that specify a distance from the property line and may be required by local design guidelines for aesthetic reasons or by local code for fire and life safety.
- Requirements for access to major utilities; easements can be defined as restricted building zones.
- Public entities often reserve “dedications” or portions of a site (i.e., a future traffic lane).

A structure cannot encroach upon an easement, setback or dedication without a variance. In addition, the site must provide enough area for public, staff and service entrances, any roads, drives or turnarounds that these might require, and for space required to service the facility, including trash enclosures and mechanical equipment located on the site.

If a site meets the criteria for location, but is not large enough for the footprint and parking, then the

Sacramento Public Library will weigh these requirements against the desirability of the specific site and any other sites which



might be available. The Library may determine that a site is not only the right site, but the only site, and move toward mitigation of the site limitations. This could involve accepting a multi-story design to reduce the footprint, adding a parking structure or underground parking, or decreasing the gross square footage of the facility. Multi-story buildings decrease staff efficiency and increase security concerns. They can add significant annual operating costs as well as the costs of elevators, stairs, emergency exits, and the structural costs of a multiple story facility to the construction budget. The substantial cost of parking structures and underground parking may push a project budget out of reach.

Site fit should address any desired site amenities including outdoor cafes, reading areas, performance amphitheatres, gathering areas, gardens or courtyards. If these are fundamental to the library’s plan of service, they must be included in the site evaluation and not assigned to “leftover space.”

While the library site should include space for future expansion, full service branches should be wholly built out at the time of construction. Phasing of tenant improvements or actual construction of portions of a project increases the cost of construction substantially and can create a building that does not function effectively. Frequently, areas constructed in the first phase, such as entrances or restrooms, require costly relocation or renovation in subsequent phases of construction. Any identified expansion space should be for future expansion beyond the immediate project and the scope of the current *Facility Master Plan*.

Before the Library accepts a site as its final selection, the site fit must be tested against these criteria, and the costs of addressing any deficiencies must be identified. Compromises should not be made without considering the long-term effects on operating costs, security or building efficiency. The primary criteria for site-fit include:

- Footprint on a single level
- Adequate parking
- Easements
- Setbacks
- Dedications
- Service area and roads
- Future expansion

INFRASTRUCTURE

The site must have access to water, sewers, storm drains, electricity, telephone and data, and gas. An ideal site has access to these basic services provided to the property line. In less developed areas, the cost of bringing these services to the property must be included in the project costs. In other cases, existing utilities may need to be removed or relocated. These additional costs must be considered when evaluating a potential site.

GEOTECHNICAL AND SOILS

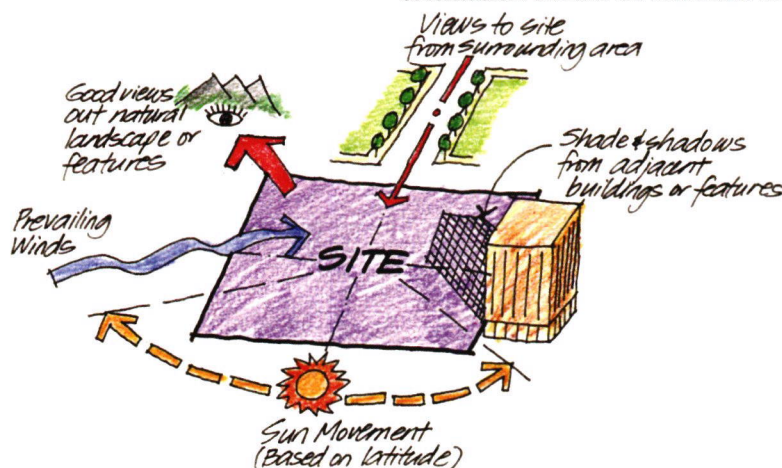
The soil and its ability to support a structure must be studied as part of site evaluation. Construction systems can be engineered for any parcel, but additional structural footings, site shorings, foundation systems and extensive site preparation will add significant costs to the project. A poor "soils report" will not eliminate a site, but the additional costs should be weighed against the benefits of a particular parcel.

TOPOGRAPHY

The cost of leveling a sloping or hilly site can add substantial expenses to site development. Accessibility must be considered on a hillside, which may hamper pedestrian and vehicular traffic to the building. Slopes which exceed the Americans with Disabilities Act guidelines will need to be addressed through site grading or ramps and lifts. Hillside sites may require more expensive footings than a level site. Unless a sloped site is the only one available or a multi-story facility, which benefits from the natural slope, is planned, it's a better choice to locate a facility on a level site on an alternate location.

SITE ORIENTATION

Over the life of a project, site orientation can have a favorable affect on a building's energy efficiency savings for lighting or climate control. Solar and wind orientation should be included in the site evaluation



process. It's desirable for a site to allow for maximum glazing on the northern exposure. Materials or landscaping often required to address environmental concerns add project costs. Additionally, a library site with a

pleasant customer view enhances the site.

AVAILABILITY AND COST

The land availability varies widely throughout the Sacramento Public Library service area. Limited land availability in some areas drives up land costs. The best sites are likely to be the most expensive. The cost of a specific site must be weighed against compromises in its desirability versus costs incurred to remedy site deficiencies.

EVALUATION PROCEDURES

While a physical facility can be remodeled or expanded, a building's location cannot be changed. A careful site assessment process utilizing the above criteria carefully weighs the benefits and weaknesses of multiple sites, identifying the additional costs to mitigate any known site deficiencies. The very best site will be:

- Highly visible and centrally located in the customer service zone

- Accessible to pedestrians, vehicles and public transportation
- Available and affordable
- Large enough for the facility and parking requirements with space for future expansion
- Level for easy access
- Able to provide utilities to the site
- Built to afford customers opportunity for daylight, views and natural ventilation

While few sites will meet all of these criteria, a standard and consistent means of assessment will assure the greatest access and customer satisfaction.

FACILITY COSTS AND FUNDING COST PLANNING

A premier library system requires excellent materials, talented staff, convenient hours of operation, and aesthetic, comfortable facilities that support the Library's mission.

A thorough cost analysis of the *Facility Master Plan* recommendations to meet these goals must address both the one-time capital funds necessary to construct or improve library buildings and the ongoing funds needed to maintain and operate them.

Development of project costs plays an integral part of the *Facility Master Plan* process. A comprehensive Project Construction Cost Model is presented in this *Plan*, Appendix IV. When construction project funding is being planned, the Cost Models will be updated to establish an appropriate Project Budget for each project to be implemented. Later, while a project is in design, cost estimates will be developed for each of the project components during appropriate design phases. Costs for operating and maintenance are discussed in general terms in the *Plan* and will be identified in detail in the subsequent *Long-Range Financial Plan*.

Historically, the city of Sacramento or Sacramento County has built and owned library facilities, while the Sacramento Public Library Authority operates the facility. The city of Galt has also built and owns its library facility.

Components of the Project Construction Cost Model address hard and soft costs, as well as collection acquisition. Hard costs normally include:

- Demolition of existing structures if required
- Land preparation
- Site improvements, including parking, landscaping and "hardscaping"
- Building construction costs of either renovation or new construction costs, or both, as appropriate to each project.

Construction hard costs include library shelving

- Site utility allowances
- Furniture, fixtures and equipment
- Technology infrastructure and equipment
- Public art

Facilities with recommended expansions include both the cost of the new construction and renovation costs for the building's existing portion.

Soft costs included in the Project Construction Cost Model are:

- Design and engineering fees, including fees for architecture, interior design, lighting design, furniture selection or design, sustainable design certification, public art, coordination, and other services required for specialized library construction
- City/county project management
- Construction management
- Plan check, inspections, and permit fees
- Commissioning
- Moving costs

Hard and Soft cost contingencies have been applied, as appropriate, for new construction and renovations.

Costs excluded from the Cost Model that need to be defined for the Project Budget include:

- Land Costs including real estate, legal, title, escrow, and other related costs
- Hazardous Material investigation and mitigation of the site or existing structures, if any
- California Environmental Quality Act compliance costs including planning and mitigation costs. Unless project is categorically exempt, CEQA-related costs can range from minor, if already covered under a previous CEQA approval, to significant, depending on – or subject to – a mitigated negative declaration or if a full Environmental Impact Report is required
- Special Development Costs, such as off-library site roadway or infrastructure improvement that may be required, or Division of State Architect review and inspection requirements if library is located on a school site, or other special condition
- Utility or moving costs that may be higher than the lump sum or percentages provided in the Cost Model
- Cost Rise. The Cost Model is based on projects that could be bid in January 2007. When a project is ready to

be funded, a project schedule will also be prepared that identifies durations and schedule contingencies. The Cost Model will be adjusted for any past cost rise from 2006 to the time of budgeting. An allowance for future cost rises will be provided from the budget date to the anticipated bid date

- Bid contingencies will also be considered as a hedge against uncertain market conditions. The Cost Model and design-phase cost estimates are based on prices that reflect minimum numbers of competitive bids that current tight markets do not always provide. These costs are based on five or more bids from general contractors and three or more bids from major sub-trades. Many municipalities have added a bid contingency of 10% or more to create a margin within which a project could still be awarded. Cost to rebid the project or redesign are often greater than 10%

It is recommended that needed land be secured through purchase or other agreement as soon as possible to minimize cost escalation and to ensure site availability. The Library will actively work with its community partners to identify potential library sites.

CAPITAL COST MODEL METHODOLOGY

Basic facility models have been created for each type of project needed to implement this plan. This section includes a discussion of the methodology used to develop capital cost models for this plan along with a table that summarizes those costs for all types of facility projects. In Appendix IV (Facilities Cost Models – Detail) are the detailed cost

models for each project type, including both hard and other development costs presented in a comprehensive project cost framework. Central Library renovation costs will be developed as the vision for this facility is further defined.

Construction cost models are based on “per square foot” costs for building, landscape and parking appropriate to public buildings of the size and type proposed. The projects are based on traditional (design/bid/build) project delivery by a public-sector entity. The approach to developing the hard costs contains several built-in checkpoints. The *Facility Master Plan* architectural design consultants and cost estimating specialist who has library construction and renovation experience developed the cost models. The library building consultant used technology needs outlined in the facility models to develop the technology budget, and she provided estimates for furniture costs. The construction costs include technology infrastructure (i.e., data cabling).

Project cost models for new facilities were done for each of the facility sizes (15,000 sf, 20,000 sf, 25,000 sf, and 35,000 sf) as well as for several projects proposed at 30,000 sf:

Three categories of construction were used as applicable to existing facilities:

- New construction
- Renovation
- Addition/Expansion

SACRAMENTO PUBLIC LIBRARY AUTHORITY DEVELOPMENT STRATEGY CAPITAL COST MODEL OVERVIEW 2007

	Library Size (Square Feet)	Construction Hard Costs (2007 dollars)	Furniture, Technology, and Public Art Costs (2007 dollars)	Soft Costs Including Moving Costs (2007 dollars)	Total Base Project Costs* (2007 dollars)
New Facility	15,000	\$7,250,000	\$904,000	\$2,927,000	\$11,081,000
New Facility	20,000	\$8,923,000	\$1,443,000	\$3,717,000	\$14,083,000
New Facility	25,000	\$11,635,000	\$1,636,000	\$4,761,000	\$18,032,000
New Facility	30,000	\$13,906,000	\$1,961,000	\$5,692,000	\$21,559,000
New Facility	35,000	\$16,179,000	\$2,134,000	\$6,572,000	\$24,885,000
Expansion to 10,000 sf	10,000	\$5,740,000	\$748,000	\$2,328,000	\$8,816,000
Expansion to 20,000 sf	20,000	\$8,688,000	\$1,439,000	\$3,631,000	\$13,758,000
Expansion to 25,000 sf	25,000	\$10,415,000	\$1,611,000	\$4,313,000	\$16,339,000

* Does not include land, cost escalation or initial purchase of library materials

For expansions, the cost of an addition to a facility was applied for the square footage being added while full renovation costs were applied to the existing square footage. This strategy adequately covers a replacement facility if it's determined to be a better functional and fiscal community solution.

Based on "per-square-foot" factors, furniture costs include new items to replace and augment existing furniture. A construction contingency of 10 percent for new construction and 15 percent for renovations and additions was utilized. A two percent public art allowance was also maintained, as both Sacramento County and the city of Sacramento currently have public art requirements. Expectations are that other municipalities in the county may also be considering a similar requirement.

Soft costs utilize a budget of 35 percent of the hard costs and include a 10% contingency.

Capital costs are anticipated to rise over the course of building the projects, and the cost plan for each facility will need to include a factor for escalation as each project is defined.

CAPITAL PROJECT FUNDING STRATEGIES

Implementation of the full Facility Master Plan involves significant costs to the County and the participating cities.

Historically, a variety of sources has provided capital project funding for libraries throughout Sacramento county. The last major initiative for new library construction occurred in the 1960s and 1970s when federal funds helped leverage local funds for library construction. During that time, nine library buildings were constructed throughout the county with a combination of federal and local funds: Arcade, Arden-Dimick, Carmichael, Del Paso Heights, Fair Oaks, Martin Luther King, Jr, Rancho Cordova, Southgate and Sylvan Oaks.

Many of those buildings were built on similar models of about 12,000 sf to serve the population of that time. Three of them have undergone major renovation and expansion: Arcade, Arden/Dimick and Carmichael. The remaining facilities have essentially the same square footage and service layout as they had when they opened 30 to 40 years ago.

The following provides a brief synopsis of financing alternatives for library projects proposed in this *Facility Master Plan*.

City and County Funds

Potential funding sources include general and reserve funds. Usually smaller projects use general revenues. The city of Sacramento periodically uses general fund money

to completely or partially augment library project funding. Recently, the city of Sacramento issued Revenue Bonds to accomplish a series of Community Reinvestment projects. Projects currently planned for funding by the bonds include the Pocket and Valley Hi-North Laguna new library construction projects. This funding played a critical role in moving these projects forward, especially in wake of the defeat of Proposition 81 in June 2006.

County Fund 11 (County Library Fund)

Currently, the County Library Fund (Fund 11) has been used to support the annual operating costs of the libraries outside the city of Sacramento. The County also covers certain internal library support costs and overhead from the County Library Fund. In addition, this fund provides debt financing of \$250,000 annually through 2020 for the North Highlands-Antelope Library. When the County submitted the State Bond Act grant application for the Orangevale Library project in 2003, the County Library Fund committed about \$3 million in local matching funds that would have to have been financed at an estimated \$350,000 annual cost.

The County Library Fund has also been used to fund all or a portion of other renovation and construction projects, such as the recently completed renovation and expansion of the Arcade Learning Library (\$443,000) and for the County's portion of the Franklin Community Library capital construction cost (\$935,000).

A key policy issue for Board consideration concerning the use of Fund 11 monies for capital projects asks whether such funding should be made available only to projects in the unincorporated area or for all facilities within the library service area, excluding those facilities within the city of Sacramento. All parcels in the county with the exception of those in the cities of Sacramento and Folsom generate Fund 11 revenues.

When County Library Fund monies are used for capital project funding, it reduces the amount of money available for library operations. Any future use of Fund 11 for capital construction must be done with careful analysis to determine that the fund can support the one-time cost or ongoing debt service, while continuing to support the expanded annual operating costs.

Redevelopment Area Funding

The state of California redevelopment law allows a redevelopment agency to obtain funds using "tax-increment financing." This type of financing registers a total property tax value for the area and allows any future increases in taxes (the "tax increment") due to increases in the properties' assessed values within the area to go to the Redevelopment Agency for use in stimulating development.

The purpose of these redevelopment areas is to fund new projects that create a healthier environment for businesses and residents. The Redevelopment Agency can then use the funds raised through the tax increment to:

- Rehabilitate properties
- Promote job creation
- Improve streets and streetscapes, parks and other public facilities
- Stimulate private business and development
- Create investment to accomplish what could not be done through other public or private means

Current redevelopment areas in the cotoes and County of Sacramento, as administered by SHRA, include:

- City of Sacramento: Alkali Flat, Army Depot, Del Paso Heights, North Sacramento, Oak Park, and 65th Street.
- Sacramento County: Auburn Boulevard, Mather AFB, McClellan AFB/Watt Avenue, Walnut Grove, Florin Road
- Joint City and County of Sacramento: Franklin Boulevard and Stockton Boulevard

Additional Redevelopment Agency project areas not administered by SHRA include:

- City of Citrus Heights Commercial Corridor Project Area
- City of Rancho Cordova Proposed Redevelopment Project Area

Although the tax increments from redevelopment may not directly be used for library operations, agreements with the redevelopment agency may be negotiated to provide project or multi-year payments that may be used by the Library.

Development Impact Fees

A development impact fee provides another funding vehicle that has been used by public agencies in California for the construction of new library facilities. The fee is typically charged against new development projects. The fee is based on the calculated impact that new development will have on library facilities and is determined by cost parameters including:

- The number of dwelling units to be developed
- The timing of the build-out of those housing units
- The cost per dwelling unit required to mitigate the impact on library facilities

The development impact fees will provide a substantial portion of the funding required for new libraries in high-growth areas, but not all of the required funding. For example, the proposed Elverta Villages impact fees could leverage the \$1.2 million in Tobacco Litigation funds (see Other Funding Strategies below) for a new library facility

serving both Rio Linda and Elverta; but even with those two funding sources, there will still be a need to secure additional funding.

Sacramento County has collected development impact fees in Elk Grove (Elk Grove/West Vineyard, Laguna South, and Stonelake), Vineyard and North Vineyard station. The Rio Linda-Elverta area is currently considering a development impact fee program. In addition, cities in Sacramento County currently have development impact fees in place that reserve a portion of the funding from the fees for library development. These include the cities of Elk Grove and Rancho Cordova.

The Library will work with fee-sponsoring agencies to integrate Library cost planning information into new development impact fee programs. However, the resulting impact is generally limited to those areas with significant growth and may fund only a portion of the actual project cost.

Statewide Library Bond Funds

The North Natomas Library in the city of Sacramento applied for and received a grant from the 2000 State Library Bond Act (Proposition 14) in 2004. While Orangevale and Elk Grove both applied for 2000 State Library Bond Act funds and were ranked “outstanding,” along with 19 other projects in a competitive field of 72 applications, the funding was not sufficient to allow awards to all “outstanding” projects. The two projects were among nine “outstanding” projects that could not be funded.

After two successful statewide library construction bonds in 1988 and 2000, the third proposed bond measure, Proposition 81, failed in June 2006. At this time there is no specific planning for another statewide library bond measure and it cannot be relied upon as a future funding source.

Federal Funds

Many Sacramento County branch libraries were constructed in the 1960s and 1970s with the assistance of various federal funding sources. No longer available, those federal funding sources have not been replaced with new sources for library construction. Therefore, federal funding is unlikely to provide money for Sacramento Public Library construction.

General Obligation Bonds

Since the passage of Proposition 46 in 1986, cities, counties and special districts have been able to issue general obligation (GO) bonds to acquire, construct or improve real property. GO bonds require a two-thirds majority vote in a bond election, include an increase in the tax rate that creates a guaranteed new revenue stream to repay the bonds and, as a result, are the most efficient form of long-term debt financing – they require neither a reserve fund nor funded (capitalized) interest during project construction. Therefore, GO bonds

are smaller in size and annual total debt corresponds since it's lower than any other form of long-term debt financing. Receiving the required two-thirds majority voter approval creates a major challenge for a GO bond passage. Passing a GO bond requires broad community support. Time must be invested to educate voters about the need for financing programs, hold and pay for an election and sell bonds. Finally a consideration involves an election for the issuance of GO bonds that must receive approval by the governing board of the agency issuing the bonds and can only occur three times a year as stipulated by state regulations.

Benefit Assessment and Parcel Tax

The city of Sacramento currently levies a benefit assessment for library services on parcels within city boundaries. This assessment expires on June 30, 2007. In November 2004, the city placed a parcel tax (Measure X) on the ballot to replace the expiring assessment tax. This parcel tax is \$26.60 per parcel annually for 10 years and replaces the assessment. The parcel tax passed with the approval of 72 percent of the voters, exceeding the two-thirds requirement for passage. This tax will become effective July 1, 2007. Although this parcel tax will fund only library operations, such a tax may also be established to specifically fund library capital projects.

Proposition 218 passed in 1996 now prohibits the creation of Benefit Assessment Districts for libraries, so that vehicle is no longer available as a funding source.

Parcel taxes require super majority (67 percent) voter approval. This tax can be levied on residential and business parcels, and is structured to reflect the services provided to the parcel. This is in contrast to the GO bond tax, which is based only on assessed valuation. In the case of a parcel tax, the amount can be based on anything *except* assessed valuation.

Mello-Roos Special Tax Bonds

The Mello-Roos Community Facilities Act was enacted by the California Legislature in 1982 to provide all cities, counties or districts an alternative method of financing essential public facilities and services. The Act allows cities to create separate public agencies known as Community Facilities Districts within their boundaries for the purpose of financing certain public facilities and services.

The Mello-Roos financing mechanism uses a special tax to repay the annual debt service and operating costs. The special tax may be based upon benefit to the parcels of land in the district, on the cost of making the facilities or services available, or on any other reasonable basis. The tax must not be ad valorem or related to the value of the property. As a structure for financing libraries, Mello-Roos has had very limited use in California.

Certificates of Participation

In addition to GO bonds, government agencies may access the tax exempt debt market through debt financing known as Certificates of Participation (COP). COP require identification of a revenue stream to repay the principal and interest on the debt. COP are a subset of the general financing technique known as lease/purchase or installment sale obligation financing.

Within the tax-exempt realm, a lease/purchase allows a municipality – in consideration for the use of equipment and/or real property – to make lease payments over a specified time period. At the conclusion of this contract, the lessee (municipality) has the right to purchase the leased capital items at a nominal amount (usually \$1) or ownership may have already transferred by reason of an installment sale contract.

If the financing is structured to meet the requirements established by the federal government, the lease payments to the lessor are exempt from federal and state income taxation. The lessor, therefore, requires a lower rate of return from the financial contract (lease), thus lowering the interest costs to the lessee. The major advantage of a Certificate of Participation financing mechanism is that it does not require voter approval. In California, the local legislative body (i.e., city council or County Board of Supervisors) is empowered to enter into lease/purchase financing.

The annual lease payment (debt payment) must be budgeted by the government agency. Since the agency could choose not to budget the lease payment, it is considered a riskier investment to investors and requires a higher interest cost to the COP issuer.

Other Funding Strategies

Funding options for growth in public services are limited. As such, the financing options to fund library facilities at the appropriate levels identified in this *Facility Master Plan* must include creative options to leverage all available sources, including all opportunities to maximize partnerships with private and public parties. Other funding strategies for the capital costs of the projects recommended in this *Facility Master Plan* include projects led by private developers or any other appropriate financing mechanisms that facilitate project implementation.

The County has creatively provided funding from the Tobacco Litigation settlement for capital projects for the Carmichael Library (\$6.8 million) and the Rio Linda/Elverta Library (\$1.2 million). This represents a source of new funding to the Library, which allowed a significant project to be completed (CCarmichael) and planning initiated for the other (Rio Linda).

The Library Authority will pursue any federal, state, local, and private grant funding that may be available. These are important funding sources that can contribute critical portions of funding toward a project's success. Often these sources come with restrictions and limitations that need to be considered and understood prior to entering into a grant agreement.

Partnerships provide another potential source of capital project funding. The Library pursues opportunities to leverage facility construction by partnering with school districts when possible. For example, the County Library Fund provided \$935,000 in funding for the Franklin Community Library, with the remainder of the funding for the project coming from state school joint use bond funds and the Elk Grove Unified School District.

In addition, private donations and partnerships will be pursued. Community fundraising and donations have also provided funding for projects in the past. The expansion and renovation of the Arden-Dimick Library was generously funded by an \$800,000 donation from Dr. and Mrs. Dimick. The Library will work with the Sacramento Public Library Foundation and civic groups to capitalize on these opportunities.

Conclusion

Solving the funding question for library capital projects will undoubtedly involve a number of sources rather than a single source. Multiple sources can leverage each independent source.

An important note: The County Library Fund cannot provide the bulk of either direct funding or debt finance funding for capital projects without a serious and deleterious impact on funding available for library operations throughout the county. Because of other financial pressures, there are limits to the amount of General Fund monies that either the incorporated cities or County can contribute to the Library system.

Expanding the JPA membership may create new opportunities for the remaining cities to participate in the funding of projects in their jurisdictions. Discussion continues on the possible structure of an expanded JPA.

Library staff will be constructing a more comprehensive multi-year *Capital Improvement Plan* based on the project needs identified in this *Facility Master Plan*. That document will provide more details on the near-term capital priorities and related funding/financing. It will also highlight known funding and financing challenges for future projects

OPERATING COSTS

The Library currently operates 27 library facilities through a combination of funding sources. The primary funding sources are:

- An Assessment District within the city of Sacramento
- The City of Sacramento General Fund
- The County Library Fund (Fund 11), which is based on a portion of the property tax collected in all areas of the County except the cities of Sacramento and Folsom.

In recent years, a variety of financial impacts have caused Library operations to be affected, including some reductions in services at the Central Library in the city of Sacramento and commensurate increases in services in branches in both the city of Sacramento and throughout the County and other cities. The Library continues to work with the Authority Board, the incorporated cities and the County to stabilize the funding required to both raise the service level to preferred levels and to accommodate new library operational needs.

Recently, the city of Sacramento committed additional General Fund revenues toward stabilizing Library service levels. Recent growth in assessed valuation fueled by the robust real estate market improved revenues in the County Library Fund. Continued growth in these sources is not guaranteed.

Library staff will develop a *Long-Range Financial Plan* that will document the operational Library system funding requirements, taking into account the necessary service levels and the growth in facilities. This *Long-Range Financial Plan* will serve as a key tool to use to coordinate funding with the cities and the County.

In addition, the Library continues to pursue operating partnerships with school districts and other creative approaches to leverage resources. Efforts to be creative in locating funding partners and improving efficiency in Library operations and administration to minimize the core costs will be an ongoing Library staff priority.

PHASING

BUILDING IMPROVED LIBRARIES: PROJECT PHASING

This *Plan* proposes that all 38 projects recommended in this *Facility Master Plan* be implemented over a 20-year period. A draft sequence of project phasing from now until 2015 and from 2015 to 2025 has been proposed as part of this *Plan*. This proposal describes 25 projects to be completed by 2015, with the remaining 13 to be completed by 2025. Many of the second phase projects are located in areas of future growth. A later phasing for these projects allows them to be planned in conjunction with community plans.

Numerous Library system criteria determine when a branch should be improved, why an existing branch should be done before another, and when the new branches should be built. The following draft phasing criteria were developed as a way of organizing and balancing countywide needs while considering opportunities and funding availability.

The phasing plan ensures timely project build-out that allows the Sacramento Public Library and cities and County staff to properly supervise projects and plan for operational costs. It also addresses the most pressing needs based on population growth, allows for community input, and addresses issues of equity and fairness.

Current service-level and projected-service deficits act as starting points for project evaluation. Square foot per capita was used as a proxy that represents the amount of library services available to the community – the defacto measure of available collections, seating, computers, and meeting space. – equalized and based on a per person level. While existing high usage measures – such as a high circulation per capita or number of annual visits – provide an indicator of strong community support, they are not necessarily seen as an indicator of “need.” Low output indicators could imply either poor library facilities or the lack of needed library materials to meet community needs. Therefore, service indicators were not used as phasing criteria; however, those libraries with the greatest need measured by square foot per capita were placed in the first phase (2007-2015).

Phasing also factors site and funding availability to ensure the library and local jurisdictions can take advantage of opportunities. Similarly, opportunities to negotiate new library sites as part of proposed developments will be an important strategy for implementation of library improvements for projects located in areas yet to be developed. After securing funding for library improvements, jurisdictions should start land acquisition to help reduce land costs and demonstrate a commitment to projects

Phases for implementing projects will include:

- Community input
- Detailed plans of library service and building programs
- Design and engineering
- Permitting
- Bidding
- Construction
- Move-in

PHASING CRITERIA

The following phasing criteria have been developed to help guide phasing:

Geographic Equity

Improvement of services and facilities should be implemented evenly across the County and cities with projects starting in each part of the County and in each phase of implementation. Equity throughout the county as well as within communities should be considered. Implementation of projects in areas with underserved populations should take precedence over improvements in communities that already have library services.

Continuity of Service/Mitigation of Local Service Disruptions

Phasing should permit continuous library service to the community in each part of the county so that, geographically, there are no major service gaps. For each facility that is required to close for improvements, a nearby facility will need to be open to allow the Library to maintain service to customers.

Operation Cost Management

Phased improvements should gradually distribute the increased staffing and maintenance requirements. Facilities renovation should also be staged to balance the need for staff in new or expanded facilities with the conversion of existing facilities to the new service model. Also, new facilities may temporarily house existing library staff and collections while improvements take place at a nearby neighborhood branch. For example, Carmichael Library staff worked at Arden-Dimick to support the additional customers who used that library while Carmichael was under expansion.

Project Oversight

Phased improvements will schedule work that encourages effective oversight by staff and community participation in the design process. Building a library is a considerable undertaking for a city or county, the library and most importantly the community. A phased schedule allows for the appropriate information dissemination. Project schedules should include a time contingency for unforeseen project schedule extensions, such as land acquisition delays or accelerations resulting from partnership opportunities.

Emerging Opportunities/Opportunity for Funding

The phasing plan should include enough flexibility to permit the cities/County and the Library to take advantage of development opportunities that allow the Library to leverage funds or partnerships with other cities, County non-profits, or other developments that may arise in the future.

PROPOSED PROJECT PLANNING

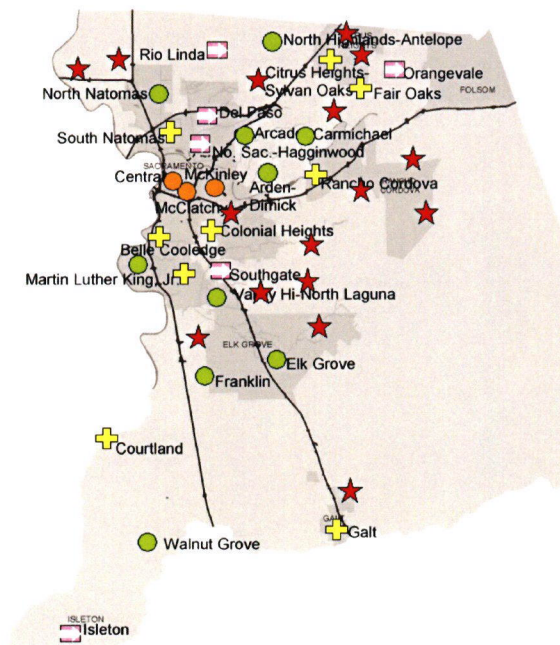
Facility Data				Proposed Improvements			
	Library	Size (sq.ft)	Year Built or Leased	Last Bldg Upgrade	Recommendation	Phase	
						2025 Size (sq.ft)	2005-2015 2015-2025
City of Sacramento	Central Library - Nbhd	15,000	1918	1991	Renovation	20,000	
	Colonial Heights	12,211	1989	1989	Expansion	20,000	
	Belle Cooleage	12,000	1991	1991	Expansion	25,000	
	Del Paso Heights	5,425	1972	1972	Relocation	20,000	
	North Natomas	23,000	2009	-	Underway (New)	23,000	
	N Sac-Hagginwood	4,000	1987	1995	Relocation	15,000	
	E.K. McClatchy	2,557	1910	1940	Renovation	4,690	
	McKinley	4,681	1936	1995	Renovation	4,681	
	Martin Luther King, Jr.	15,078	1970	1999	Expansion	30,000	
	South Natomas	13,615	2001	2001	Expansion	20,000	
	Valley Hi-North Laguna	20,000	2009	-	Underway (Relocation)	20,000	
	Pocket Library	-	2009	-	Underway (New)	15,000	
	65th and Folsom	-	-	-	New	30,000	
	Sacramento City Total	127,567				247,371	
Sacramento County	Arcade	12,686	1976	2005	Complete	12,686	
	Arden-Dimick	11,901	1970	1999	Complete	11,901	
	Carmichael	20,690	1964	2006	Complete	20,690	
	Fair Oaks	12,000	1976	1976	Expansion	20,000	
	North Highlands-Antelope	12,890	2000	2000	Complete	12,890	
	Orangevale	3,300	2001	2001	Relocation	16,000	
	Rio Linda	4,000	1968	1968	Relocation	15,000	
	Southgate	12,000	1975	1975	Relocation	20,000	
	Carmichael-Arcade	-	-	-	New	35,000	
	North Highlands	-	-	-	New	35,000	
	Natomas Joint Vision 1	-	-	-	New	20,000	
	Natomas Joint Vision 2	-	-	-	New	20,000	
	Vineyard 1	-	-	-	New	30,000	
	Vineyard 2	-	-	-	New	25,000	
	Vineyard 3	-	-	-	New	30,000	
	County Total	89,467				324,167	
City of Citrus Heights	Sylvan Oaks	12,500	1975	2002	Expansion	15,000	
	New Citrus Heights	-	-	-	New	35,000	
	Citrus Heights Total	12,500				50,000	
City of Elk Grove	Elk Grove	13,785	2007	-	Underway (Relocation)	13,785	
	New Elk Grove 1	-	-	-	New	25,000	
	New Elk Grove 2	-	-	-	New	25,000	
	New Elk Grove 3	-	-	-	New	25,000	
	Franklin	19,621	2002	2002	Complete	19,621	
	Elk Grove Total	33,406				108,406	
City of Galt	Galt	4,225	1993	1993	Expansion	10,000	
	North Galt	-	-	-	New	15,000	
	Galt Total	4,225				25,000	
City of Rancho Cordova	Rancho Cordova	12,500	1975	1975	Expansion	20,000	
	New Rancho Cordova 1	-	-	-	New	20,000	
	New Rancho Cordova 2	-	-	-	New	25,000	
	New Rancho Cordova 3	-	-	-	New	40,000	
	Rancho Cordova Total	12,500				105,000	
Delta	Central - Systemwide	145,000	1918	1991		140,000	
	Courtland, Sacramento County	1,365	2003	2003	Expansion	2,050	
	Isleton, City of	1,700	1993	1993	Relocation	1,700	
	Walnut Grove, Sac. County	3,580	1970	2006	Complete (Expansion)	3,580	
	Delta Total	6,645				7,330	
System Totals		431,310				1,007,274	

*Facility Data is based on preferred recommendations.

Alternative recommendations will be determined through a partnership between the Library and local jurisdictions.



Sacramento Public Library Authority Facility Master Plan 2007-2025



FACILITY SUMMARIES AND RECOMMENDATIONS



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INTRODUCTION

The Facility Summaries and Recommendations sections identify specific needs for individual communities and/or facilities within the Sacramento Public Library system. The format follows the planning process, with the Facility Summary pages documenting the current conditions, and the Facility Recommendations documenting the individual facility recommendations, development strategies, initial phasing recommendations, and cost models.

FACILITY SUMMARIES

The Facility Summaries outline major building and functional deficiencies based on a site visit and interview of the branch supervisor, as well as surveys filled out by staff. These also outline the current size, collections, and other library service components at each facility. Existing Customer Use maps are included on the Facility Recommendations portion.

FACILITY RECOMMENDATIONS

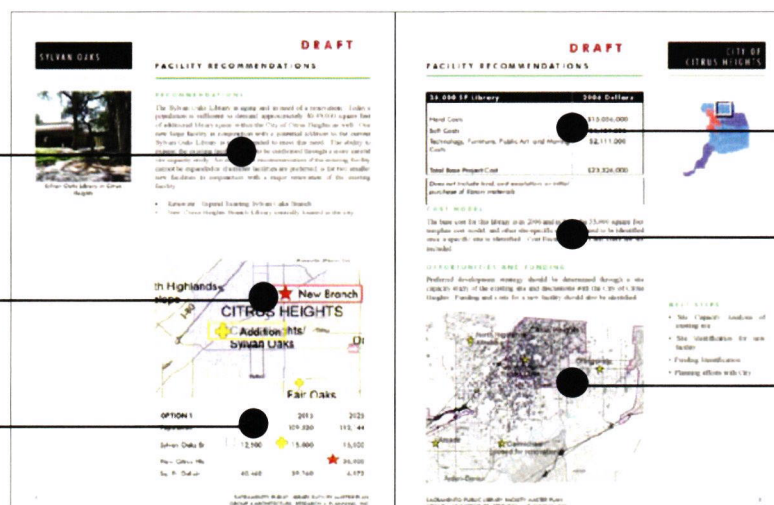
The Facility Recommendations pages identify preliminary recommended Development Strategies for each facility and/or community. In some instances, inter-related library service areas or communities are described on the same page, with the recognition that the libraries work as a system of linked resources and will continue to do so. The Recommendations pages also identify base costs for the improvements. These base costs include basic site development and construction costs as well as soft costs, but are a starting point only as they do not include any site-specific costs, such as hazardous materials, unusual soil conditions, or other abatement that may be necessary; the cost of land; or cost escalation. Costs will need to be further refined from each of these base costs as specific projects are identified and implemented. Funding and site opportunities are included, if known, as well as next steps for the implementation of each recommendation.



Development
Strategy Description

Development Strategy
Map

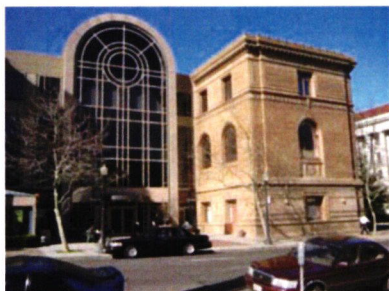
Phase Recommended
Phase 1: 2005-2015
Phase 2: 2015-2025



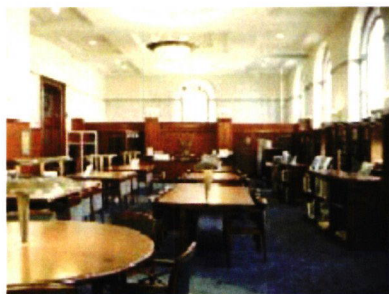
Base Cost from
Template

Funding and Next
Steps

Mapping of Existing
Library Users



*Central Library in Downtown
Sacramento*



*Sacramento Room in the historic
Carnegie portion of the library*

FACILITY SUMMARIES

BRANCH SUMMARY

The Central Library serves as a systemwide resource for all of the system's branches, including technical and administrative support services. It also serves as a neighborhood library for the residents of the downtown area. It was originally constructed as a Carnegie library in 1918, and underwent a major renovation and addition in 1991.

COMMUNITY

The downtown service area for the Central Library has experienced a renaissance, with many new residential projects in the planning or construction phases. The library also serves as a destination for visitors from throughout the region, particularly to the Sacramento Room. The library also serves downtown businesses and government employees. The State Library, located just a few blocks away from the Central Library, serves more in-depth governmental research needs.

SITE

The site is centrally located in downtown Sacramento, near both Sacramento City and County administration buildings, and just blocks from the State Capitol. It is near several highway access points, including access to I-5, I-80, and I-50. It is also well-served by several Regional Transit bus lines as well as Light Rail a couple of blocks away. Parking is available in the adjacent U.S. Bank parking structure. This parking is not free to library users, and it is the only library in the system where parking is not free. There is a drive-through book drop that can be accessed through an alleyway. The site itself is constrained with no room for further expansion.

BUILDING

While most of the building's systems are circa 1991, there have been issues with some systems that are experiencing frequent malfunctioning.

Service	Current
Service Area Population - System	1,294,312 pop.
Service Area Population - Neighborhood	25,367 pop.
Year Facility Built	1918
Year Facility Renovated/Expanded	1991
Collection	288,691 volumes
Reader Seats	331 seats
Public Computers	64 computers
Community Rooms	N/A
Group Study Seats	0 seats
Building Size	160,000 sf

FACILITY SUMMARIES

The lower level of the building also has some ventilation issues due to the location of the air intake vents (near traffic and restaurants). There are also some areas with uneven lighting at the lower level; the upper levels are well-lit both electrically and with daylighting. The HVAC system has some areas of uneven heating and cooling, especially on the upper floor. Building exterior and interior finishes are generally wearing well. The air-conditioning system is in need of replacement, as are the elevator systems.

The building has some security issues, most of which are solved through the use of a building security team. There is, however, a lack of surveillance of some areas of the first floor exterior areas resulting in vandalism. Lockers at the entrance have also posed a problem in the past.

From a user standpoint, ADA issues are generally minor, although an additional ramp at the I Street entrance is a frequent customer request, and the spacing between the fiction collections and the computers on the third floor limit the ability for some people to access the fiction collection. Also, the arrangement of the circulation desk does not promote self-service and is difficult to fully staff. A rearrangement of the first floor to encourage self-service, as well as the upper floors where large service desks are often unstaffed, would result in better use of space and more efficient operations. The structure of the building, especially the 1991 addition, was designed for flexibility and adaptability over time, and this should be taken advantage of to incorporate new service visions and make the library more user friendly and attractive to both casual and research users.

LIBRARY SERVICES

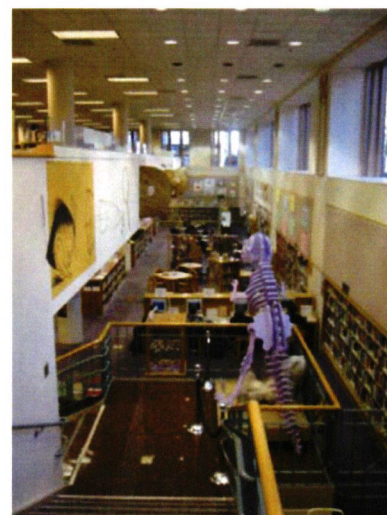
The system-wide services currently housed at the Central Library include non-public services such as library administration, systemwide delivery services for materials, technical materials processing and cataloging. Systemwide library public services include the systemwide telephone reference (TELIS), homebound books-by-mail service, Schwab-Rosenhouse College Resource Center, the Sacramento Room, which provides archives and special collections on both Sacramento and California history, and the Tsakopoulos Library Galleria.

The Central Library also houses a more extensive collection than the branches, both as a central repository as well as resource for other branches.

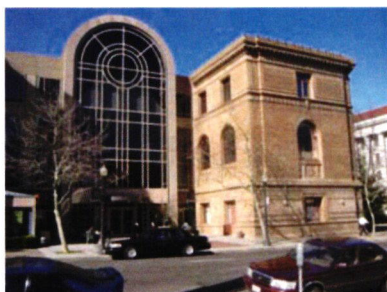
While most of these services function well consolidated in this centralized location, there may be advantages to relocating the delivery/materials distribution services to a location more geographically central within the County. This relocation would also free up valuable ground floor space at the Central Library for expanded public services.



Tsakopoulos Galleria



Central Library's children's area



Central Library in Downtown
Sacramento

FACILITY RECOMMENDATIONS

RECOMMENDATIONS

The Central Library is both a vital systemwide resource and destination as well as local neighborhood resource. The facility was designed for flexibility and adaptability over time, and this should be taken advantage of to incorporate new service visions. These include the recommendation of increased neighborhood services.

The potential relocation of the delivery/materials distribution services to a location more geographically central within the County should be further explored. This relocation would allow the first floor to be completely reconfigured to increase public library service in this prime location on the ground floor. A reconfiguration of this space should also incorporate user-friendly elements to make this resource an attractive venue for downtown workers and residents to use on a daily basis, such as comfortable seating, and new and popular materials with bookstore-type displays.

A renovation should include re-configuration of the upper floors as well, to reduce the size and number of service desks and increase public service elements --seating, computers, etc.--in these areas.

- Renovate Central Library to enhance its ability to serve as both a neighborhood and citywide destination
- Consider relocation of delivery/materials distribution services from Central Library to an alternate location



	2005	2015	2025
Population	25,367	31,501	36,937
Central - neighborhood	15,000	20,000	20,000
Centralized Serv.	145,000	140,000	140,000
Sq. Ft. Deficit	-2,317	-4,250	-1,532

FACILITY RECOMMENDATIONS

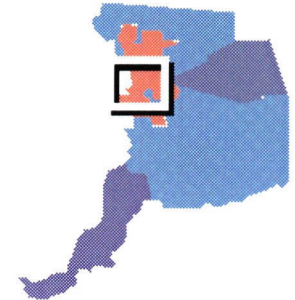
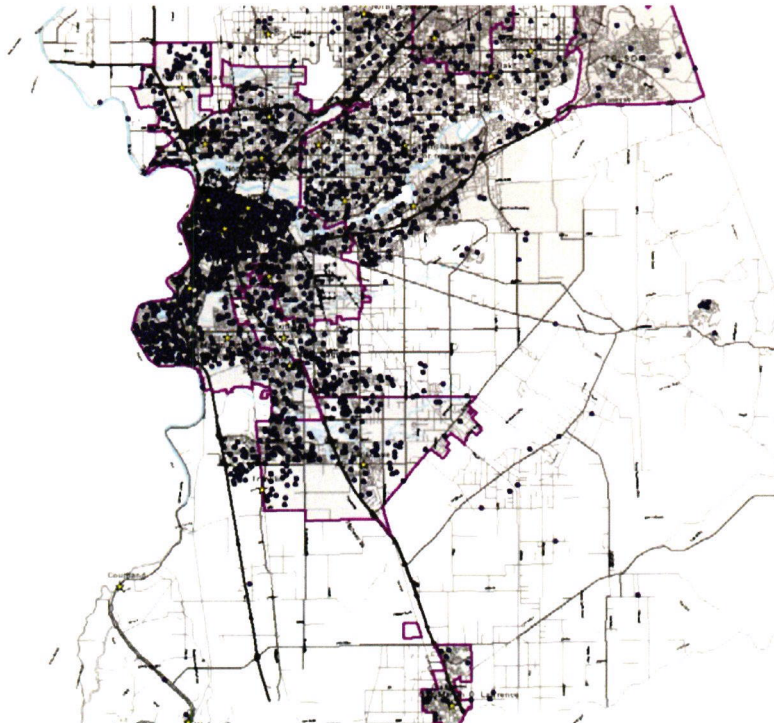
Renovation - Central	2006 Dollars
Construction Hard Costs	TBD
Technology, Furniture, and Public Art	TBD
Soft Costs	TBD
Unescalated Project Budget	TBD
<i>Does not include land, cost escalation, or initial purchase of library materials</i>	

COST MODEL

Due to its size and complexity, the costs to renovate the Central Library cannot be determined without further study of the scope of renovation, including the number of floors affected and level of renovation performed. Renovation costs can range from \$100-400/sf construction costs depending on the type of changes being made.

OPPORTUNITIES AND FUNDING

The Central Library is located in the Downtown Redevelopment Area, and may be eligible for Tax Increment Financing funds.



NEXT STEPS

- Development of possible concepts and service-reconfigurations for the Central Library
- Funding Identification

FACILITY SUMMARIES

BRANCH SUMMARY

In 1989, the Colonial Heights Library opened in the ethnically-diverse south central portion of the City of Sacramento, replacing three other branches in the area.

COMMUNITY

The service area is bounded generally by Highways 50 and 99, Power Inn Road, and Elder Creek. There are significant numbers of at-risk youth and latchkey children in the community, as well as a large senior population. Language populations include Asian, Hmong, and Russian. The library staff has a good working relationship with the neighborhood improvement organizations and the police to resolve problems surrounding the library and to address community needs.

SITE

The library is located on a corner site along busy Stockton Boulevard, a major thoroughfare for the southern part of Sacramento City. It is also near Baker Street, which is known to be an area challenged by illegal activity, including the area near the Library. Neighboring uses include residential motels and low-income apartments. Despite the urban challenges, young children regularly make their way, unaccompanied, to the Colonial Heights Library from the nearby residential motels as well as nearby elementary and high schools.

Vehicle and bicycle parking for the library is sufficient. Speed bumps were added in the parking lot to deter its use as a bypass for the intersection which has been mostly successful. Visual control of the site from within the library and from the street is difficult, which makes it an attractive illegal dumping site, especially at the back of the building.



Colonial Heights Library

Service	Current
Service Area Population	98,798 pop
Year Facility Constructed	1989
Collection Size	148,897 volumes
Reader Seats	88 seats
Public Computers	21 computers
Community Room	90 seats
Group Study Seats	0 seats
Building Size	12,211 sq. ft.

FACILITY SUMMARIES

BUILDING

The roof was replaced in Winter 2006. Heating and cooling are unevenly zoned throughout the building. The mechanical system cannot handle the need for cooling, particularly in the area of the skylights, which need shades in order to keep the areas below them usable throughout the year, especially during hot summer months. Some staff areas, as well as meeting room doors, would not meet current ADA regulations. The book drop is lower than the standard bin, making it more difficult to empty. Continual vandalism to public restrooms has required that they be locked at all times with staff providing keys and the security guard must check them every half hour.

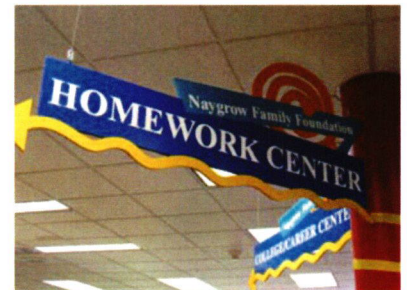
LIBRARY SERVICES

Many children and teens in the community do not have access to either computers or study space at home, so they rely on the library to provide these. This branch has the highest demand for computers of any in the Sacramento Public Library system. In addition to computers, the library offers a homework center and a college/career center.

Although the overall signage in this library is clear and customer-friendly, the layout of some of the library's collection and public spaces has been poor, including a recently moved DVD collection that has been hidden at the back of the facility, under signage identifying it as "Adult Basic Education." Staff is trying to resolve these issues and introduce more merchandising of material at the front of the facility, but there is limited space for this.

The meeting room has a rated occupancy of 90 people and can be divided into two smaller rooms. Except for the summer reading program and certain afternoon programs, library programs at the Colonial Heights Library are not overwhelmingly popular. However, community assistance programs such as AARP tax help are well-attended. The community room does not have a keyed entrance from the outside, preventing its use outside of library hours. Efforts are underway to try and alleviate this problem.

Challenges to the current Colonial Heights Library's ability to support a highly efficient service model include a confusing layout on the customer side of the checkout desk which requires the use of carpet markings to direct the queue and a congested work area behind the checkout desk, with inadequate space for staff circulation and book cart staging. However, other projects to improve customer orientation and self-directed service are being implemented; a recently completed project to move holds out into the public area for self-service access will reduce the need for staff assistance. The addition of self-checkout stations would further free staff to provide other services.

*Computers and study tables**Clear signage at Colonial Heights*

COLONIAL HEIGHTS



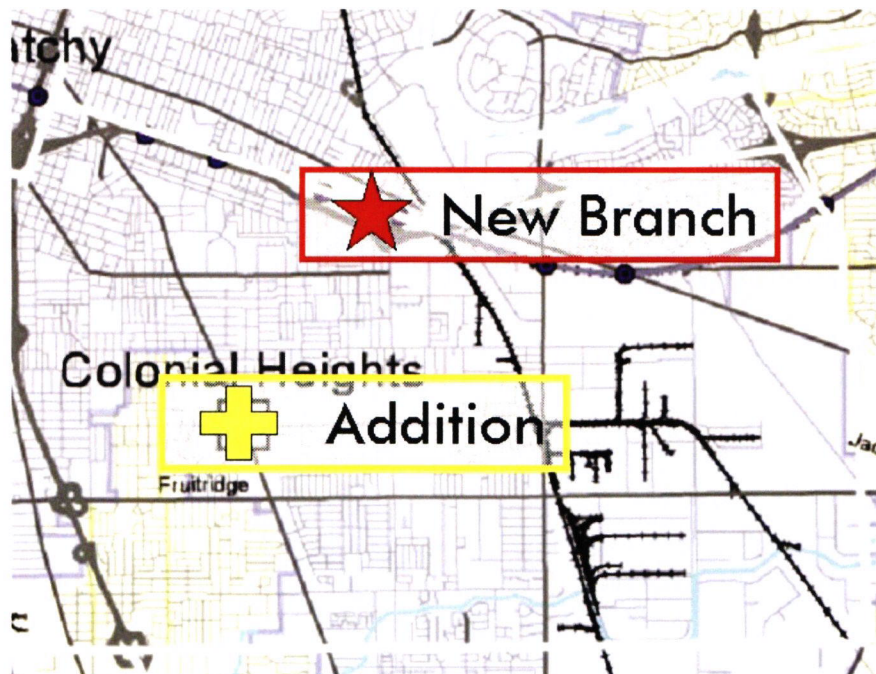
Colonial Heights Library

FACILITY RECOMMENDATIONS

RECOMMENDATIONS

The Colonial Heights area is expected to experience moderate growth through infill development over the next 20 years. However, the size of the existing library is too small to serve the community's residents. It is recommended that the current facility be both renovated and expanded on its current site to allow it to continue to serve the Fruitridge area of the City of Sacramento and the nearby County. There is not enough capacity at the current site, however, to expand the library to meet all of the area's library needs. A new facility in the area of 65th and Folsom Boulevard is recommended to serve both the northern part of the current Colonial Heights service area as well as eastern Sacramento City. An alternative development strategy is for a smaller addition to the Colonial Heights Library and larger library near 65th and Folsom Blvd.

- Renovate / Expand Existing Colonial Heights Branch
- New Branch near 65th and Folsom



	2005	2015	2025
Population	98,798	98,088	103,827
Colonial Heights	12,111	12,111	+ 20,000
New 65th and Folsom Library		★ 30,000	30,000
Sq. Ft. Deficit	37,288	6,933	1,914

FACILITY RECOMMENDATIONS

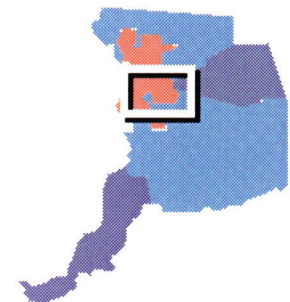
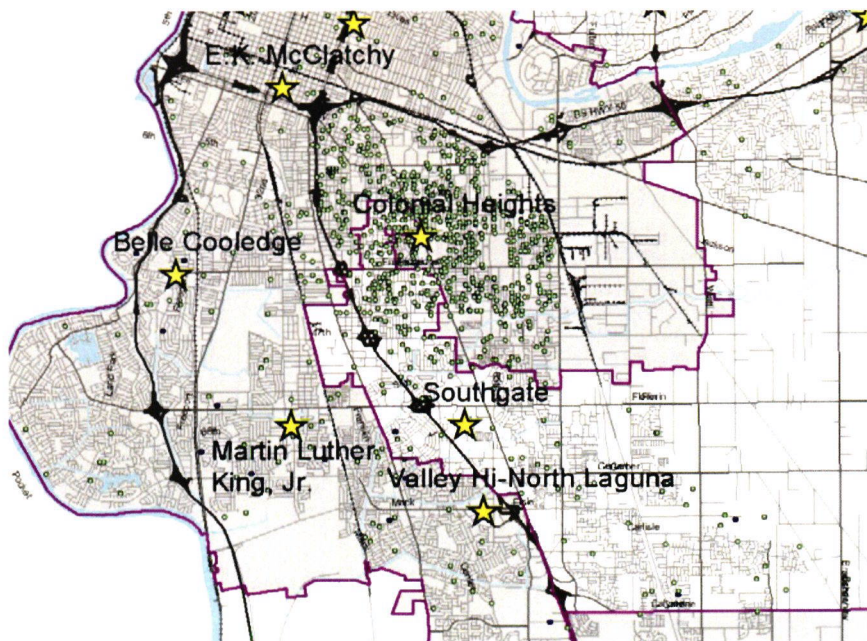
Expansion to 20,000 SF	2007 Dollars	New 30,000 SF Library	2007 Dollars
Construction Hard Costs	\$8,688,000	Construction Hard Costs	\$13,906,000
Technology, Furniture, and Public Art	\$1,439,000	Technology, Furniture, and Public Art	\$1,961,000
Soft Costs	\$3,631,000	Soft Costs	\$5,692,000
Unescalated Project Budget	\$13,758,000	Unescalated Project Budget	\$21,559,000
<i>Does not include land, cost escalation, or initial purchase of library materials</i>		<i>Does not include land, cost escalation, or initial purchase of library materials</i>	

COST MODEL

The base cost for these library improvements in January 2007 dollars is based on the template for a building expanded from 12,000 sf to 20,000 sf. The base cost for a new 30,000 square foot library is also included here. Other site-specific costs will need to be identified once a specific site is identified. Cost Escalation, Land Costs, and initial purchase of Library Materials are not included.

OPPORTUNITIES AND FUNDING

Planning for a transit village is currently on-going for the area around 65th and Folsom Boulevard. Coordination with this effort as well as development efforts by Sacramento State, may help to identify a site for the new facility. There is currently no funding mechanism for this area.



NEXT STEPS

- Site Identification for 65th and Folsom Library
- Funding Identification
- Planning efforts with City

FACILITY SUMMARIES

BRANCH SUMMARY

Named for the first female mayor of Sacramento, the Belle Cooleedge Library inhabits a well-maintained building in an excellent location. However, the overall lack of space and staff workflow inefficiencies are a problem.

COMMUNITY

The Belle Cooleedge Library is located in the southwestern portion of the City of Sacramento, serving the Land Park, Greenhaven, and Pocket areas south of Highway 50 and west of Highway 99. The library serves significant Chinese, Japanese, African American, and Hispanic communities.

SITE

The Belle Cooleedge Library is part of a community complex that includes an adjacent park and the Belle Cooleedge Community Center across the street. The library is on a corner site with room for expansion on two sides. Parking, which is shared with the park, is usually sufficient to serve library needs. Site circulation and security are good. The bicycle racks can accommodate about 20 bikes.

BUILDING

The building has a similar layout as North Highlands-Antelope and Colonial Heights. Built in the early 1990s, the library building is generally in good condition aside from minor maintenance issues. The building is somewhat inwardly-focused, but provides good natural light in interior areas. Work is in progress to repair damage to drywall and ceiling tiles in the children's and staff areas. HVAC is a problem due to poor zoning in general, and poor ventilation of staff areas.



Belle Cooleedge Library



Bookmobile Parking

Service	Current
Service Area Population	79,544 pop
Year Facility Constructed	1991
Collection Size	79,810 volumes
Reader Seats	86 seats
Public Computers	18 computers
Community Room	85 seats
Group Study Seats	0 seats
Building Size	12,000 sq. ft.

FACILITY SUMMARIES

The open floor plan generally provides good visibility of all public areas, with the exception of the children's area. However, the open floor plan does not provide adequate sound separation, resulting in noise conflicts between quiet seating and other areas. There are some issues with the location of the rest rooms away from easy staff supervision.

LIBRARY SERVICES

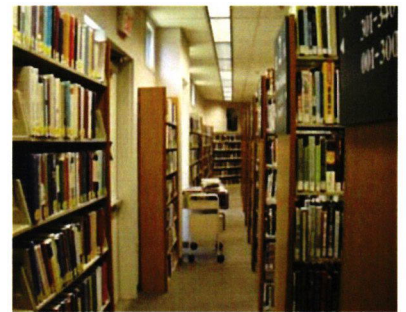
The Belle Coolidge Library is well-used by the community. Circulation is more than 400,000 annually, and the Branch Friends has more than 900 members. The community takes good advantage of the opportunity to reserve materials online and pick them up in the self-service holds area.

However, in general, the 12,000 square foot library is too small to accommodate all of the materials and services needed by the community. The space configuration results in a confusing layout of the 90,000 volume collection. The large teen population that uses this branch needs a larger teen area than the current small corner. The community room is used for group study and tutoring/literacy when not used for storytimes and other programs due to the demand for small group work spaces. More computers are needed than the current 18 terminals. Some aisles are very narrow.

Conditions are tight in the staff workroom, which also serves as the home base for the Sacramento Public Library's Bookmobile staff. Adult services and children's library staff are separated from the main staff work area. The book drop deposits returns into a closet, which could be opened up into the main workroom for improved efficiency.



Language Materials



Crowded book stacks

BELLE COOLEDGE POCKET



Belle Cooledge Library

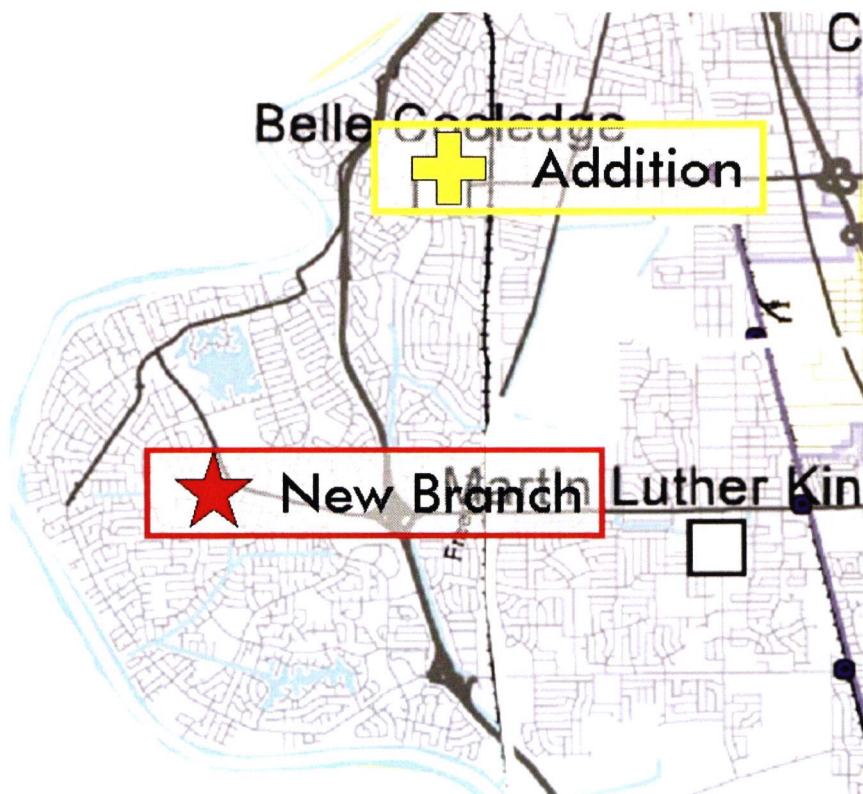
FACILITY RECOMMENDATIONS

RECOMMENDATIONS

The Belle Cooledge and Pocket areas are anticipated to experience very slight population growth from infill development over the next 20 years. However, today's population is sufficient to demand an additional library within this area of the city. A new mid-sized facility located in the Pocket area as well as an expanded Belle Cooledge facility would provide the library space and services needed in the area.

The City has identified a site and funding for the new Pocket Library in Sojourner Truth Park. This will be a joint-use library in cooperation with the Sacramento City Unified School District.

- Renovate / Expand Existing Belle Cooledge Branch
- New Pocket Library



		2005		2015		2025
Population		79,544		76,648		80,380
Belle Cooledge	□	12,000		12,000	+	25,000
New Pocket Lib.			★	15,000		15,000
Sq. Ft. Deficit		27,772		11,324		190

FACILITY RECOMMENDATIONS

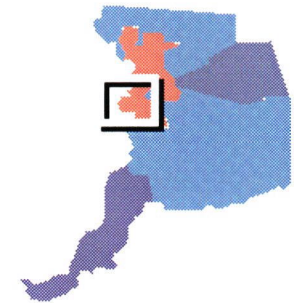
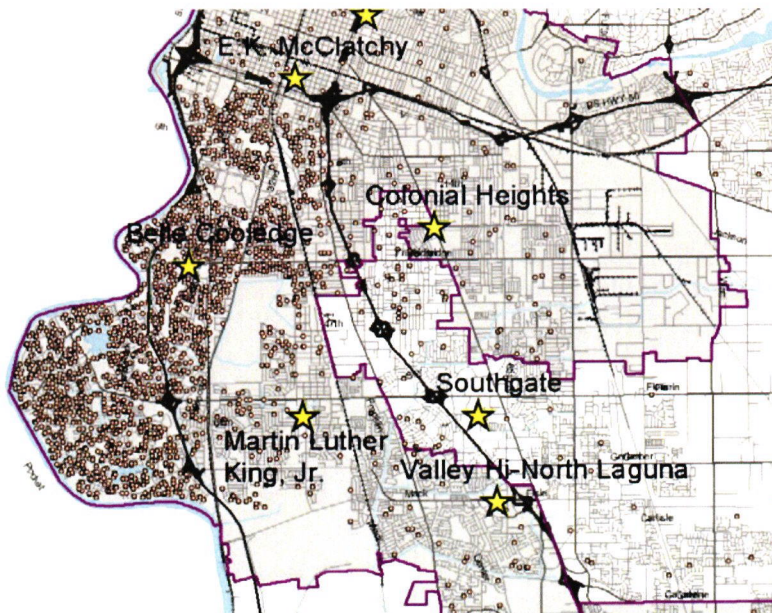
New 15,000 SF Library	2007 Dollars	Expansion to 25,000 SF	2007 Dollars
Construction Hard Costs	\$7,250,000	Construction Hard Costs	\$10,415,000
Technology, Furniture, and Public Art	\$904,000	Technology, Furniture, and Public Art	\$1,611,000
Soft Costs	\$2,927,000	Soft Costs	\$4,313,000
Unescalated Project Budget	\$11,081,000	Unescalated Project Budget	\$16,339,000
<i>Does not include land, cost escalation, or initial purchase of library materials</i>		<i>Does not include land, cost escalation, or initial purchase of library materials</i>	

COST MODEL

The base cost for these library improvements, in January 2007 dollars, are from the 15,000 sf template cost model and the 25,000 sf building expansion template. Other site-specific costs will need to be identified once a specific site is identified. Cost Escalation, Land Costs, and initial purchase of Library Materials are not included.

OPPORTUNITIES AND FUNDING

Site planning is underway for the Pocket Library, and funding has been identified through the City's Community Reinvestment Capital Improvement Program. A site capacity analysis and joint-programming confirmation with Parks and Recreation should be done for the Belle Cooledge site to confirm it has the needed site capacity for its recommended expansion.



NEXT STEPS

- Funding Identification for Belle Cooledge expansion
- Planning efforts with City and Parks and Recreation for Pocket and Belle Cooledge Libraries

DEL PASO HEIGHTS



Del Paso Library



Constrained site

FACILITY SUMMARIES

BRANCH SUMMARY

The Del Paso Heights Library is small, outdated, and located off the beaten path. The community it serves would likely benefit from a larger library in a more prominent location.

COMMUNITY

The Del Paso Heights Library serves the northeastern part of Sacramento City east from the Union Pacific Railroad to the former McClellan Air Force Base, and north of Interstate 80 Business to the northern city limits of Sacramento. The community is highly diverse, with significant Hispanic, Slavic/Russian, Vietnamese, and Hmong populations.

SITE

The library's current site is constrained, with no room to expand the library or parking. In addition, the library sits on the corner of Grand Avenue and Cypress Street, off of Rio Linda Blvd.; as a result, it is not highly visible from any major thoroughfares. Parking is sufficient to serve library and staff needs. However, site security is a concern due to illegal activity in the area; for safety reasons, the library does not offer evening hours. Six schools are in the general area of the library, including nearby Grant High School.

BUILDING

The envelope of the 1972 building is in reasonable condition, with a newer roof and exterior shingles replaced as needed. However, the building systems are over 30 years old and have limited useful service life remaining. The electrical system experiences circuit problems, and is at capacity given the introduction of computers throughout the facility. The building lacks appropriate space provision for telecommunications

Service	Current
Service Area Population	32,325 pop
Year Facility Constructed	1972
Collection Size	30,072 volumes
Reader Seats	53 seats
Public Computers	8 computers
Multi-purpose Room	30 seats
Group Study Seats	0 seats
Building Size	5,425 sq. ft.

FACILITY SUMMARIES

equipment; due to space constraints, the computer server is kept over the desk in the branch supervisor's small office.

The single unisex public restroom is inadequate for a facility with the amount of usage Del Paso Library receives. The restroom is locked due to lack of visibility from service points; customers must retrieve the key from staff. Other areas of the library, such as the adult collection, are also difficult to see from staff service points; a guard patrols the library to help maintain security. Noise can be a problem due to lack of physical separation among spaces. The building is not universally-accessible, particularly in staff work areas. Closely-spaced tables in public areas also present circulation problems.

LIBRARY SERVICES

The Del Paso Heights Library has a collection of more than 30,000 items. Particularly popular are audiobooks and materials in Spanish, Hmong, Vietnamese, and Russian.

The library has eight public access computers, including four with word processing and other applications. These computers were installed in place of the former children's storytelling area. While this increases needed technology access, it limits programming capabilities, especially since a large part of the community room has been modified into a homework center. Staff estimates that at least twice the current number of computers are still needed to meet community demand, but there is not space nor infrastructure to add more computers.

The homework center does not accept drop-ins. Sessions are held four days a week during the school year, with students registering in advance for one of the sets of twice-weekly sessions. Literacy services are also available and occur in the community room.

Teen space in the library is limited to a small corner that is not spatially separated from the children's area, and is not large enough to accommodate the number of teens coming to the branch.

Receiving, sorting, and all other back-of-house operations take place in a single narrow staff workroom.



Crowded Teen and Children's area



Community Room and Homework Center

NORTH SACRAMENTO- HAGGINWOOD



*North Sacramento-Hagginwood
Library Site*

FACILITY SUMMARIES

BRANCH SUMMARY

The current North Sacramento-Hagginwood Library occupies a leased storefront space, and has many of the problems common to this type of facility, including lack of differentiation of space and inadequate acoustical control between different uses. The lack of a community room is also a major issue.

COMMUNITY

The North Sacramento-Hagginwood Library was formed nearly 20 years ago, consolidating the two former libraries for which it was named. The library serves the “Uptown” area of the City of Sacramento, a built-out community facing a number of urban challenges. Children and teens in the community tend to be on their own during the day while their families are at work.

The community includes a significant Hispanic/Latino population. Walking and bicycling are common modes of transportation within the community, and walking is a significant method of accessing the library for teens.

SITE

The library has a visible site on a busy street, near a Family Development Center, but across from an adult bookstore, and adjacent to the burned-out shell of a bar. Parking is shared with the adjacent hardware store and generally is sufficient to meet demand. Site access and circulation are good, but this is overshadowed by issues of safety along this portion of the street.

Service	Current
Population Served	27,585 pop
Year Facility Leased	1987
Year Facility Renovated	1995
Collection Size	40,329 volumes
Reader Seats	39 seats
Public Computers	8 computers
Community Room	0 seats
Group Study Seats	0 seats
Building Size	4,000 sq. ft.

FACILITY SUMMARIES

BUILDING

The building is a leased facility and is generally in good condition, with none of the building systems interfering with the basic operations of the library.

The dual entries to the building—one from the street and one from the rear parking lot, present some surveillance problems for the small staff at this facility, especially with the lack of security gates for materials control. Visibility of public areas from the service desk is generally poor; convex mirrors have been added to improve staff surveillance. A more central location for the desk could improve views of both building entries as well as of the children's area and the computers.

LIBRARY SERVICES

The approximately 40,000 item collection is not enough to meet the needs of the local community, particularly the demand for DVDs and audiobooks. There is also a significant demand for materials in Spanish, Russian, and Hmong. Marketing display of materials is problematic due to the number of items and lack of shelf space.

The library lacks space to provide the amounts and variety of seating needed for both children and teens as well as for quiet reading/study. The lack of spatial separation of different user groups results in noise problems for those who need a quiet place to work/study. Proximity of the library's only bank of computers to both the children's and adult areas results in noise issues for the adult users. More computers are needed. Group study space is also needed, including for tutoring pairs and group work by students.

There is no separate community room for meetings or programs. Programs are held within the main public area of the library, further disrupting other users.

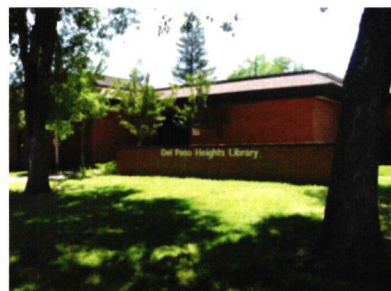
FACILITY RECOMMENDATIONS

RECOMMENDATIONS

The North Sacramento-Hagginwood Library is currently housed in a leased space and is much too small to serve the community's needs. Therefore, this library is recommended to be expanded probably at a relocated site that can house a larger facility. An alternate site may also resolve some of the current safety perceptions surrounding the current site. However, planning for the redevelopment area that includes North Sacramento Hagginwood is in process. To remain in or near the current location with increased space and an upgraded building and amenities for services may serve the community well.

The Del Paso Heights Library is too small to serve the number of residents in the service area; approximately 20,000 square feet are needed in the area. Its current site is also constrained and the building cannot be expanded on site; the site is also away from the main circulation corridors and other community services, such as Grant High School and Del Paso Jr. High. Therefore, this library is recommended to be relocated to a larger site convenient to these and other schools as well as services located on Grand and Marysville. An alternative option, if relocation is not feasible, is to renovate the existing 5,425 sf Del Paso Library and build a new approximately 15,000 sf facility centrally located in the Del Paso area.

- Relocate / Expand North Sacramento-Hagginwood Branch
- Relocate / Expand Del Paso Branch

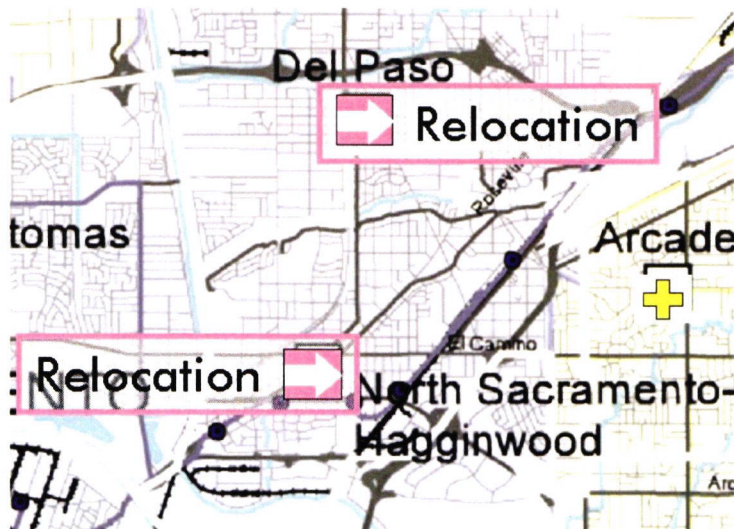


Del Paso Library



Current North Sacramento-
Hagginwood Library Site

Library service provision and facility locations for the Del Paso and North Sacramento-Hagginwood branches should be coordinated due to their proximity and the recommendation is for both branches to be relocated and expanded.



OPTION 1	2005	2015	2025
Population	59,910	63,616	67,379
Del Paso	5,425	5,425	20,000
North Sac- Hagginwood	4,000	15,000	15,000
Sq. Ft. Deficit	20,530	11,383	-1,311

FACILITY RECOMMENDATIONS

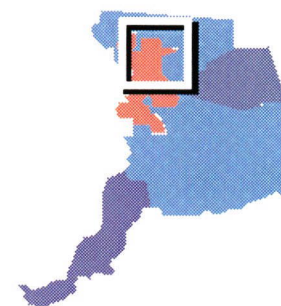
New 15,000 SF Library	2007 Dollars	New 20,000 SF Library	2007 Dollars
Construction Hard Costs	\$7,250,000	Construction Hard Costs	\$8,923,000
Technology, Furniture, and Public Art	\$904,000	Technology, Furniture, and Public Art	\$1,443,000
Soft Costs	\$2,927,000	Soft Costs	\$3,717,000
Unescalated Project Budget	\$11,081,000	Unescalated Project Budget	\$14,083,000
<i>Does not include land, cost escalation, or initial purchase of library materials</i>		<i>Does not include land, cost escalation, or initial purchase of library materials</i>	

COST MODEL

The base cost for these libraries are in January 2007 dollars and are from the 15,000 and 20,000 square foot template cost models. Other site-specific costs will need to be identified once specific sites are identified. Cost Escalation, Land Costs, and initial purchase of Library Materials are not included.

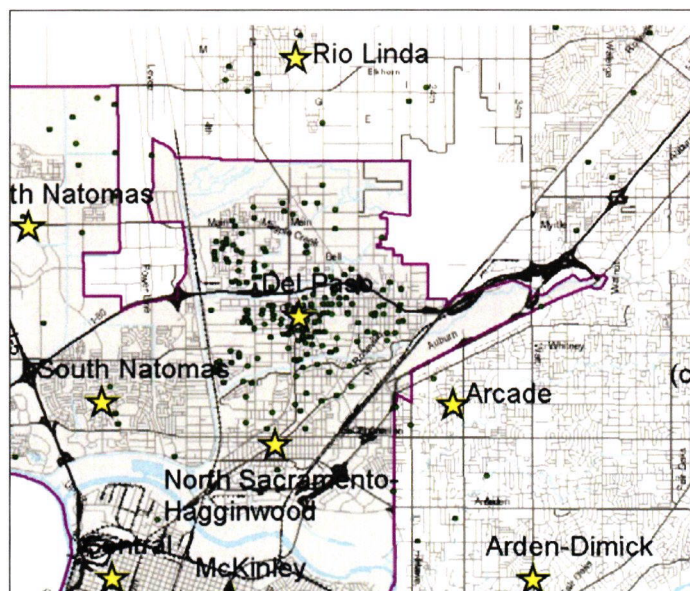
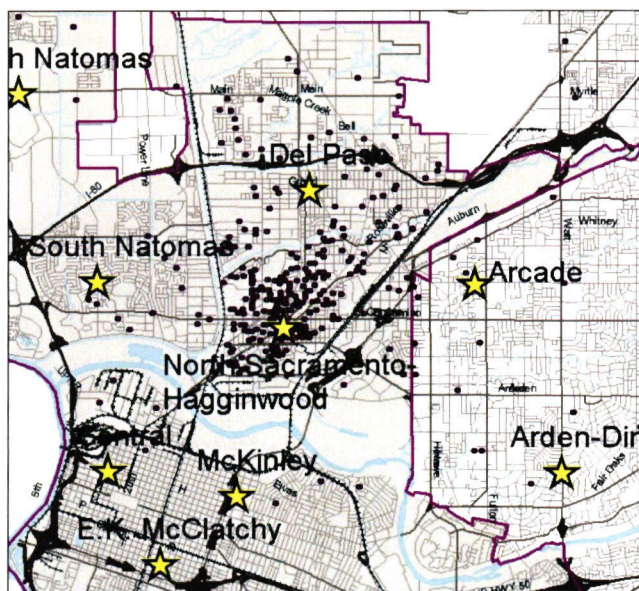
OPPORTUNITIES AND FUNDING

Both the North Sacramento and Del Paso areas are included in a redevelopment area within the City of Sacramento. In addition, a business improvement group has been developed to improve the Del Paso Boulevard area. Either or both could provide funding opportunities for new libraries. Coordination with other planning efforts could make the Del Paso Library a strong part of the revitalization of the area, and could be a potential funding source. There are currently no funding mechanisms identified for these areas, and sites have not been identified.



NEXT STEPS

- Site Identification
- Funding Identification
- Planning efforts with City



SOUTH NATOMAS



South Natomas Library



South Natomas Community Center

FACILITY SUMMARIES

BRANCH SUMMARY

The South Natomas Library is a newer facility built in 2001 that serves the northwestern part of Sacramento City along with the North Natomas Library.

COMMUNITY

South Natomas is a growing, family-oriented community in the north part of the City of Sacramento bounded by I-80 on the north, on the west by the County line, east to the Western Pacific Railroad tracks, and south to the American River. The area is adjacent to the newly developing North Natomas area, and the library is currently accommodating residents of both South Natomas and much of the North Natomas area, as the temporary library there is quite small.

SITE

The South Natomas Library enjoys a high-profile location adjacent to the Natomas Community Center in a 26-acre community park and open space. The adjacent community center provides meeting space for community use, as does the Library. Several schools are nearby, including three elementary schools within walking distance and Natomas and Discovery High School north on Truxel Road. Vehicular, bicycle, and pedestrian access are good, and parking is sufficient to serve demand for both customers and staff. The site allows for expansion in the future if needed.

BUILDING

Constructed in 2001, the 13,615 square foot library building is in very good condition. The architectural expression reflects the community's agricultural roots. Noise can be a problem in the double-height space in the southwest portion of the building, particularly during the school year.

Service	Current
Population Served	40,206 pop
Year Facility Constructed	2001
Collection Size	76,223 volumes
Reader Seats	70 seats
Public Computers	18 computers
Community Room	57 seats
Group Study Seats	6 seats
Building Size	13,615 sq. ft.

FACILITY SUMMARIES

LIBRARY SERVICES

In general, the South Natomas Library serves the community well. Its collection of 76,000 items includes materials in English, Spanish, Chinese, Vietnamese and Russian, with materials in Chinese and Spanish the most highly-used language collections. In addition, children's materials and adult fiction are the most used collections at this library. The library provides adult and children's areas, as well as a teen area. However, the teen area lacks definition or a distinct identity. It is not easily identifiable from the building entrance. Noise from the teen area spills over into the adult seating area.

The community room is well-used for both community and library activities. It can be used outside of library hours. When not in use for programs, the space is made available for quiet study. This is also one of the only libraries in the system that has a group study room available to the public. The room is well-used; the surveillance of this room is not as easy as it could be for staff, but in general this is not too much of a problem.

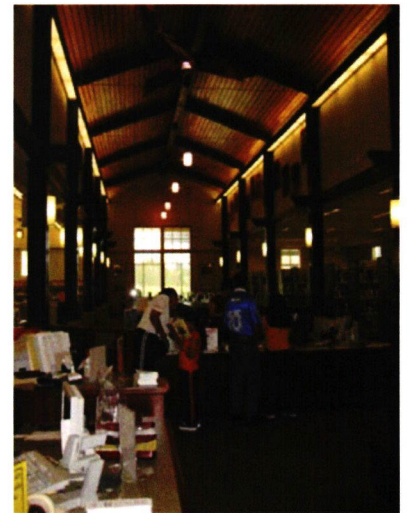
The library provides 18 computers distributed throughout the building.

The location of staff service points generally provide good visual access to public areas except for the teen area and parts of the children's area. However, the current orientation of the reference desk faces away from the teen area, the stacks, and the computers, which makes it difficult for staff to identify and proactively provide assistance to people who need it, rather than waiting for people to approach the desk.

The staff work area functions well but provides no natural light. The open spatial layout of the staff workroom provides for flexibility in use and efficiency in materials flow. The exterior bookdrop deposits materials into the staff workroom appropriately, but needs to be more clearly marked on the exterior as it is not directly adjacent to the entry (it is, however, located on the pathway from parking to building entry).



Computers



Reference desk and large reading space

FACILITY SUMMARIES

BRANCH SUMMARY

A new North Natomas Library is under design and has been funded with a combination of State Library Bond Grant funds and local matching funds. The interim North Natomas Library is housed in the Inderkum High School building adjacent to the new library site. The new library is anticipated to open in early 2009. Currently the area is being served by a temporary library in Inderkum High School that is 2,500 square feet.

COMMUNITY

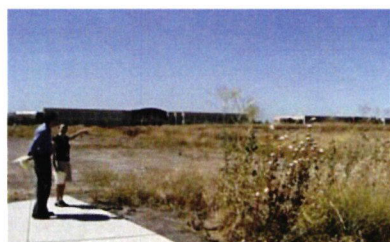
Located near the northern edge of the Sacramento city limits, North Natomas is an area of recent development and is experiencing strong growth. The North Natomas Library serves communities bounded by I-80 on the south, the Western Pacific Railway on the east, and the county line to the north and west to the Sacramento River. Many new housing developments are under construction in this area, with the population increase from 2000 to 2025 expected to go from about 2,000 to 66,000 residents; student population is also anticipating a similar growth, from 1,500 to about 14,000 in the same time frame.

SITE

The North Natomas Library will be located adjacent to both Inderkum High School and the Natomas Center of American River College in the Town Center Educational Complex. A new commercial district is being developed near the library site, and a new light rail station is planned for the area as well. Dedicated parking will be provided for the library. Its location therefore will be central to many community uses, as well as public transportation including buses and planned light rail.



Inderkum High School



Site of the new North Natomas Library

Service	Current/Underway
Population Served	24,637 pop
Year Facility Constructed	2009
Collection Size	126,961 volumes
Reader Seats	152 seats
Public Computers	84+ computers
Community Room	75 seats
Group Study Seats	8 seats
Building Size	23,000 sq. ft.*

**Numbers represent what is being planned for the new facility.*

FACILITY SUMMARIES

BUILDING

The new 23,408 square foot building is funded in part through grant funds from the State Library Bond and local developer impact fees.

LIBRARY SERVICES

The current temporary library at the High School is well used by students and is increasing in circulation and customers as the area grows. The new North Natomas Library will be operated as a joint-use facility with the co-located Inderkum High School (Natomas USD) and Los Rios Community College District's American River College Natomas Center campus. The library will provide all of the modern library services, including a collection of about 127,000 items that includes books, DVDs, CDs, periodicals, and other formats. 70% of the collection will focus on adult and teen use and 30% for children's materials, which is appropriate given the joint use with the high school and community college.

A wide variety of seating for casual reading, study, and personal research will be provided in adult, teen, and children areas, as well as a quiet study area. Smaller group study rooms will also be provided. Just over 100 public computers will be included in the new library, which includes 56 available in a computer lab and wireless laptop lab to accommodate both school use and library-offered computer trainings. In addition, the computer lab will double as a classroom for student use; a 75 seat community room will also be included that will serve as a flexible space for library programs such as storytimes, book discussions, etc., as well as for general community use.



Temporary Library

FACILITY RECOMMENDATIONS

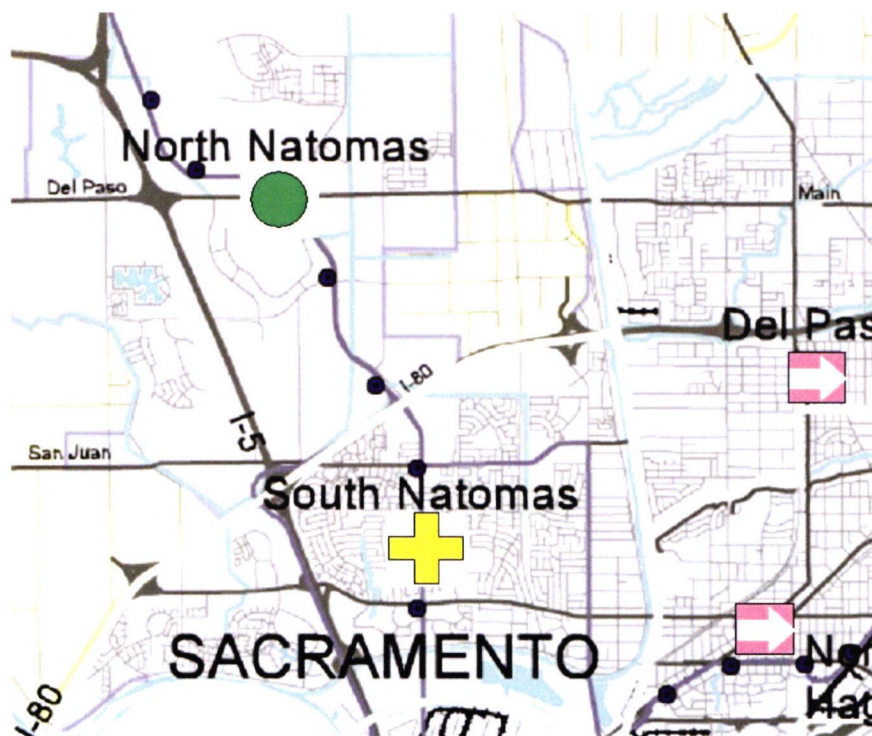
RECOMMENDATIONS

The North Natomas Library is underway and will serve the area of North Natomas currently within the city limits. The South Natomas Library is serving its residents well at its location adjacent to a community center and park. The original plans for the building and site include a planned expansion of the building. An expansion is recommended to ensure the building is large enough to provide the library service needs of its residents. Given the age of this facility, this expansion may occur in the second phase of improvements (between 2015-2025), when it will likely need other renovations as well.

- Renovate / Expand Existing South Natomas Branch, per the original concept
- Complete North Natomas Library



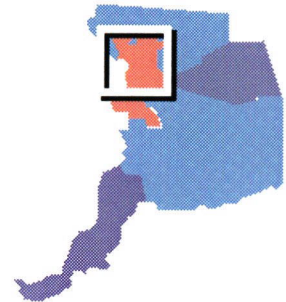
South Natomas Library



	2005	2015	2025
Population	64,843	94,644	107,764
North Natomas	2,500	23,000	23,000
South Natomas	13,615	13,615	20,000
Sq. Ft. Deficit	16,307	10,707	10,882

FACILITY RECOMMENDATIONS

Expansion to 20,000 SF	2007 Dollars
Construction Hard Costs	\$8,688,000
Technology, Furniture, and Public Art	\$1,439,000
Soft Costs	\$3,631,000
Unescalated Project Budget	\$13,758,000
<i>Does not include land, cost escalation, or initial purchase of library materials</i>	



COST MODEL

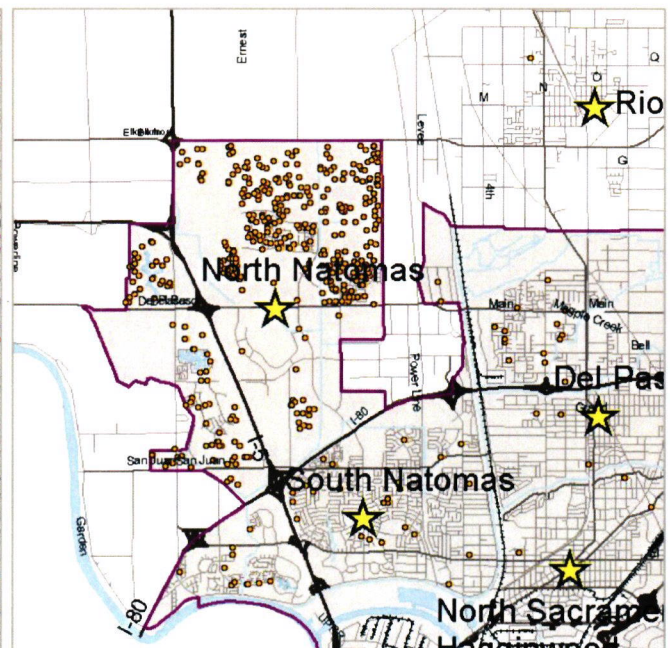
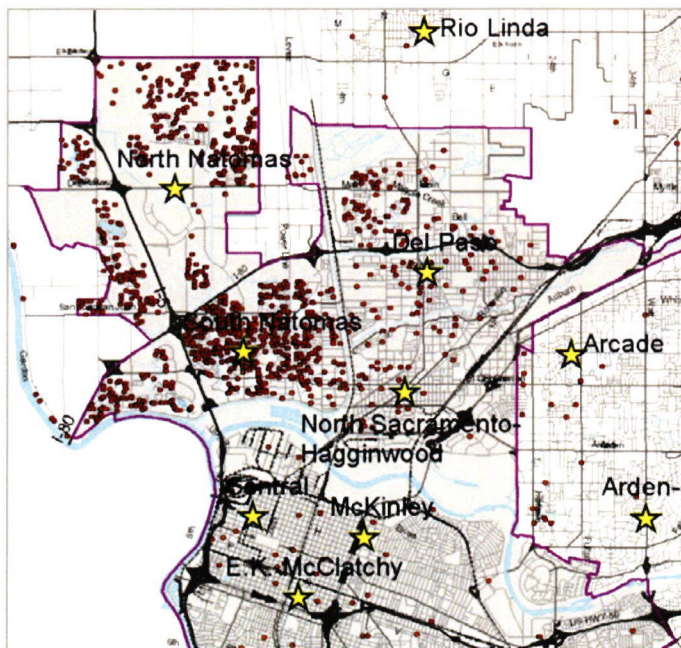
The base cost for this library is in January 2007 dollars and is from the model for facilities to be expanded from approximately 12,000 sf to 20,000 sf. Other site-specific costs will need to be identified once a specific site is identified. Cost Escalation, Land Costs, and initial purchase of Library Materials are not included. The funding for the North Natomas Library has been secured.

OPPORTUNITIES AND FUNDING

There are currently no funding mechanisms identified for South Natomas.

NEXT STEPS

- Funding Identification for expansion at South Natomas





Martin Luther King, Jr. Library



FACILITY SUMMARIES

BRANCH SUMMARY

The Martin Luther King, Jr. Library is an important resource in southwestern Sacramento City. However, its size and location both present some challenges to the library's ability to meet the community's library service needs.

COMMUNITY

Located in the southwestern part of the City of Sacramento, the King Library serves a diverse population that is roughly one-third white, one-third African-American, and one-third Asian (including Hmong, Chinese, Vietnamese, and Japanese). There is a significant senior population as well as a large number of latchkey children.

SITE

The library is located along a very busy street, which provides good visibility but makes access difficult for both vehicles and pedestrians. The site is a bit isolated from other community resources; the properties on either side of the library site are currently empty fields, but there are some plans to develop these areas making a more park-like setting. Although there are some apartment houses to the rear of the library, most residential areas are not within easy walking distance of the library.

The parking lot is adequate to meet demand. There are few shade trees for hot weather parking.

BUILDING

The building was remodeled in the late 1990s, at which time the main building entrance was moved from the street side to the parking lot side to better serve customers, as this is the main entry point given the library's current orientation away from the street. The building envelope, finishes,

Service	Current
Population Served	49,441 pop
Year Facility Constructed	1970
Collection Size	123,992 volumes
Reader Seats	83 seats
Public Computers	16 computers
Community Room	0 seats
Group Study Seats	0 seats
Building Size	15,078 sq. ft.

FACILITY SUMMARIES

and systems are in reasonably good condition. The heating system and air conditioning are old and need frequent attention as they were not addressed in the 1990's remodel. Glare can be a problem in some of the public areas. Visibility from the staff desk to the children's area and distant parts of the library is not ideal due to the tall stacks needed to accommodate the collection.

The renovation also converted the community room into staff offices, while maintaining the original staff offices as the staff workroom and as back storage for library materials. Recent library policy has changed to encourage weeding and display of materials, especially at branch facilities, so that there is no longer need for this type of back of house storage. This may allow for the reconfiguration of this space to try to recapture the community room for programming, as the lack of a community room in this facility limits library programming. Because the community room is in use for staff offices, programs are held in public areas of the library. Library programs can attract as many as 30 adults, while storytimes and other children's programs have 90 or more attendees.

LIBRARY SERVICES

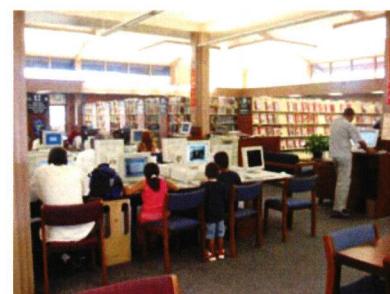
DVDs and videos are the highest-circulating materials at the King Library. Magazines, audiotapes, and graphic novels are also popular, as is the special African-American collection. Large print and fiction materials are enjoyed by seniors. The lack of space for adequate variety of type of seating in the library is a potential obstacle for some users; library staff report that some users are not staying and working at the library due to noise issues and space constraints. One of the reasons for seating and noise issues was the frequent line for computers. With the addition of the new computer lab, seats were freed up and noise has been reduced. More comfortable "living room" type seating and a separate teen area would help further address these issues.

Computers are an important resource for this community. Programs on how to use computers, email, and the Internet are in great demand. The library's public use computers are heavily used. Computers in a lab setting have recently been added and are being well-received.

The staff workroom is currently inefficient, with surplus shelves and other furnishings crowding the area as well as poor access to the book drop bins. Thermal comfort can be a problem in the workroom.



Library book stacks at capacity



Crowded computers



Staff workroom

FACILITY RECOMMENDATIONS

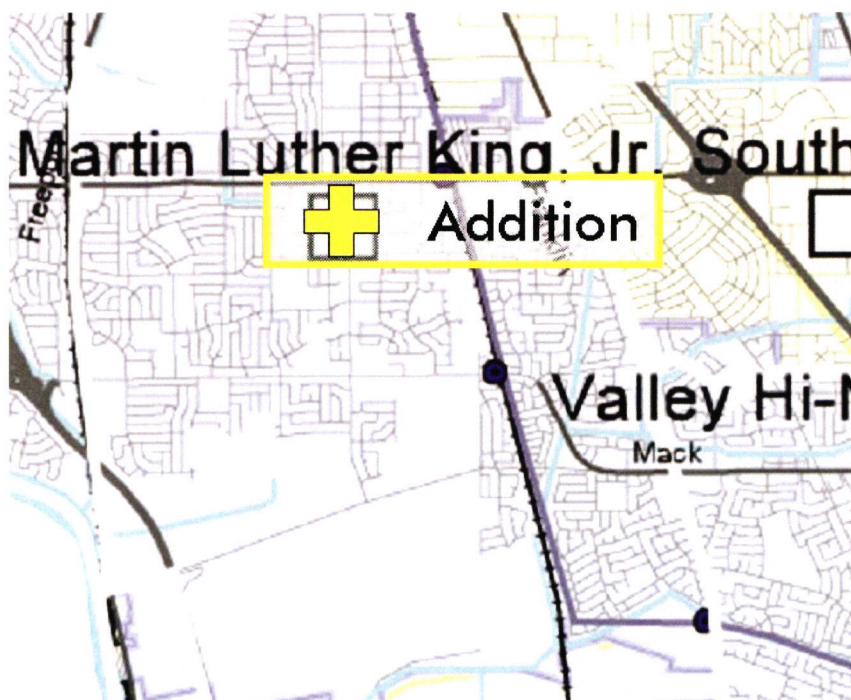
RECOMMENDATIONS



Martin Luther King, Jr. Library

The Martin Luther King, Jr., Library is located on a busy bypass that makes it difficult for some residents to access. A more civic presence on the street, as well as potential development and/or transportation improvements around the site, could help make the library more visually and physically accessible. Today's population is also sufficient to demand a significant expansion to the MLK library to increase all library services. An expansion of the facility to approximately twice the size of the current facility, to approximately 30,000 sf, is recommended.

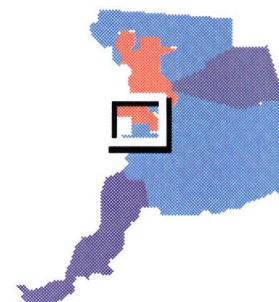
- Expand and Renovate the Martin Luther King, Jr., Branch



	2005	2015	2025
Population	49,441	57,529	64,175
Martin Luther King Jr.	15,078	15,078	 30,000
Sq. Ft. Deficit	9,643	13,687	2,088

FACILITY RECOMMENDATIONS

Expansion to 30,000 SF	2007 Dollars
Construction Hard Costs	\$13,245,000
Technology, Furniture, and Public Art	\$1,948,000
Soft Costs	\$5,450,000
Unescalated Project Budget	\$20,643,000
<i>Does not include land, cost escalation, or initial purchase of library materials</i>	

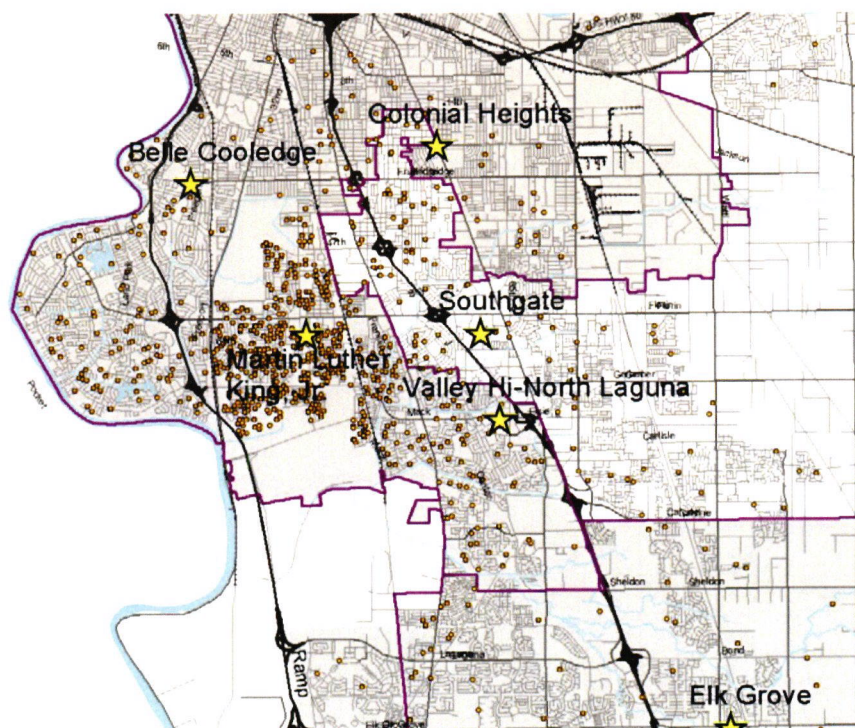


COST MODEL

The base cost for this library is in January 2007 dollars and is from the 30,000 square foot template cost model. Other site-specific costs will need to be identified once a specific site is identified. Cost Escalation, Land Costs, and initial purchase of Library Materials are not included.

OPPORTUNITIES AND FUNDING

There are currently no funding mechanisms identified for this area.



NEXT STEPS

- Site Identification
- Funding Identification
- Planning efforts with City



Valley Hi-North Laguna Library in leased space in mall

FACILITY SUMMARIES

BRANCH SUMMARY

The current Valley Hi-North Laguna Library occupies a small, leased storefront in a shopping center, and simply cannot meet the wide range of collection, service, program, and technology needs of the diverse communities it serves. A recent needs assessment identified a potential site closer to the center of the library service area as well as to Cosumnes River College and a proposed light rail station. The Library and City have begun the design and planning process for an expanded Valley Hi-North Laguna Library at this site.

COMMUNITY

Valley Hi and North Laguna are a pair of vibrant, diverse communities, each with unique characteristics but both facing similar challenges. Children and youth under the age of 18 make up more than one-third of the community. More than 40% of the community speaks a primary language other than English, and many residents lack basic literacy skills. One out of four residents never completed high school. Neither Valley Hi nor North Laguna has a community center or central business district where residents can come together to receive services or participate in programs.

SITE

The Valley Hi-North Laguna Library is currently located in a leased 5,800 square foot unit in a “strip” shopping center on Mack Road just west of Highway 99. Although Mack Road is a busy thoroughfare, the library is not highly visible due to its location away from the road and the small amount of signage allotted at the street. Parking is shared with other shops and is sufficient.

Service	Current
Population Served	36,544 pop
Year Facility Leased	2001
Collection Size	40,035 volumes
Reader Seats	28 seats
Public Computers	19 computers
Community Room	12 seats
Group Study Seats	0 seats
Building Size	5,850 sq. ft.

FACILITY SUMMARIES

BUILDING

The leased library space is well-maintained. Staff visibility is a problem in about half of the public areas, including the small community room. Noise can be a problem because of the small size of the facility and lack of separate spaces.

LIBRARY SERVICES

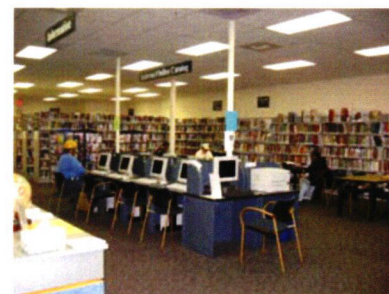
The 40,000 volume collection includes materials in English, Spanish, and Vietnamese. The lack of space limits the ability to add more high-demand materials such as Spanish language as well as media and teen collections, all of which are high-circulating materials.

In 2004, the library's former community room was converted into a computer center with 15 computers donated by Sacramento's WNBA team, the Monarchs. The lab generally works well, although noise can be a problem. Although the lab significantly increased customers' access to computers, there is still frequently a wait for computer time.

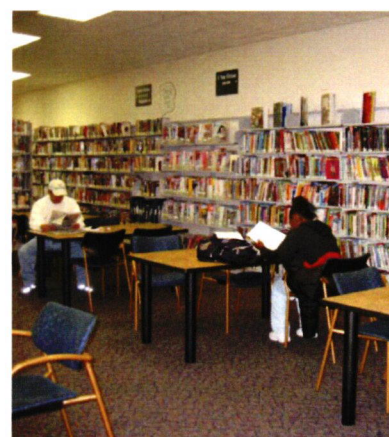
A small, co-located police substation was converted into a small community room after the conversion of the library's former community room into the computer center. The small community room has its own entrance from the exterior as well as direct access to rest rooms, making it usable after library hours. However, it is very small (about 255 square feet) which limits potential uses. For example, because of size limitations, some library programs must be held in the children's area in the library rather than in this space.

The current facility does not support highly efficient operations and the Library's new service model, and cannot reasonably be reconfigured to support an operational model that supports independent customer use of the library, streamlined materials processing, and efficient workflow that would enable staff to provide more personalized service to customers.

The planning and design for a new approximately 20,000 square foot Valley Hi-North Laguna Library, to be located at Bruceville Road and Shasta Ave., is underway. This facility will have a greatly expanded collection, seating spaces for all users, and increased technology resources. The increase in space will better accommodate the different users, including quiet reading, small group study, and casual readers.

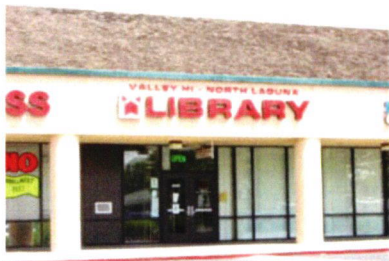


Distributed library computers



Limited seating and stacks at capacity

VALLEY HI-NORTH LAGUNA



Valley Hi-North Laguna Library in leased space in mall

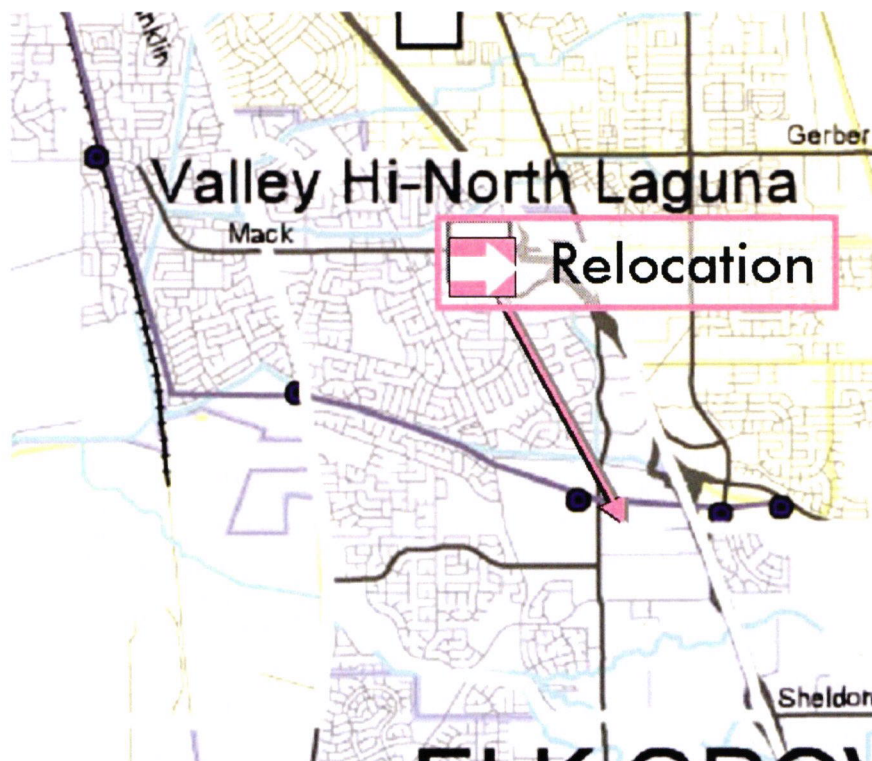
FACILITY RECOMMENDATIONS

RECOMMENDATIONS

The Valley Hi-North Laguna Library is currently housed in a leased space in a mall and is much too small to serve the community's needs. Today's population is sufficient to demand a much larger library of approximately 20,000 square feet.

A new site for a City-constructed and owned facility has been identified at Shasta Park off of Bruceville Blvd. and near Cosumnes River College. The site will be a joint-use site with Shasta Park, the library, and a future community center.

- Relocate and Expand Valley Hi-North Laguna Branch



	2005	2015	2025
Population	36,544	38,228	41,265
VHNL	5,850	20,000	20,000
Sq. Ft. Deficit	12,422	-886	633

FACILITY RECOMMENDATIONS

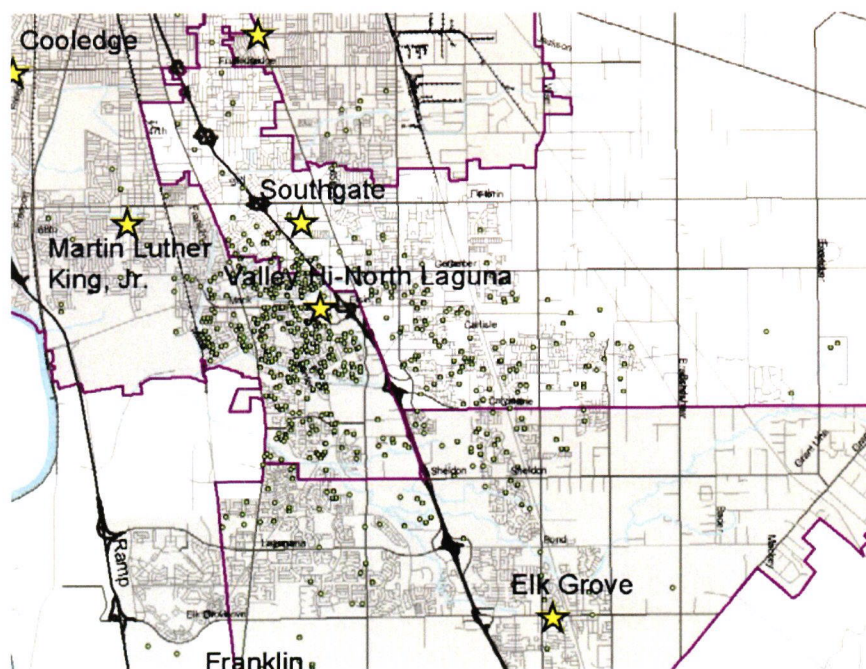
New 20,000 SF Library	2007 Dollars
Construction Hard Costs	\$8,923,000
Technology, Furniture, and Public Art	\$1,443,000
Soft Costs	\$3,717,000
Unescalated Project Budget	\$14,083,000
<i>Does not include land, cost escalation, or initial purchase of library materials</i>	

COST MODEL

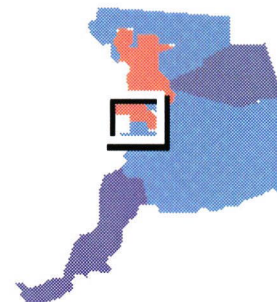
The base cost for this library is in January 2007 dollars and is from the 20,000 square foot template cost model, and other site-specific costs will need to be identified. Land costs and Cost Escalation are not included. Updated costs for Valley Hi-North Laguna will be incorporated as they become available through the Site Utilization Study and other work underway.

OPPORTUNITIES AND FUNDING

Sixteen million dollars of the funding has been identified through the City's Community Reinvestment Capital Improvement Program. Planning for the site uses is currently underway, with the new library scheduled to open in 2009.



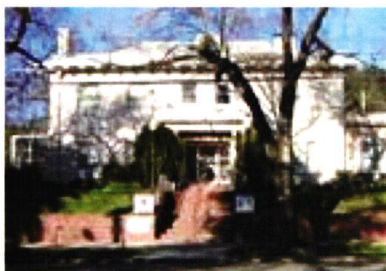
SACRAMENTO PUBLIC LIBRARY FACILITY MASTER PLAN
GROUP 4 ARCHITECTURE, RESEARCH + PLANNING, INC.



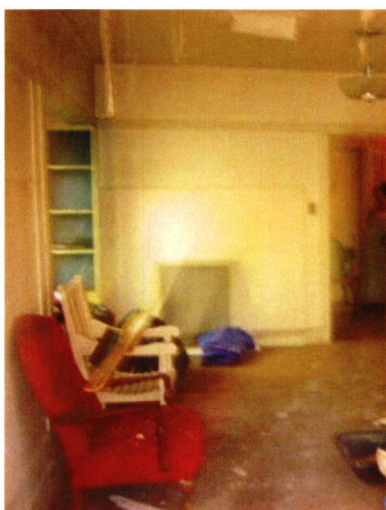
NEXT STEPS

- Site Utilization Study for the Shasta Park site
- Planning and Design of the Library

FACILITY SUMMARIES



Historic McClatchy Library



Second Floor closed to public

BRANCH SUMMARY

The historic E.K. McClatchy Library building is highly valued by the city and the community. Its size and barriers to access prevent it from completely meeting the library program, service, and collection needs of its customers. It is a much loved community resource and destination facility, though its vacant upper floors would provide a welcome relief from the congestion resulting from its popularity.

COMMUNITY

The E.K. McClatchy Library is located in an historic residential neighborhood in midtown Sacramento. The area is mostly built-out, although some new condominiums and other housing are being developed. There is a light-rail station five blocks away, and several bus lines pass within one block of the library, which help offset the limited parking available. This is a destination facility for many who work in the area or who live in other neighborhoods and appreciate its historic architecture and friendly intimate atmosphere.

SITE

The location within the residential community is fairly central but is not ideal. The site is a large residential-sized lot located mid-block that does not offer on-site customer parking. There is no time limit for street parking on the library side of the street, making it difficult at times for customers to find parking easily and conveniently. Additional bike racks should be explored, both at the front entrance of the building and at the back entrance off the alley.

BUILDING

Constructed in 1910 as the residence for the McClatchy's, owners of the *Sacramento Bee*, the building was deeded to the City in 1940 and converted into the nation's first "Young People's Library." The Sacramento Fire

Service	Current
Population Served	13,398 pop
Year Facility Constructed	1910
Year Facility Renovated	1940/1995
Collection Size	23,038 volumes
Reader Seats	25 seats
Public Computers	2 computers
Community Room	0 seats
Group Study Seats	0 seats
Building Size	2,557 sq. ft.

FACILITY SUMMARIES

Chief closed the 2nd and 3rd floors to the public in 1969 due to lack of code compliance. Currently, the first floor of the building serves as the library, while the second and third floors are not open to the public. Despite improvements to the building's shell, infrastructure, and first floor in 1995, the empty spaces are now deteriorating and need immediate attention.

Many of the materials and systems in the building are original, but some were recently replaced. In 1995, the City funded \$350,000 in repairs and renovations, including new electrical system, custom windows and frames, roof, elastomere coating and paint, and smoke alarm. In 2005, the City and the Friends installed an ADA compliant lift from the first to the second floor. In 2006, the HVAC system was replaced and sized to accommodate the eventual addition of the second floor. A City draft feasibility study estimated costs for the 2nd floor expansion/renovation as high as \$2 million, but the study needs refinement.

The first floor retains the original layout of the house making it atypical of a modern library. The collection is divided among the rooms: fiction in the former living room, mysteries in the former home library, children's materials in the "family room," and non-fiction in the dining room. The original kitchen is used for a staff room. The sun porch is used as a Friends Book Shop, where donated items bring in about \$200 per month for the branch's use. The unique arrangement of services in the library adds to its charm and magnetism as a destination facility. However, the segmented nature of the building will continue to be a challenge for supervising the various spaces with the current small number of staff.

LIBRARY SERVICES

The Ella K. McClatchy Library is a destination for history, architecture, atmosphere, and information. The building's small size and residential layout limit the number of volumes and services available at the branch. The library does a brisk business in holds from other branches to supplement its collection, which points to the attraction of the location. The two public Internet stations are in constant use and many customers use the branch's wireless access as well. Seating is limited and the only program space is the patio in good weather or among the stacks which limits access during programs. There is a clear need for a community meeting space which can be provided by renovating/expanding to the second floor.

There are two drive-up bookdrop bins in the alley, but no book drop at the building itself; a third drive-up bin is needed to provide capacity for returns. Due to the convenience of the drive-through bookdrop, many people return items at this location regardless of where they checked out the materials.



First Floor open to public



Program in library

FACILITY SUMMARIES

BRANCH SUMMARY

The McKinley Library is part of the historic Clunie Clubhouse building, which also includes a community center and aquatics, in McKinley Park. Built in 1936, the library was renovated for ADA upgrades and historically sensitive renovation of library spaces.

COMMUNITY

The McKinley Library targets the diverse needs of Sacramento's Midtown, East Sacramento, and River Park communities, which are home to families with young children, retired seniors, and professional adults of all ages.

SITE

The building and site are highly visible and have good civic presence. While there is potentially space at the rear of the building to expand the facility, the historic nature of the building and the presence of heritage trees discourage expansion; a limited addition to the facility may be possible. While many customers take advantage of excellent pedestrian, bicycle, and public transportation access to the library, limited on-site parking causes some customers to go to the Arcade or Arden-Dimick branches. There are no accessible parking spaces near the library, and general parking is limited to street parking and far away.

BUILDING

The 1936 building was beautifully restored in 1995. The front window sills need maintenance to prevent damage to the wood from long-term exposure to overspray from the irrigation system. The library entry shares a central lobby with the community center; access to the community room is through the lobby. There are some operational issues with this due to the different operating hours of the library and the community center. The



McKinley Library



McKinley Park

Service	Current
Population Served	31,710 pop
Year Facility Constructed	1936
Year Facility Renovated	1995
Collection Size	50,148 volumes
Reader Seats	56 seats
Public Computers	6 computers
Community Room	N/A
Group Study Seats	0 seats
Building Size	4,681 sq. ft.

FACILITY SUMMARIES

electrical system is at capacity and provides insufficient outlets. Despite recent upgrades for ADA access, the mezzanine level does not meet ADA requirements. This limits access to a portion of the collection by those with accessibility needs. Interior visibility is good with the exception of the mezzanine, which is difficult for staff to monitor from the ground floor.

LIBRARY SERVICES

Spanish language materials are the only non-English materials with any significant circulation at the McKinley Library. Other popular materials include media as well as special collections such as arts and crafts, California bungalow books, gardening, and home improvement collections. The materials collection must be continually reevaluated to adequately allocate the limited space available. Limited use of the large print collection may potentially be due to the difficulties some seniors have accessing the building. Some of the original, built-in high shelves make the children's collection less accessible for younger children.

The library can use the community center's auditorium and an upstairs multipurpose room for programs, although these are frequently booked for other uses and not always readily available for library use.

The combined circulation and reference desk works well, providing an efficient single point for customer service. This is one of the first Sacramento Public Library facilities to combine these two service points, and results so far have been positive from both staff and customers. However, back-of-house staff work areas are extremely crowded and inefficient, as they are split into two areas of the library. One of the staff areas was decreased in size during the 1995 renovation when rest rooms on an adjoining wall were expanded to provide for accessibility requirements. Book drops are into bins outside the building rather than directly into the staff workroom, which is less efficient for staff.



Auditorium run by Parks and Rec.



Library book stacks



FACILITY RECOMMENDATIONS

RECOMMENDATIONS

The McClatchy Library plays an important role in the Sacramento Public Library library system as a destination library and an historical resource. A major renovation and expansion within the facility is recommended by making the second floor fully accessible to the public. Such a renovation and expansion will help ease the McClatchy Library's continued functioning as a unique and vital branch. The McKinley Library is part of a joint-use community building and is similarly a historic structure with limited potential for expansion. This facility was recently renovated to improve ADA and other building deficiencies, but additional building functional issues, such as staff areas, should be addressed to make the facility more functional. Today's population in this area of Sacramento is sufficient to demand an additional library to serve the mid-town and east and southeast areas of the city, potentially near the transit village being developed near 65th and Folsom Blvd.

- Renovate Existing McClatchy Branch (will expand library space in existing building envelope)
- Renovate Existing McKinley Branch
- New Library Facility near 65th and Folsom Blvd. (also serves Colonial Heights area)



McKinley Library



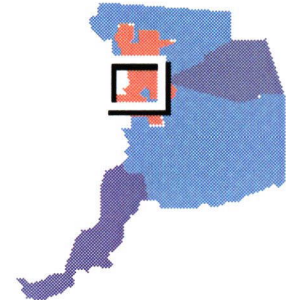
	2005	2015	2025
Population	45,108	45,037	47,962
McClatchy	2,557	4,690	4,690
McKinley	4,681	4,681	4,681
New 65th/Folsom			30,000

Sq. Ft. Deficit 17,873 13,148

*New 65th and Folsom would also serve Colonial Heights Service Area

FACILITY RECOMMENDATIONS

New 30,000 SF Library	2007 Dollars
Construction Hard Costs	\$13,906,000
Technology, Furniture, and Public Art	\$1,961,000
Soft Costs	\$5,692,000
Unescalated Project Budget	\$21,559,000
<i>Does not include land, cost escalation, or initial purchase of library materials</i>	



COST MODEL

The base cost for the new library, in January 2007 dollars, is from the 30,000 square foot template cost model. Other site-specific costs will need to be identified once a specific site is identified. Cost Escalation, Land Costs, and initial purchase of Library Materials are not included.

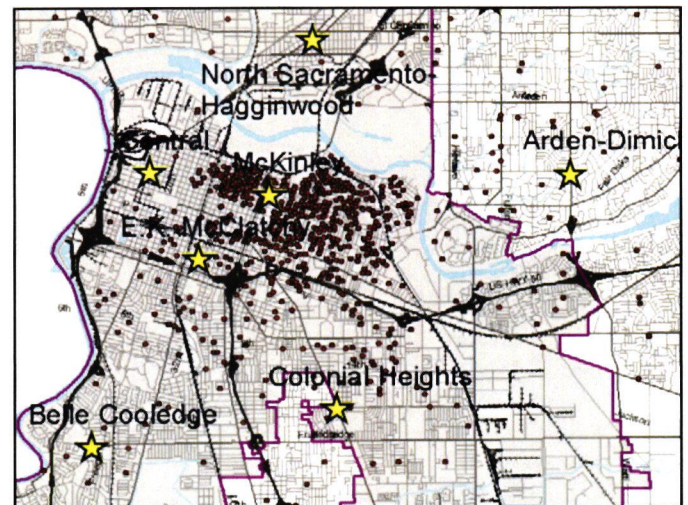
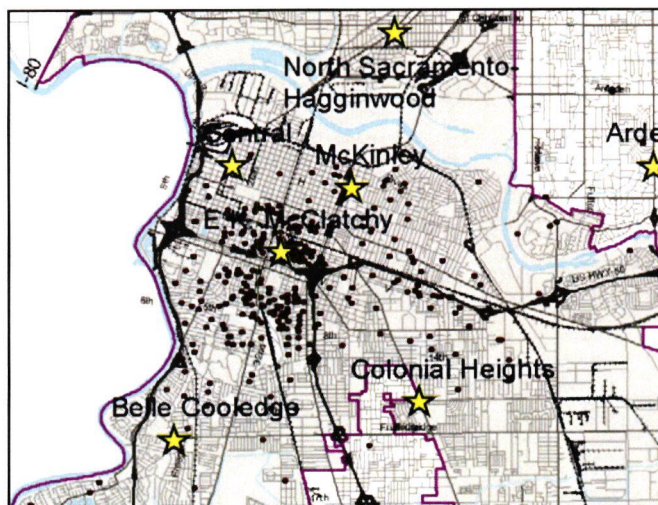
A recent study of the McClatchy Library describe a cost of \$1.9 M in 2003 dollars to renovate this facility. Improvements to this facility may be phased, with a "Phase 1" making the second floor community room available via elevator improvements and renovation of the second floor, and a Phase 2 to address other needed improvements.

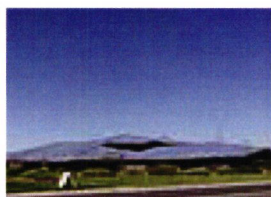
OPPORTUNITIES AND FUNDING

Planning for a facility near 65th and Folsom should begin immediately to take advantage of other development occurring in this area. There are currently no funding mechanisms identified for this area. For further information, see Colonial Heights Facility Summary.

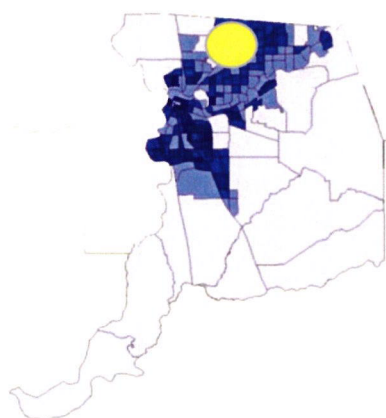
NEXT STEPS

- Funding Identification for all projects
- Site Identification for new library near 65th and Folsom Blvd.





Arcade Library



FACILITY SUMMARIES

BRANCH SUMMARY

The Arcade Library was renovated in 2005, which included both the renovation of existing spaces and the addition of library space by enclosing formerly outdoor patio and entry areas. Improved service includes a new computer lab, expanded teen space, areas for merchandising materials, and a single service point for customers. While these improvements have greatly improved the functional aspect of the library, the site and facility still have some issues such as poor site visibility and site use conflicts.

COMMUNITY

The Arcade Library serves the portion of the County of Sacramento, generally bounded by I-80 to the north, the Capital City Freeway to the west, Arden Way to the south, and east to the border of the Carmichael Library's service area near Eastern Avenue. The area is built out, although it is experiencing infill development with medium and high density housing that will add more residents to the service area. Residents of the community tend to be low and middle-income workers. The Russian, Farsi, Spanish, and Chinese-language populations are significant and growing.

SITE

The Arcade Library is located close to community amenities such as shopping. Parking is at a premium, particularly as users of the adjacent post office and bingo parlor tend to overflow into the library's dedicated spaces in the contiguous parking lot, and there are not any good control mechanisms to limit usage of the space reserved and marked as library only spaces. The parking lot's layout is also a safety factor due to lack of clear vehicular circulation and control mechanisms and lack of clear pedestrian markings.

Service	Current
Service Area Population	34,161 pop
Year Facility Constructed	1976
Year Facility Remodeled/Expanded	1995
Collection Size	77,481 volumes
Reader Seats	66 seats
Public Computers	27 computers
Community Room	87 seats
Group Study Seats	0 seats
Building Size	12,686 sq. ft.

FACILITY SUMMARIES

Although the library is located on a busy neighborhood thoroughfare, an earthen berm partially obscures the building's visibility for those walking or driving along the street and a surprisingly large number of area residents are unaware that a library is located here. The below-grade staff entry results in security problems such as loitering and illegal dumping of trash, as well as safety issues for deliveries.

BUILDING

In 2005, the original 1964 building received ADA upgrades as well as an addition of approximately 600 sf to improve circulation at the entry and restrooms and create new areas for periodicals and for teens. These changes have resulted in better functioning for the entryway and restrooms, merchandising opportunities, and more space for users. Building envelope problems were generally addressed as part of the renovation, although leaks still occur where the building meets the exterior landscape berm, particularly on the north side.

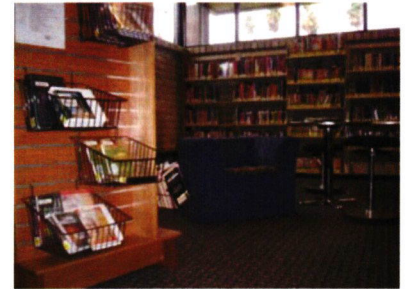
LIBRARY SERVICES

Children make up approximately half of users of the library, and another 15-20% are teens. Neighboring business owners use the library as a backup copy and computer center but otherwise do not form a significant portion of the library's customer base.

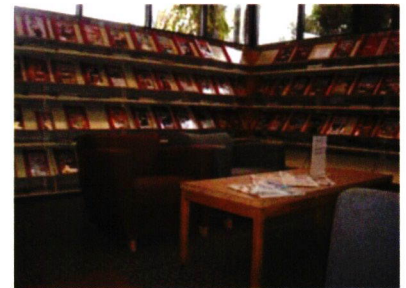
The recent renovation created a new area for teens that is more easily identifiable; however, users of the adjacent children's area tend to overflow into the teen area due to the heavy use by children and lack of adequate visible or physical separation of these two areas. Children's programs held in the community room often have attendance of 50-60 children and 35 parents.

The Arcade community has a strong need for increased access to computers and the Internet, as many people do not have access to computers at home or at work. Branch statistics indicate that the computers are occupied at least two-thirds of the time. A lab with 12 computers enables the library to offer technology programs that are very well-attended. As this is one of only three computer labs in the system, programs currently service not only Arcade customers, but all customers in the northern part of the library system.

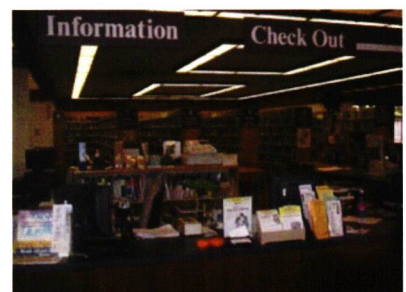
The collection was weeded heavily during the renovation. Customers have requested an expanded Russian language collection. The renovation created one central service desk with good visibility of public areas. However, there is not enough space at the staff desk or in the back workroom for current operations.



Newly renovated Arcade Library



Arcade magazine area



FACILITY SUMMARIES

BRANCH SUMMARY

Originally established in 1949 as a “storefront” library in Arden Town Shopping Center, the library moved to the corner of Watt and Northrop in 1975. The library underwent a renovation and expansion in 1999, which added a community room and expanded the building to its maximum site capacity. The community room has proved to be a valuable resource and this, as well as the rest of the library’s resources, are well used by the community. Primary issues for this building are the lack of adequate parking and poor vehicular circulation in the existing lot, and some crowding of library resources within the library.

COMMUNITY

Located south of the Arcade Library service area, the Arden-Dimick Library serves the area of Sacramento County bounded by the Sacramento city limits, the American River, Arden Way, and the border of the Carmichael service area at Eastern Avenue. The service area, which is generally built out except for infill development, is home to families with young children as well as seniors.

SITE

The Arden-Dimick Library sits on a high-profile corner location on Watt Avenue, an important north-south thoroughway connecting I-80 and Highway 50. This location is very convenient, as evidenced in part by the large number of material returns from other library branches. The library is close to many schools, including two middle/junior high schools, a high school, and two colleges.

The site itself is constrained; the 1999 facility expansion removed some of the parking spaces and disrupted driving paths. This left the site with inadequate parking and dead-end vehicular circulation; there is no nearby



Arden-Dimick Library



Crowded parking at Arden-Dimick

Service	Current
Service Area Population	38,209 pop
Year Facility Constructed	1970
Year Facility Renovated/Expanded	1999
Collection Size	91,974 volumes
Reader Seats	96 seats
Public Computers	16 computers
Community Room	147 seats
Group Study Seats	0 seats
Building Size	11,901 sq. ft.

FACILITY SUMMARIES

street parking. There is “never enough parking,” particularly during programs, and customers often park in the loading area due to lack of parking.

BUILDING

Funded by Dr. and Mrs. Dimick, the 1999 renovation and addition upgraded the original 1970 building envelope and systems, leaving the building in good condition. The exception is the HVAC system, which will require replacement in about five years; HVAC zoning should also be reexamined as part of the replacement project.

Interior bearing walls block visibility of some public areas, such as the teen and magazine areas, from service points. Noise within the building can be a problem; the community room is used for quiet seating when not in use for programs as most open areas of the library are impacted by noise.

LIBRARY SERVICES

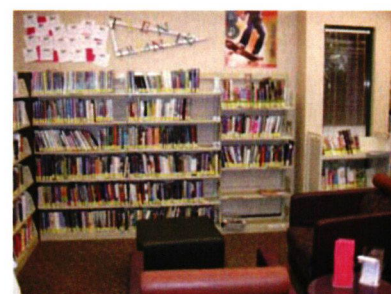
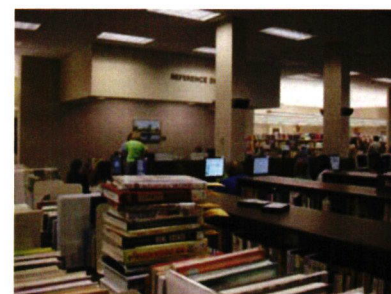
The Arden-Dimick Library’s collection has been weeded in part to accommodate implementation of the first phase of a merchandising approach for displaying new and high-interest materials. More work to move collections is needed to make this area more inviting and user-friendly. Arden-Dimick’s Deaf Services collection is large and quite popular.

The teen area is not well-defined and does not have an “identity” of its own. Its proximity to the only adult quiet seating area causes noise conflicts. Staff views of the teen area are blocked by interior bearing walls.

Added during the 1999 expansion, the community room is rated for 147 occupants, and is in nearly constant use. During library hours, the space is used for quiet study between programs. With a separate entrance and access to the restrooms, the community room is also well-used after library hours.

Computers at the Arden-Dimick Library are very popular. The children’s area has two computers, six computers are located in back, and additional computers are near the library entrance.

A Friends of the Library alcove added during the renovation functions very well; it contains the Friends’ materials and, if desired, it can be closed off. What works less well is the book return layout – while the single bin is efficiently located in the staff workroom, it cannot effectively support the rough-sorting opportunities if more than one bookdrop slot could be provided.



Arden-Dimick Teen Area



Community Room

FACILITY SUMMARIES

BRANCH SUMMARY

The Carmichael Library has just completed a major renovation and expansion, which was under construction at the time of the Facility Master Plan facility evaluation site visits. Therefore, the building evaluation is limited in scope but still encompasses site issues and community needs.

COMMUNITY

The Carmichael Library serves Carmichael, an established and affluent neighborhood with many large houses on expansive lots. Portions of the area have experienced infill development with higher-density housing. As with the neighboring Arcade area, Carmichael has seen a recent influx of immigrants from around the world, including Eastern Europe and the Middle East. The area also has a relatively high proportion of families who homeschool their children.

SITE

The library is located on a corner along Marconi Avenue, a well-traveled neighborhood thoroughfare. Exterior landscaping and parking lot improvements are included in the current renovation and expansion project that are intended to increase the building's visual prominence along the street. A private high school is located just down the street.

BUILDING

Renovation and expansion of the nearly 40-year-old facility has just been completed. Approximately 5,000 square feet were added to the building, including a new community room to seat 111 people and a conference room for 20 people.



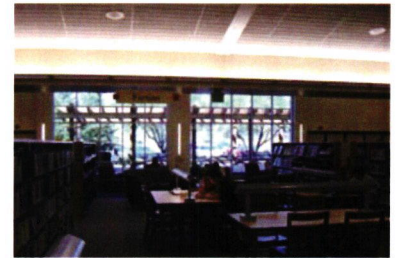
Expanded Carmichael Library

Service	Current
Service Area Population	81,496 pop
Year Facility Constructed	1964
Year Facility Renovated/Expanded	2006
Collection Size	105,000 volumes
Reader Seats	128 seats
Public Computers	42 computers
Community Room	131 seats
Group Study Seats	0 seats
Building Size	20,690 sq. ft.

FACILITY SUMMARIES

LIBRARY SERVICES

The expanded library branch provides seating for 110 customers, 42 public-access computers, a new community room, a teen area, a larger children's area, and space for special collections. It has a single public service point for customers, as well as a computer lab.



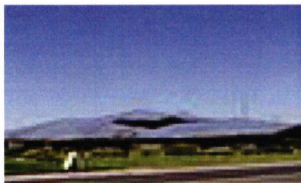
ARDEN- DIMICK, ARCADE AND CARMICHAEL



Arden-Dimick Library



Carmichael Library



Arcade Library

FACILITY RECOMMENDATIONS

RECOMMENDATIONS

The Arcade, Arden-Dimick, and Carmichael libraries have all been recently expanded and renovated. These areas are built-out, with limited growth expected from in-fill development. However, today's population is sufficient to demand an additional library in the area. A new facility would supplement services provided by the three existing libraries.

The County is working on revitalization efforts along Fair Oaks Blvd.; this may be an opportunity for the library to play an anchor role in the revitalization of this corridor.

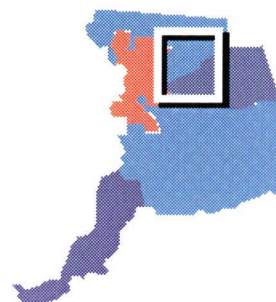
- Carmichael, Arcade, and Arden-Dimick Libraries recently completed
- New Library in the Carmichael, Arcade area



	2005	2015	2025
Population	153,866 pop	153,859 pop	157,647 pop
Carmichael	● 14,770 sf	20,690 sf	20,690 sf
Arden	● 11,901 sf	11,901 sf	11,901 sf
Arcade	● 12,686 sf	12,686 sf	12,686 sf
New Branch		★ 35,000 sf	35,000 sf
Sq. Ft. Deficit	37,576 sf	-3,348 sf	-1,454 sf

FACILITY RECOMMENDATIONS

35,000 SF Library	2007 Dollars
Construction Hard Costs	\$16,179,000
Technology, Furniture, and Public Art	\$2,134,000
Soft Costs	\$6,572,000
Unescalated Project Budget	\$24,885,000
<i>Does not include land, cost escalation, or initial purchase of library materials</i>	



COST MODEL

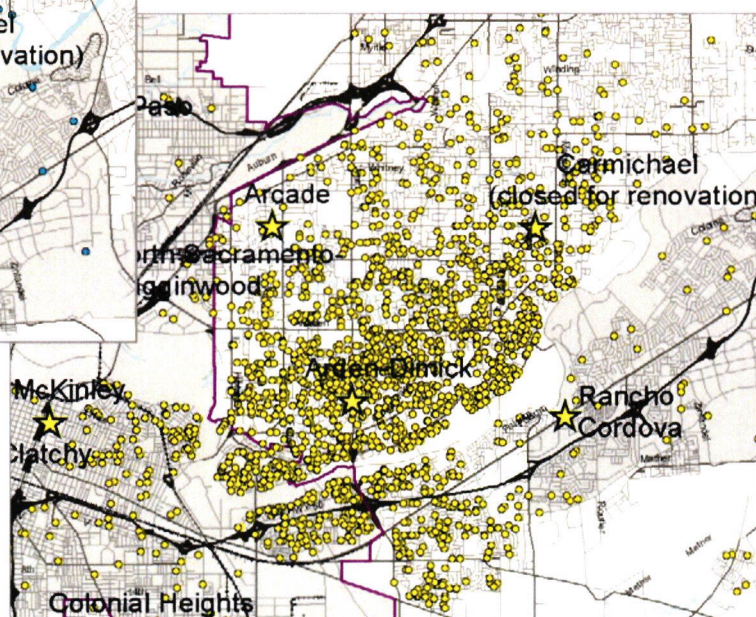
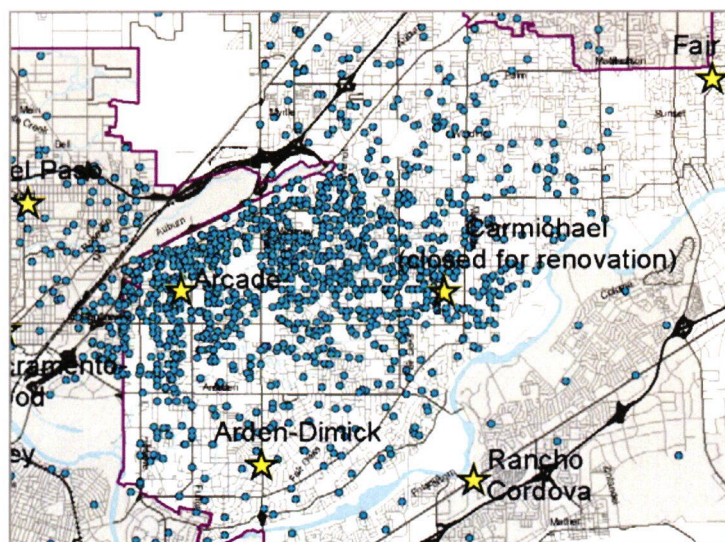
The base cost for this library is in January 2007 dollars and is from the 35,000 square foot template cost model. Other site-specific costs will need to be identified once a specific site is identified. Cost Escalation, Land Costs, and initial purchase of Library Materials are not included.

OPPORTUNITIES AND FUNDING

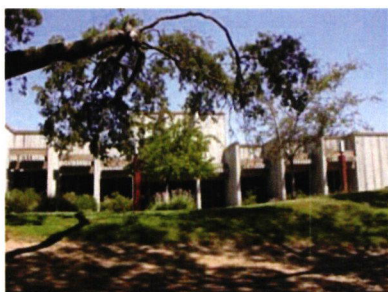
There are currently no funding mechanisms identified for this area.

NEXT STEPS

- Site Identification
- Funding Identification
- Planning efforts with County



FACILITY SUMMARIES



Fair Oaks Library



Fair Oaks Park

BRANCH SUMMARY

Despite being somewhat undersized, the Fair Oaks Library generally serves its community well. The 1976 building is due for renovation and renewal of building systems. An expansion of the building at the time of renovation is recommended to enable the building to continue to serve this community.

COMMUNITY

Fair Oaks is an established, built-out community in northeast Sacramento County, east of Carmichael and southwest of Orangevale. Library staff report that families with small children and seniors make up a significant proportion of customers of the Fair Oaks Library.

SITE

The library is located at the top of a sloped site, close to shopping and schools as well as adjacent to Fair Oaks Park. Despite its location convenient to community amenities, neither the library building nor any identifying signage is visible from the street. Site circulation is confusing due to an adjacent commercial driveway, and fast-moving traffic on Fair Oaks Boulevard makes it difficult to exit the site. Parking is generally adequate except during large events in the adjacent park. Security problems such as vagrant activity can spill over onto the library site from the adjacent park.

BUILDING

Many of the systems in the 30-year-old, 12,000 square foot building are reaching the end of their useful service life, including the roof and the electrical system. Exterior siding is damaged in some locations. The mechanical system has been upgraded but improper zoning of the HVAC

Service	Current
Service Area Population	47,558 pop
Year Facility Constructed	1976
Collection Size	78,433 volumes
Reader Seats	75 seats
Public Computers	13 computers
Community Room	75 seats
Group Study Seats	0 seats
Building Size	12,000 sq. ft.

FACILITY SUMMARIES

causes problems that impact the comfort of both customers and staff in both summer and winter months.

The lobby area is a two-story atrium space that connects both the inner and outer lobby. Noise from this area often echoes and travels into both the adjacent children's area as well as the adult new books and circulation area. There are also problems with visibility from the staff points into the children's room (the view is across the lobby into the children's area and is blocked by columns and corners) as well as some of the adult and teen areas. Natural light is fairly even throughout the library given the orientation of the library on its site.

LIBRARY SERVICES

The Fair Oaks Library's 78,000 volume collection includes materials in English, Spanish, Russian, Chinese, and Farsi. Fiction, children's materials, DVDs, and new releases are particularly popular. The shelving throughout the facility, and especially in the children's area, is at capacity; children's shelving is higher than desired due to the need to house enough materials to meet demand.

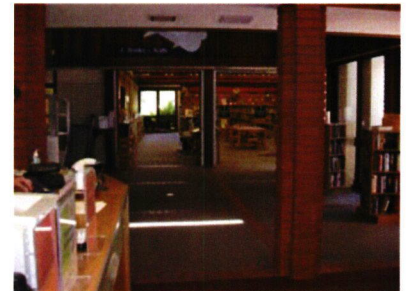
The 75-person community room is too small to accommodate the demand for library and community programs in Fair Oaks. Children's programs can attract as many as 120 children making back-to-back repeats of programs necessary to accommodate all interested in a single program. The community room is also used for literacy tutoring and Friends book sorting when not in use for programs.

Public access computers include 13 workstations. The demand for computer access at the library is not as high at this branch as in other areas but is still high and consistent. Due to the lack of space in the children's area, the children's computers are placed in an open floor area and have wiring exposed to people moving through the space.

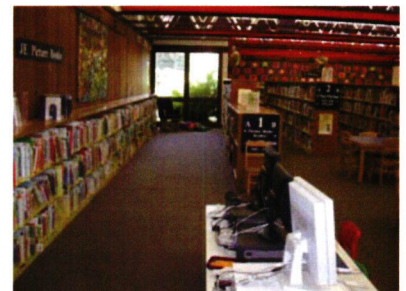
There is a teen area, although, due to the layout of the adult space, it is not as spatially defined as desired; it also does not have clear surveillance from the staff points. Although approximately one-fourth of circulation is done through the library's self-checkout station, the queuing area is confusing to customers and could be made more efficient and intuitive.

The Fair Oaks Branch Friends of the Library is highly active, boasting more than 100 members. The Friends have an ongoing sale area in the library lobby.

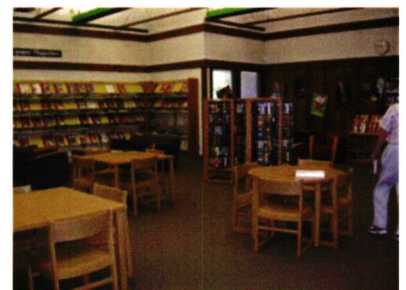
COUNTY OF SACRAMENTO



Lobby lacks acoustic control



Not enough space for needed technology



Community Room

FAIR OAKS



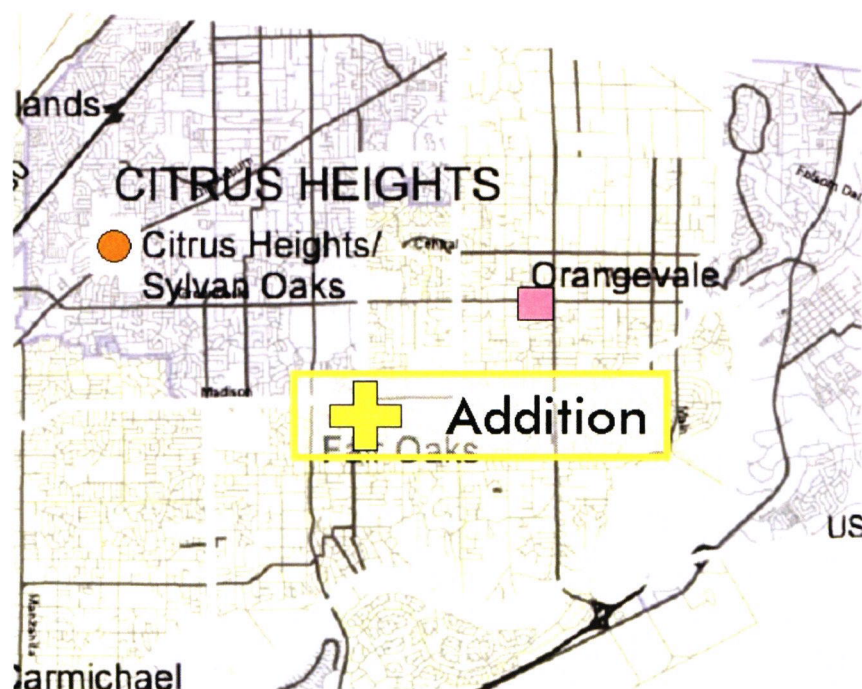
Fair Oaks Library

FACILITY RECOMMENDATIONS

RECOMMENDATIONS

The Fair Oaks area is mostly built-out, with minor population growth anticipated in the next 20 years. However, the size of the existing library is too small to serve the community's residents. The Fair Oaks Library is also in need of a major renovation. It is recommended that the current facility be both renovated and expanded on its current site to allow it to continue to serve the Fair Oaks area. The current library is adjacent to Fair Oaks Park and should have sufficient capacity to expand at its current location.

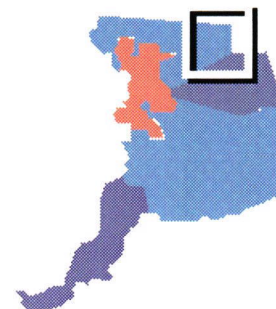
- Renovate / Expand Existing Fair Oaks Branch



	2005	2015	2025
Population	47,558	47,954	49,204
Fair Oaks	12,000 sf	+ 20,000 sf	20,000 sf
Sq. Ft. Deficit	11,779 sf	3,977 sf	4,602 sf

FACILITY RECOMMENDATIONS

Expansion to 20,000 SF	2007 Dollars
Construction Hard Costs	\$8,688,000
Technology, Furniture, and Public Art	\$1,439,000
Soft Costs	\$3,631,000
Unescalated Project Budget	\$13,758,000
<i>Does not include land, cost escalation, or initial purchase of library materials</i>	

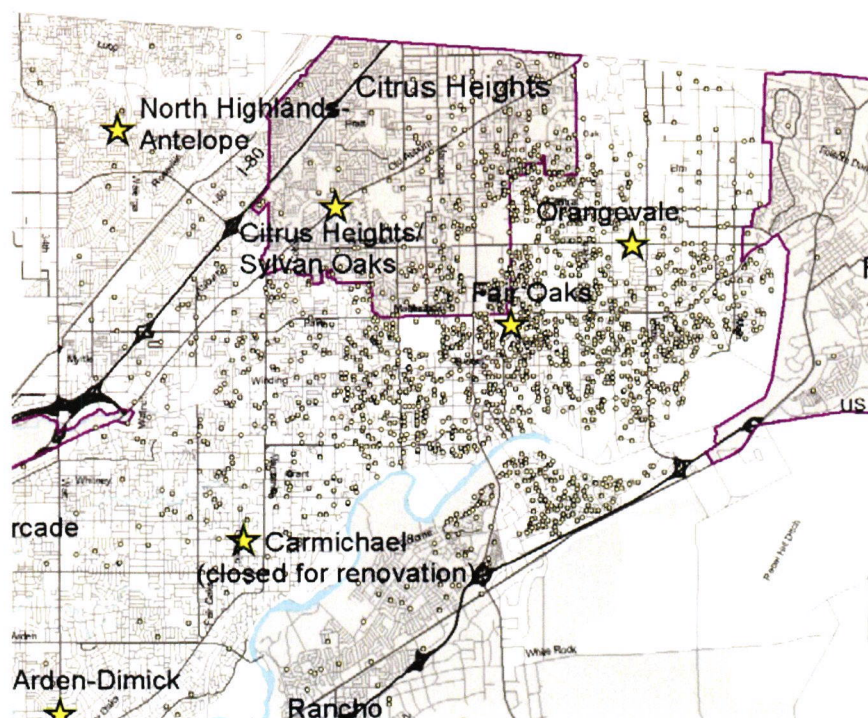


COST MODEL

The base cost for these library improvements in January 2007 dollars is based on the template for a building being expanded from 12,000 sf to 20,000 sf. Other site-specific costs will need to be identified once a specific site is identified. Cost Escalation, Land Costs, and initial purchase of Library Materials are not included.

OPPORTUNITIES AND FUNDING

There are currently no funding mechanisms identified for this area.



NEXT STEPS

- Site Expansion confirmation through site capacity analysis and confirmation with the local Parks and Recreation Department.
- Funding Identification

FACILITY SUMMARIES

BRANCH SUMMARY

At 3,300 square feet, the Orangevale Library is too small to meet this community's needs. In fact, the library cannot even advertise its services as it simply could not accommodate much additional patronage. A recent needs assessment found that the Orangevale community needs a library at least five times the size of the current small leased facility.

COMMUNITY

Orangevale is an unincorporated community in northern Sacramento County with a long history and strong agricultural roots. Many residences are on large parcels zoned for keeping horses. As with other communities in the greater Sacramento area, Orangevale is feeling the pressures of development, and some of the larger agricultural parcels are being redeveloped into high-end residences. At the same time, some area schools have been closed in recent years.

The Orangevale Community Center is the closest thing that Orangevale residents have to a civic center. However, there is greater demand for meeting and program space than the community center can accommodate. The 2004 needs assessment identified a strong opportunity for cooperation between the library and the community center, particularly if a new library facility were to be developed on the adjacent site.

SITE

With a history of moving relatively frequently, the Orangevale Library is currently sequestered in a leased end unit in a small "strip" shopping center on Greenback Lane. Although Greenback is a busy thoroughfare, the library is not highly visible; only a small sign in the shopping center's marquee announces the library's presence. Parking is shared with other shops, and at almost all times spaces are hard to find.



Orangevale Library in leased mall space



Crowded children's area

Service	Current
Population Served	25,346 pop
Year Facility Leased	2001
Collection Size	30,902 volumes
Reader Seats	15 seats
Public Computers	7 computers
Community Room	0 seats
Group Study Seats	0 seats
Building Size	3,300 sq. ft.

FACILITY SUMMARIES

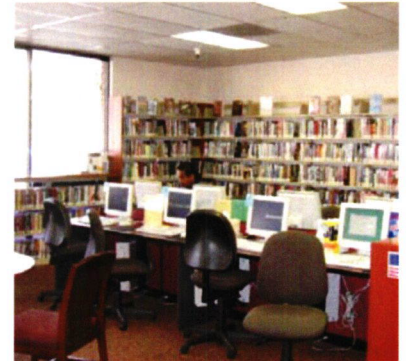
BUILDING

The leased library space is well-maintained. Staff have good visibility of most public areas (except for a portion of the adult collection) given the small size of the facility.

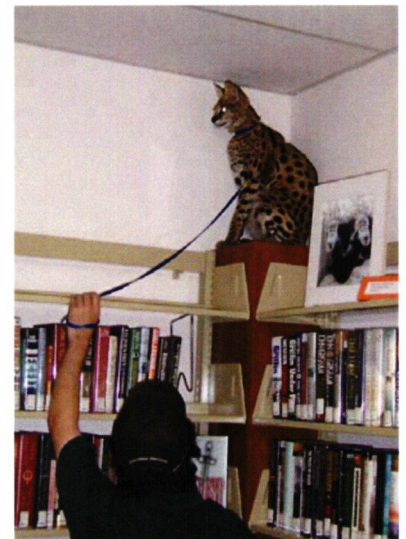
LIBRARY SERVICES

The Orangevale Library is just too small to offer more than a small collection and a few computers. There are very few places to sit. The building is at maximum capacity for collections, computers, and seating. There is no teen area, and both the children's and adult areas are too small to serve the number of users. The children's area is not separated from other areas of the library. The staff workroom is very crowded.

There is also no community room for programming. Storytimes and other children's programs are held in the only open area in the library, which is directly in front of the entrance, disrupting other library users during these times.

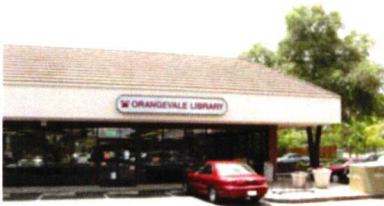


Limited computers and stacks at capacity



Program occurring in main library space

ORANGEVALE



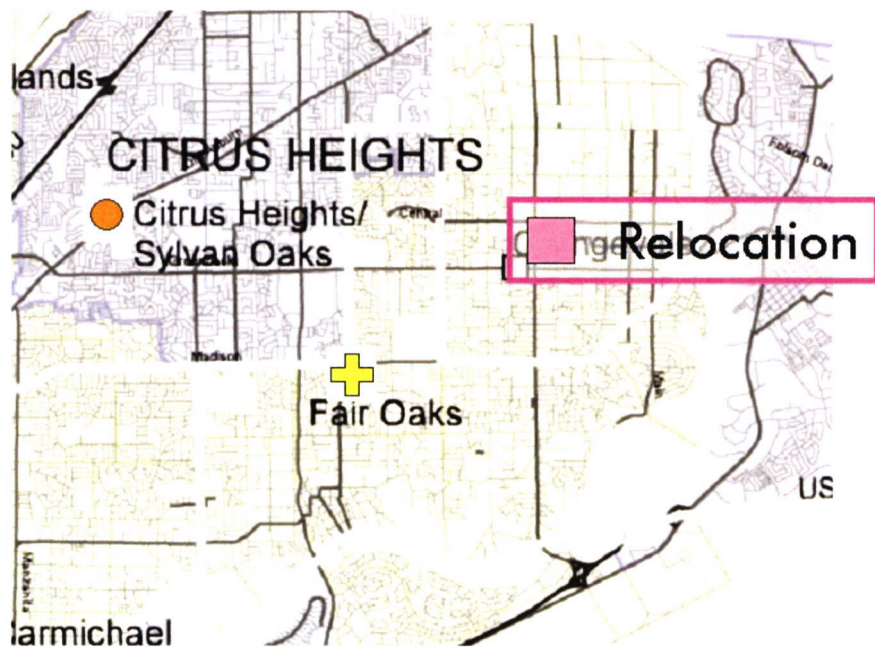
Orangevale Library in leased mall space

FACILITY RECOMMENDATIONS

RECOMMENDATIONS

The Orangevale area is mostly built-out, with minor population growth anticipated in the next 20 years. However, the size of the existing library is much too small to serve the Orangevale community. The Orangevale Library is recommended to be relocated to a site adjacent to the Community Center and expanded. A conceptual design was previously completed for this concept.

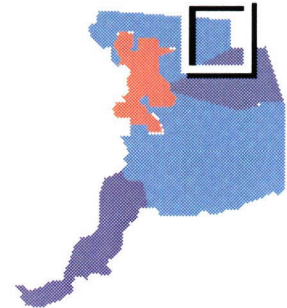
- Relocate / Expand Orangevale Branch



	2005	2015	2025
Population	25,346	26,457	27,487
Orangevale	3,300 sf	16,000 sf	16,000 sf
Sq. Ft. Deficit	9,373 sf	-2,772 sf	-2,257 sf

FACILITY RECOMMENDATIONS

New 15,000 SF Library	2007 Dollars
Construction Hard Costs	\$7,250,000
Technology, Furniture, and Public Art	\$904,000
Soft Costs	\$2,927,000
Unescalated Project Budget	\$11,081,000
<i>Does not include land, cost escalation, or initial purchase of library materials</i>	



COST MODEL

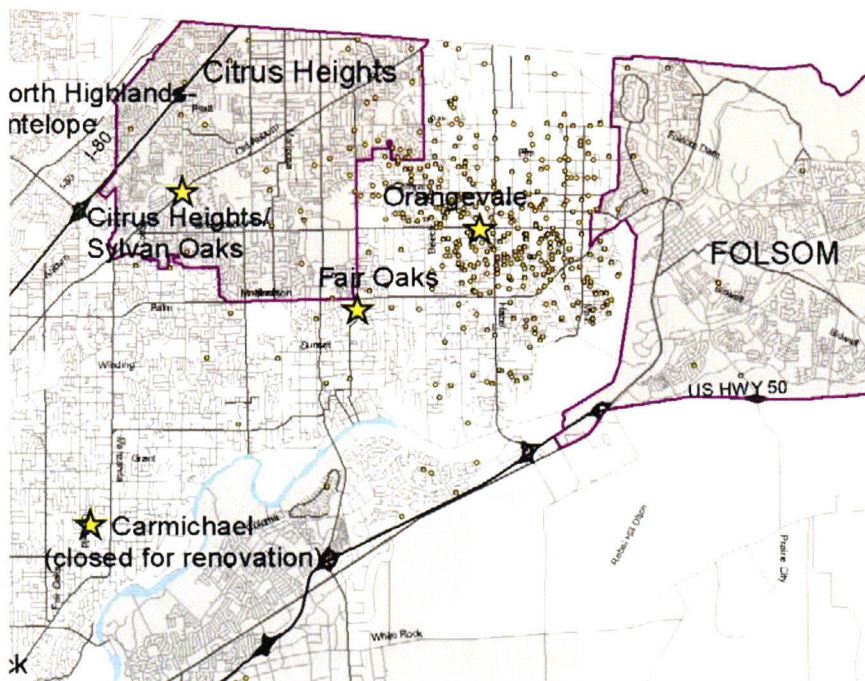
The base cost for this library is in January 2007 dollars and is from the 15,000 square foot template cost model. Other site-specific costs will need to be identified once a specific site is identified. Cost Escalation, Land Costs, and initial purchase of Library Materials are not included.

OPPORTUNITIES AND FUNDING

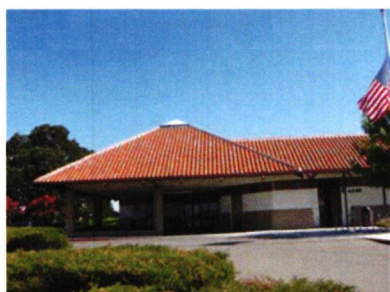
A site and conceptual design has been completed for the Orangevale Library. Funding identification is the next step for this facility.

NEXT STEPS

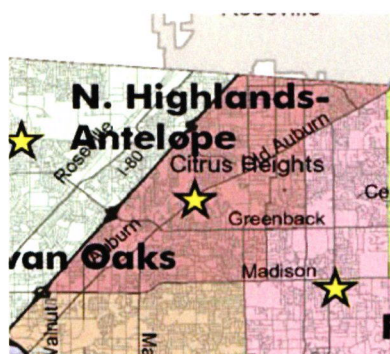
- Funding Identification



NORTH HIGHLANDS- ANTELOPE



North Highlands-Antelope Library



Existing Service Area

FACILITY SUMMARIES

COMMUNITY

The North Highlands-Antelope Library is located near the border between the two unincorporated County communities it serves: Antelope to the north, and North Highlands to the south. Infill development in these two communities is contributing to population growth, particularly in North Highlands where plans for redevelopment of the decommissioned McClellan Air Force Base are underway. Development is anticipated to increase the population of these communities to approximately 120,000. To the north, communities in Placer County are also experiencing growth; although these areas are not within its service area, the North Highlands-Antelope Library is the closest library for many residents of these areas.

The library is located along busy Antelope Road. A few schools are located nearby, but most neighborhoods around the library are residential.

SITE

The site and library are visible from the main road. Many people take advantage of good pedestrian and bicycle access to the site instead of driving, but for those who live in the lower part of North Highlands the Library is a longer drive. Parking and vehicular circulation on the site are adequate. Topography and heritage oak trees were taken into account during the original design, and would also constrain expansion opportunities.

BUILDING

The facility was developed through a design-build approach. There are some safety hazards on the building exterior, including built-up brick on exterior corners and detaching wall tiles. The staff entrance and community room exterior entrances lack shelter.

Service	Current
Population Served	93,437 pop
Year Facility Constructed	2000
Collection Size	88,373 volumes
Reader Seats	61 seats
Public Computers	18 computers
Community Room	192 seats
Group Study Seats	6 seats
Building Size	12,890 sq. ft.

FACILITY SUMMARIES

Interior systems and mechanical building systems operate within acceptable parameters. Given its recent construction, these systems should have many years of service life remaining. Finishes are also wearing well. Shades have been added to reduce heat gain through the domed skylights during summer, which can be areas of thermal discomfort for staff and customers working in the areas below.

LIBRARY SERVICES

All areas such as seating, stacks, and computer clusters are at capacity and cannot accommodate any expansion of library service or materials. Approximately half of the materials checked out are done so by customers at the three self-check stations; however, there is not enough queuing space for the self-check stations.

Shelving is adequate for the collection size, although there is little space for face-out display of new and popular materials. Book stacks block visibility of some public areas from staff service points.

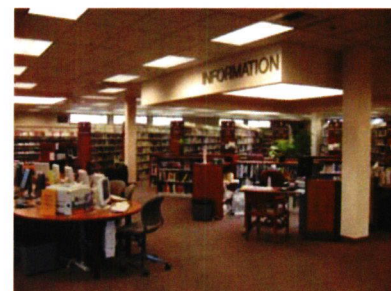
Public access computers are very popular.

The North Highlands-Antelope Library has the most tutoring pairs of any Sacramento Public Library branch. Tutoring and literacy pairs have priority for the group study room; access by others is on a first-come, first-served basis.

The community room is used for children's, teens, and adult library programming as well as for community events. There is a built-in screen but no integrated video projection. The adjacent kitchen is not often used. The community room has its own entrance for after-hours flexibility as well as an outdoor seating area sponsored by the Friends of the Library.

A single book drop slot deposits materials directly into the staff workroom. Processing of returned materials could be made more efficient by adding more drop slots and rearranging the workroom to locate staff closer to the drops.

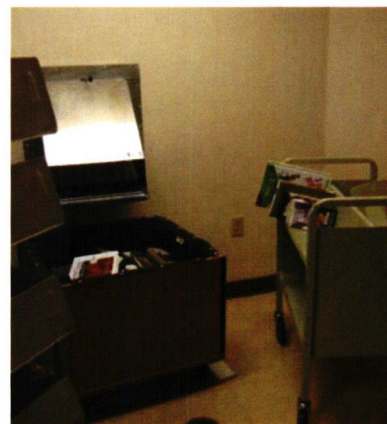
The library offers little work space or storage for the Friends.



Areas within the library are at capacity



Community room



Staff Areas and Bookdrop

NORTH HIGHLANDS- ANTELOPE



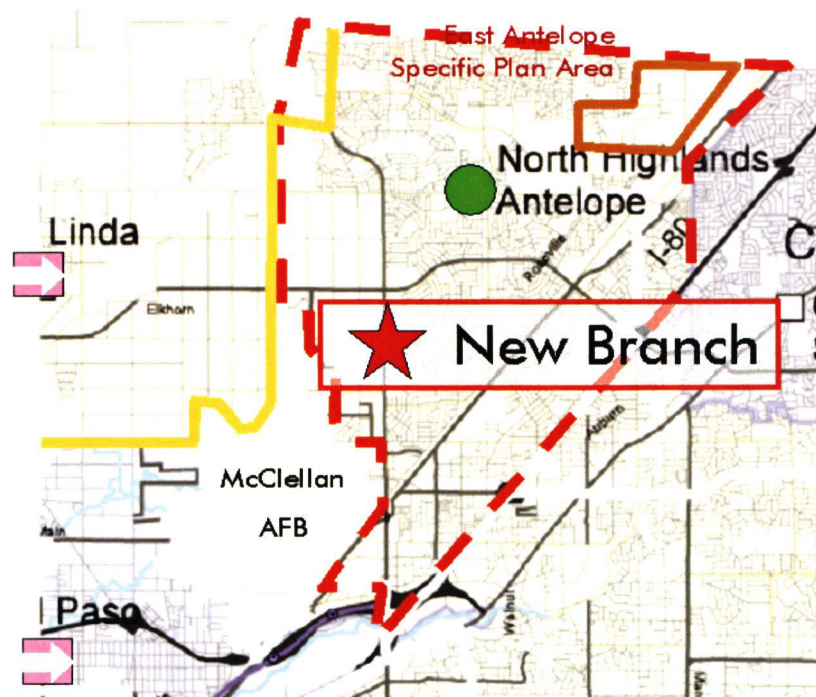
North Highlands-Antelope Library

FACILITY RECOMMENDATIONS

RECOMMENDATIONS

The North Highlands Library is complete. However, today's population is sufficient to demand an additional library within the North Highlands and Antelope area. A new facility located further south in the North Highlands area (where the facility was previously located) would both serve residents in this area and fit into County plans for revitalizing the Watt Avenue commercial corridor. McClellan Air Force Base is being developed for industrial and light industrial uses and is not anticipated to accommodate any residential uses.

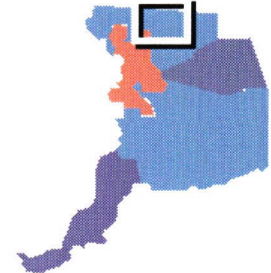
- North Highlands - Antelope Branch is complete
- New North Highlands Branch near Elkhorn and Watt Avenue



	2005	2015	2025
Population	93,437	98,874	101,069
N Highlands - Antelope	12,890	12,890	12,890
New North Highlands		35,000	35,000
Sq. Ft. Deficit	33,829	1,547	2,645

FACILITY RECOMMENDATIONS

35,000 SF Library	2007 Dollars
Construction Hard Costs	\$16,179,000
Technology, Furniture, and Public Art	\$2,134,000
Soft Costs	\$6,572,000
Unescalated Project Budget	\$24,885,000
<i>Does not include land, cost escalation, or initial purchase of library materials</i>	



COST MODEL

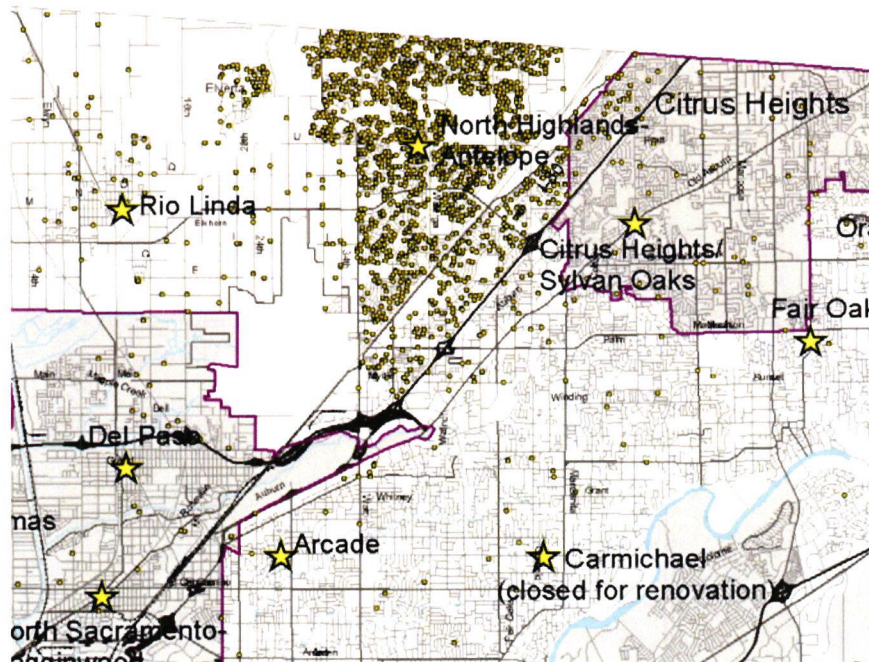
The base cost for this library is in January 2007 dollars and is from the 35,000 square foot template cost model. Other site-specific costs will need to be identified once a specific site is identified. Cost Escalation, Land Costs, and initial purchase of Library Materials are not included.

OPPORTUNITIES AND FUNDING

The County has formed a service area for the development of a service center on Watt Avenue. This may be a potential location opportunity. There are currently no funding mechanisms identified for this area.

NEXT STEPS

- Site Identification
- Funding Identification



FACILITY SUMMARIES



Rio Linda Library

BRANCH SUMMARY

The current Rio Linda Library is housed in a leased facility in the MarVal Shopping Center at the southeast end of town, and is too small to meet the community needs. The community is currently undergoing a needs assessment process and conceptual design for a new, enlarged library at a new, more centrally located site. This process will result in more detailed study of the community needs, service inadequacies of the existing library, and a vision for a new library. Funding for the new library is also an ongoing part of this process.

COMMUNITY

Rio Linda and Elverta communities are unincorporated areas in northern Sacramento County, although a local push to incorporate is currently underway. Historically an agricultural-based community, the area is undergoing development. Not only has the area seen an increase in population, it is also growing more diverse. The Rio Linda Library also is used by some residents of Placer County to the north who have no nearby libraries of their own.

SITE

The Rio Linda Library has operated out of an approximately 4,000 square foot leased space in the Mar-Val Ray Shopping Center for more than 40 years. Although this shopping center was once a vital part of the community, in more recent years development has shifted the commercial center away from this area, and the Mar-Val Ray center is struggling. With the reduced traffic to this commercial center, the library has seen a drastic reduction in drop-in use. Overall library use has dropped about 20% in one year (from 2004 to 2005), much of which may be attributable to the shift in commercial centers in the community.

Service	Current
Population Served	21,247 pop
Year Facility Leased	1968
Collection Size	39,944 volumes
Reader Seats	38 seats
Public Computers	7 computers
Community Room	0 seats
Group Study Seats	0 seats
Building Size	4,000 sq. ft.

FACILITY SUMMARIES

BUILDING

There are several building issues with the facility. The current building is poorly insulated and has problems with temperature regulation during the summer and winter, with temperature ranges far outside of acceptable comfort levels, with reports of up to 80 degrees in the summer and as low as 50 degrees in the winter.

LIBRARY SERVICES

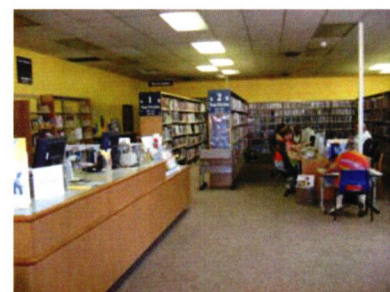
The limited resources available in the existing facility due to its small size greatly restrict the use of the facility. In-house material use is down (-44% from 2004 to 2005) while holds are up (7.3 % in one month), indicating that the in-library collection is not satisfying customers. There is limited seating (table and chairs only), and limited computers for community use.

There is no community room for library or community programs; the library still holds summer reading programs and some storytimes, but these are held in the main library space and disrupt other users. Noise can be a problem at other times as well because of the small size of the facility and lack of separate of spaces.

There is no space for customer self-check, and the staff spaces are limited as well, with the staff workroom serving as staff office space, workroom, and break room.



Children's area



Limited seating and computers

RIO LINDA- ELVERTA



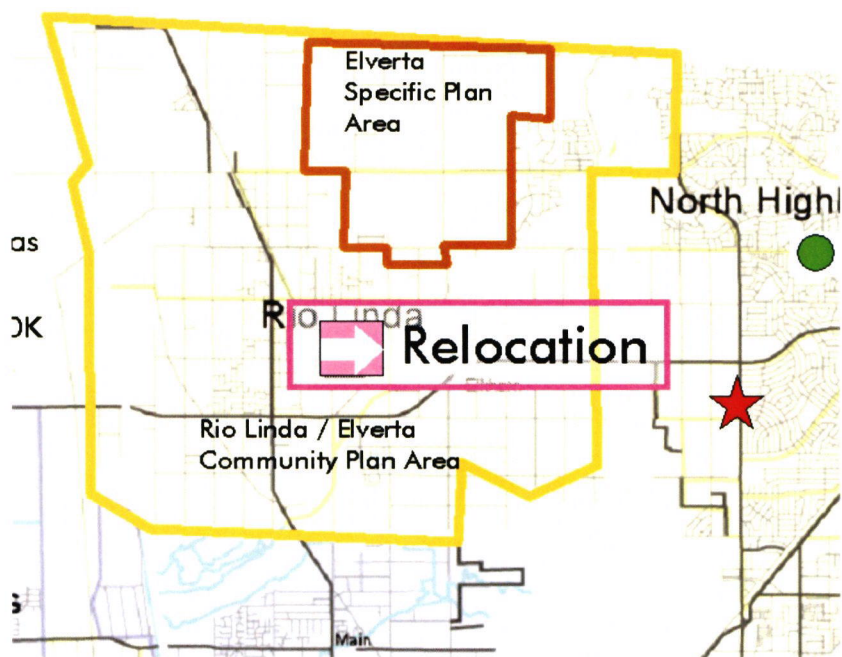
Rio Linda Library - proposed site

FACILITY RECOMMENDATIONS

RECOMMENDATIONS

The current Rio Linda Library is housed in a leased facility in the MarVal Shopping Center and is too small to meet the community needs. In addition, the area consists of two rural communities, Rio Linda and Elverta, both of which are anticipated to experience moderate growth in the next 20 years. A larger library is needed to serve both existing and new residents. A new 15,000 square foot facility is recommended for the Rio Linda-Elverta area. Site identification and conceptual design are currently underway for this recommendation.

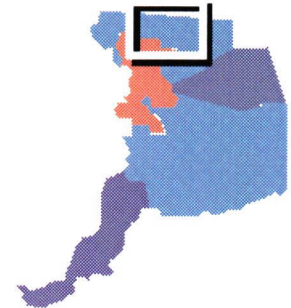
- Relocate / Expand Rio Linda Elverta Library



		2005	2015	2025
Population		21,247	24,537	30,067
Relocated Rio Linda-Elverta		4,000	 15,000	15,000
Sq. Ft. Deficit		6,624	-2,732	34

FACILITY RECOMMENDATIONS

New 15,000 SF Library	2007 Dollars
Construction Hard Costs	\$7,250,000
Technology, Furniture, and Public Art	\$904,000
Soft Costs	\$2,927,000
Unescalated Project Budget	\$11,081,000
<i>Does not include land, cost escalation, or initial purchase of library materials</i>	

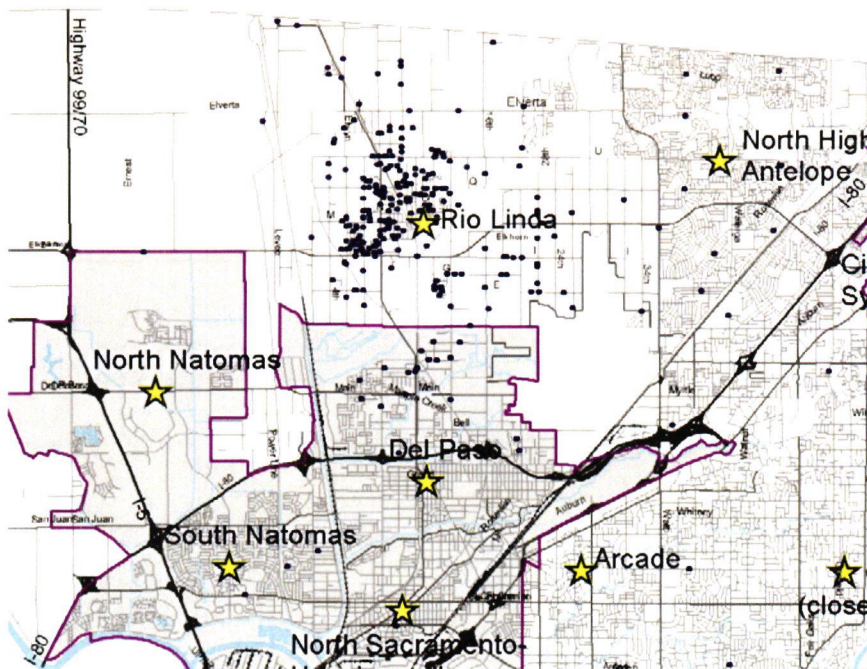


COST MODEL

The base cost for this library is in January 2007 dollars and is from the 15,000 square foot template cost model. Other site-specific costs will need to be identified once a specific site is identified. Cost Escalation, Land Costs, and initial purchase of Library Materials are not included.

OPPORTUNITIES AND FUNDING

A site in the historic downtown area of Rio Linda is currently being confirmed as the preferred site. Some funding for the project from the Tobacco Settlement Fund has been appropriated to this project. Further funding identification is underway. There is a potential Developer Impact Fee program being analyzed for the Elverta area that could assist with funding this project.



NEXT STEPS

- Funding Identification

FACILITY SUMMARIES



Southgate Library

BRANCH SUMMARY

The aging Southgate Library seems to do an adequate job of serving those community members who can actually find it. It is one of a number of 1970s era libraries that have served the library needs of their communities well. However, these facilities have not undergone a major overhaul to bring the library into the 21st century in terms of library services and new, more efficient and customer-friendly models of service. In addition, its location off of a main thoroughfare is problematic for visibility within the general community.

COMMUNITY

The Southgate Library serves communities in the southern part of Sacramento, east of Highway 99 and south of the Colonial Heights area. Most of this area is built out except for the eastern portion, around Power Inn Road. This community is ethnically diverse and upwardly mobile. Residents tend to take advantage of academic and career resources through the library as well as through assistance centers in the area such as Sacramento Works and Sacramento Career Center.

SITE

The Southgate Library is located on a side street. The library is not visible from any of the nearby major thoroughfares, making it difficult to find by the general public. It is located across the street from a community center and just north of a continuation high school, one of four high schools in the service area, and serves these institutions well. However the isolation is problematic for the general community and as a result does not draw the number of customers it could if it were in a better location. Site security problems have decreased since it was re-landscaped, but evening visitors still are wary of the low wall around the entry patio and the side street location leaves the building open to repeated theft and vandalism. Many people walk to the library, and there is a bus stop across the street at the community center. Parking is adequate for those who do drive.



Lobby is hard to supervise

Service	Current
Population Served	97,266 pop
Year Facility Constructed	1975
Collection Size	92,288 volumes
Reader Seats	86 seats
Public Computers	15 computers
Community Room	60 seats
Group Study Seats	0 seats
Building Size	12,000 sq. ft.

FACILITY SUMMARIES

BUILDING

The 1975 building provides two entrances into an internal lobby, neither of which are easily visible from staff service points. Neither of the staff restrooms is accessible, and some aisles and circulation paths around furnishings in public areas are very narrow. Zoning and thermal comfort problems have occurred in the adult stacks, staff workroom, and community room in the past. The building has not undergone a major upgrade since its construction. The HVAC system was recently replaced, but other building systems are in need of renewal. Many of the interior finishes need upgrading.

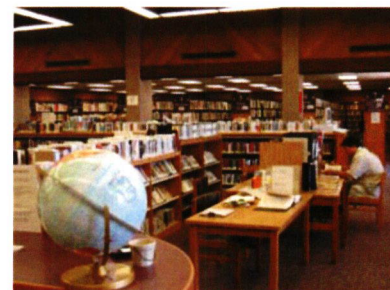
LIBRARY SERVICES

The Southgate Library has one of the largest collections in the Sacramento Public Library system but is in need of weeding. Popular collections include academic support materials for K-12 and Cosumnes River College students, fiction, audiobooks, self-improvement materials (such as resume assistance or auto repair reference books), as well as the large Vietnamese language collection. Materials in Chinese, Spanish, and Russian are also well-used.

Most seating in both the children and adult areas is at tables, and finding an available seat can be difficult. There are couches, but these are tucked away and difficult to find; there is no other casual seating. The study carrels are difficult for staff to supervise.

The community room is in high demand, but can only be used during nights that the library is open because the current building alarm system does not have separate controls for the community room area and the library. The crowded room also contains overflow storage, the computer server, and the building's recycling, all of which are inappropriate in a community room, but lack of adequate staff and back of house areas prevents these from being located elsewhere.

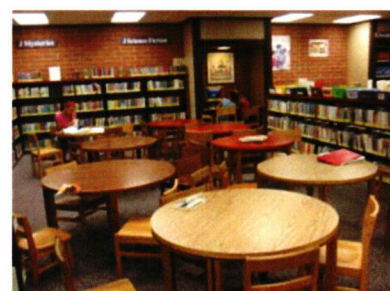
The staff workroom is effective as one large room without interior divisions. The book drop does not deposit materials into the staff room, but into a room off of one of the entry lobbies. This arrangement is not ergonomic or efficient; it requires staff to pick materials from a low bin and transport them into the staff room for circulation processing, and then back out onto the shelves.



Library stacks are at capacity



Crowded stacks and aisles



Crowded seating



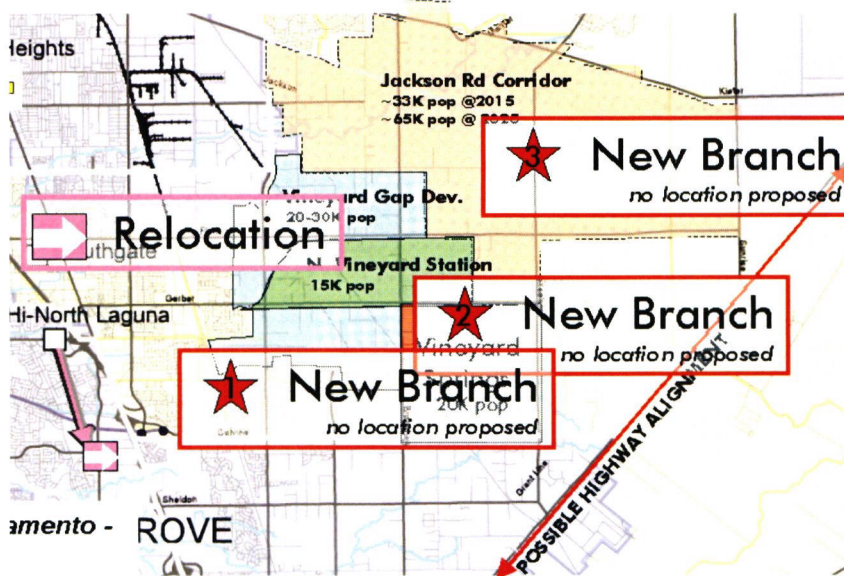
Southgate Library

FACILITY RECOMMENDATIONS

RECOMMENDATIONS

The current Southgate Library is too small to serve the community's needs. It is also in a poor location off of a main corridor that makes it difficult to find for users. A relocated and expanded facility is recommended for the Southgate Library, perhaps in conjunction with Florin Mall developments. While the Southgate area is anticipated to experience moderate growth, the Vineyard area to the east, a currently agricultural area, is anticipated to experience strong growth in the next 20 years. The Vineyard area will require additional new library facilities to serve these new residents. The relocated Southgate should be located in conjunction with the site identification for library facilities in the Vineyard area to ensure equitable access to libraries throughout this region.

- Relocate / Expand Southgate Branch
- Two to three New Vineyard Libraries, to be coordinated with development



	2005	2015	2025
Population	97,266	163,927	212,241
Southgate	12,000	20,000	20,000
New Vineyard 1		30,000	30,000
New Vineyard 2			25,000
New Vineyard 3			30,000
Sq. Ft. Deficit	36,633	31,964	1,121

FACILITY RECOMMENDATIONS

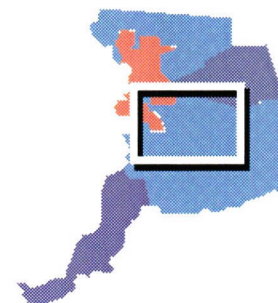
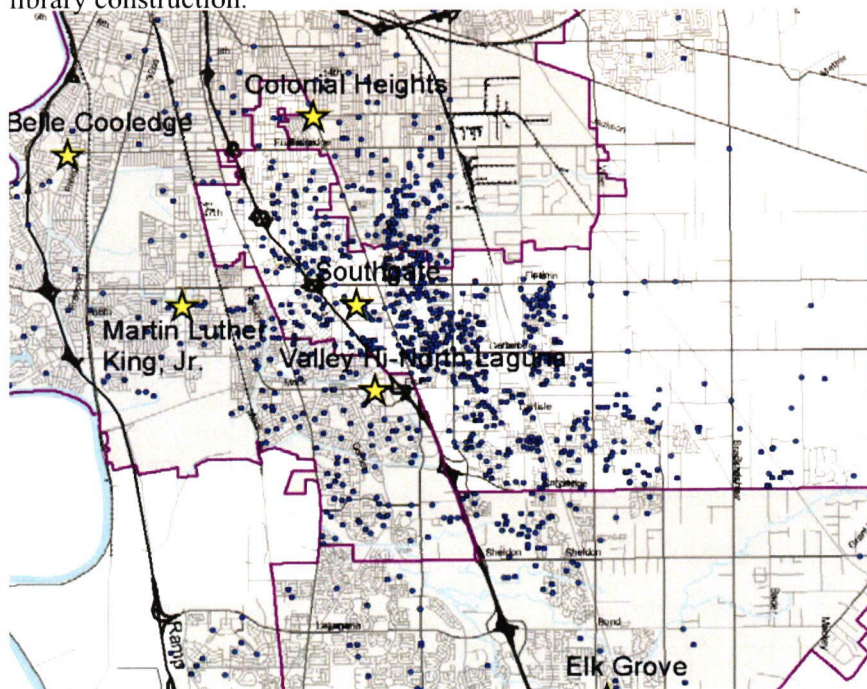
New 20,000 SF Library	2007 Dollars	New 30,000 SF Library	2007 Dollars
Construction Hard Costs	\$8,923,000	Construction Hard Costs	\$13,906,000
Technology, Furniture, and Public Art	\$1,443,000	Technology, Furniture, and Public Art	\$1,961,000
Soft Costs	\$3,717,000	Soft Costs	\$5,692,000
Unescalated Project Budget	\$14,083,000	Unescalated Project Budget	\$21,559,000
<i>Does not include land, cost escalation, or initial purchase of library materials</i>		<i>Does not include land, cost escalation, or initial purchase of library materials</i>	

COST MODEL

The base costs in January 2007 dollars are based on the 20,000 and 30,000 square foot template cost models. Other site-specific costs will need to be identified once a specific site is identified. Cost Escalation, Land Costs, and initial purchase of Library Materials are not included.

OPPORTUNITIES AND FUNDING

One potential relocation site for the Southgate Library could be with a renovated Florin Mall, which is currently in the planning stages. There are currently no funding mechanisms identified for the Southgate area. The Vineyard area has a Development Impact Fee program in place to support library construction.



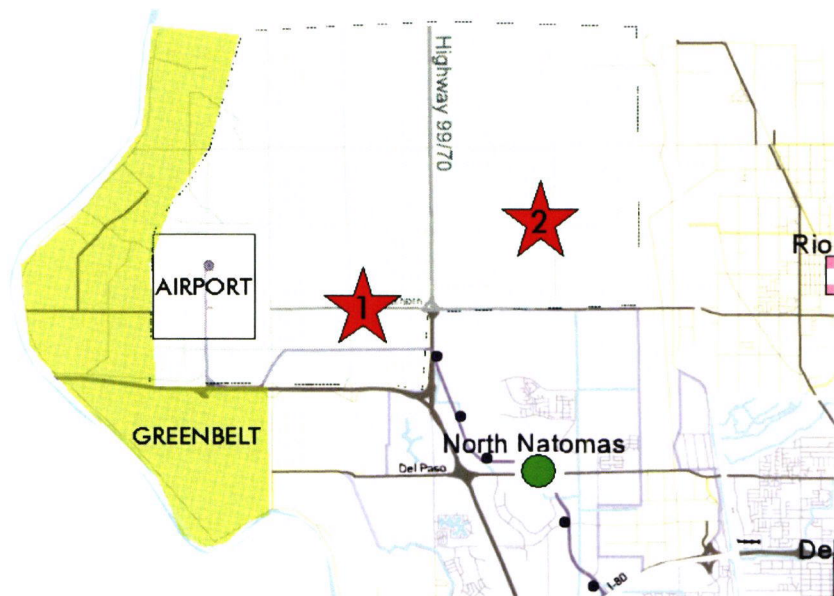
NEXT STEPS

- Site Identification
- Funding Identification

FACILITY RECOMMENDATIONS

RECOMMENDATIONS

There is significant growth being proposed for the Natomas Joint Vision area to the north in the unincorporated area of Sacramento County. The City of Sacramento is considering incorporation of this area. For the last 25 years, it has been anticipated that the Natomas Joint Vision (NJV) area, if urbanized and developed, would do so as part of the city of Sacramento. For that to happen, the area must first be annexed to Sacramento. In 2002, the City and County entered into a Memorandum of Understanding (MOU) to set forth the conditions and principles for annexation to the City and ultimate development within the City. Those principles include revenue sharing; habitat, open space and agricultural preservation and protection; airport protection and a Sacramento-Sutter county community separator. If the city of Sacramento and County come to terms on each of these issues, the NJV area will be annexed into the city of Sacramento. If there is no agreement, the degree of urbanization and development for the NJV area is uncertain.



	2005	2015	2025
Population	1,000	36,650	73,300
Natomas Joint Vision 1		★ 20,000	20,000
Natomas Joint Vision 1			★ 20,000
Sq. Ft. Deficit	500	-1,675	-3,350

FACILITY RECOMMENDATIONS

However, new facilities to meet the needs of proposed residents should be planned as developments are approved and Specific Plans are being done to ensure that needed library services coincide with the community visions and with the population growth. The amount of library space, and number of facilities, will ultimately depend on the amount of development.

- New Libraries for future growth areas as needed

New 20,000 SF Library	2007 Dollars
Construction Hard Costs	\$8,923,000
Technology, Furniture, and Public Art	\$1,443,000
Soft Costs	\$3,717,000
Unescalated Project Budget	\$14,083,000
<i>Does not include land, cost escalation, or initial purchase of library materials</i>	

COST MODEL

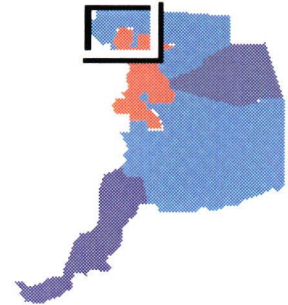
The base cost for new libraries in the Natomas Joint Vision area, in January 2007 dollars, is based on a 20,000 square foot template and cost model. Other site-specific costs will need to be identified once a specific site is identified. Cost Escalation, Land Costs, and initial purchase of Library Materials are not included.

OPPORTUNITIES AND FUNDING

There are currently no funding mechanisms identified for this area, although Development Impact Fee programs are possible funding sources given the type of development in this area.

NEXT STEPS

- Site Identification
- Funding Identification



COURTLAND



Courtland Library



FACILITY SUMMARIES

BRANCH SUMMARY

The Courtland Library is an important recent addition of library services to the Courtland community and the greater Delta area. However, the facility is still generally too small to accommodate the materials, computers, and seating needed by the greater Courtland community.

COMMUNITY

The Courtland Library serves an approximately 15 square mile area in and around Courtland. This rural, agricultural area along the Sacramento River delta, south of the City of Sacramento, is generally low-density and has a fairly stable population; significant growth is not anticipated.

SITE

In addition to serving the community, the Courtland Library is the school library for the co-located Bates Elementary School, which is attended by children from Yolo County as well as from Sacramento County, including Courtland. The Bates Elementary School offers both school year classes as well as being the site for summer schools for the region, so the library is well-located for many students in the area. Parking is street parking only (with 2 ADA accessible spaces in the adjacent school parking lot), but is generally sufficient. Although the civic nature of the library building is not immediately apparent, the library generally has good visibility from the road and is known within the community. Improved site lighting may help staff feel more secure, particularly on dark winter nights when only one staff member is on duty. Bike racks are available at the school but not at the library.

Service	Current
Service Area Population	1,104 pop
Year Facility Constructed	2003
Collection Size	10,236 volumes
Reader Seats	9 seats
Public Computers	2 computers
Community Room	0 seats
Group Study Seats	0 seats
Building Size	1,365 sq. ft.

FACILITY SUMMARIES

BUILDING

The library is housed in a 1,365 square foot double-wide modular building purchased in 2003 with funds provided by a Community Development Block Grant. There is no formal agreement between the River Delta School District and the Sacramento Public Library as to who is responsible for maintaining the facility, which sometimes becomes a problem. Aside from minor maintenance issues, the relatively new building does not have any major building system issues. Noise can be a problem, as it is a small building with an open interior floor plan.

LIBRARY SERVICES

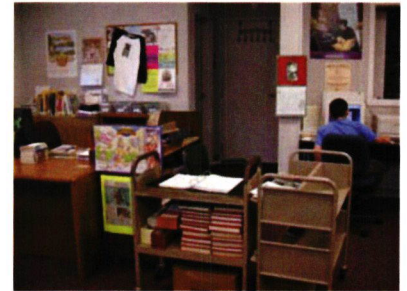
The vast majority of library use is by children and youth – upwards of 90% of use. Teen and adult collections are shelved according to Sacramento Public Library standards, while children's materials are shelved to meet the school's needs. Adult library customers primarily check out fiction materials, and frequently place holds to get materials from other libraries as a way of supplementing the library's small collection.

The current facility does not offer the space to provide library or community programming, for which there is a significant need – particularly among teens. With only two public computers available, there is a definite need for increased computer access for both Internet and word-processing use. The library also does not have enough space to accommodate classes and the general public at the same time; the library must be closed when classes from Bates School or other schools use the library.

There is no staff workroom; staff work either at the circulation desk or out at a public study table, further limiting public seating. Storage is insufficient, and items need to be shuffled around frequently due to lack of space. There is an exterior book drop bin in addition to a return bin just inside the library entrance which conflicts with the circulation desk functions.

The Courtland Library benefits from a very dedicated Branch Friends of the Library, which operated the Courtland Library on a strictly volunteer basis for 10 years. Community members donate many books to the Friends; however, there is no dedicated work or storage space for the Friends in the current building.

DELTA BRANCHES



Limited computers and workspace



WALNUT GROVE

FACILITY SUMMARIES

BRANCH SUMMARY

The Walnut Grove library is a leased space in a County-owned building; although it generally serves the community, there are potential issues with the parking. The building/site configuration does not allow for expansion of library services, although there has been a recent expansion to include program space.

COMMUNITY

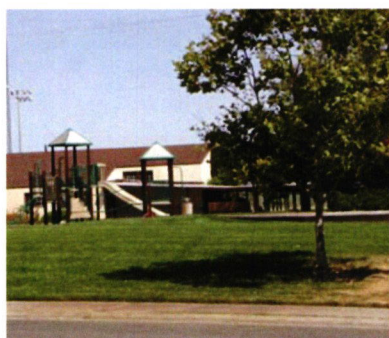
Walnut Grove is an unincorporated community in Sacramento County. Its population tends to be relatively stable, although there has been some development on the west end and an influx of young families recently. There is a significant Spanish-speaking population in the community as well as smaller populations of Chinese- and Japanese-speaking residents. The library also acts as the school library for students from Walnut Grove Elementary School located across the street.

SITE

The site is generally good within the community; it is across from the elementary school and park space and just off of River Road. Better signage would improve visibility of the library from the street. Pedestrian access from the School is important but could be improved with an additional pathway between the two facilities. Parking is generally adequate, although the parking lot portion of the site is not owned by the County. There is some potential for it to be developed, which would result in loss of parking for the library.



Walnut Grove Library in leased County building



School across from the library

Service	Current
Population Served	1,587 pop
Year Facility Constructed	1970
Year Facility Expanded	2006
Collection Size	22,470 volumes
Reader Seats	25 seats
Public Computers	6 computers
Community Room	50 seats
Group Study Seats	0 seats
Building Size	3,580 sq. ft.

FACILITY SUMMARIES

BUILDING

The site/building is a County-owned building that used to be the municipal courthouse. The building now houses the Library and a regional Agricultural Office. The former courtroom area has been remodeled into community room for the library. The building is in reasonably good condition.

LIBRARY SERVICES

The Walnut Grove Library is generally at capacity in all of its library services, including collections, computers, and seating. The facility features an approximately 22,000 volume collection. There is no room on the shelves to increase the collection beyond its current size.

The limited number of public access computers are in high demand by both children and adults. Tourists also come to the library to check email on the computers as well as to request information on walking tours and other local attractions.

Seating is limited. Although 400 square feet was added to the children's area in 1999 to accommodate storytelling and children's needs, there is no teen space and no real quiet seating area within the facility.

The former courtroom space has been remodeled as a community room and is used for library programming and community meetings.

The staff workroom is too small for the staff to work and lacks sufficient storage space. The Friends space is in the same building, accessible from an exterior entry on the far side of the building from the library.



Limited computers and seating



Courtroom being changed into a community room



Isleton Library on Isleton Elementary School campus

FACILITY SUMMARIES

BRANCH SUMMARY

The Isleton Library is housed in a joint use building on an elementary school campus. Although it serves both the community of Isleton and the Isleton Elementary School, it is only open to the school students during school hours, limiting its use by the general community.

COMMUNITY

The Isleton Library serves a 55 square mile area in southern Sacramento County, bounded roughly by I-5, the Sacramento River, and the county line. The population size in this mostly rural area has remained stable for some time, although several new developments are currently being discussed. Approximately one-fourth of area residents are Hispanic/Latino. Other groups include Chinese, Slavic, African-American, and Filipino. Children make up the majority of library users, although this may be in part due to the operational constraints of the library posed by the requirement that the library be open only to children during school hours.

SITE

The library occupies a portion of the Isleton Elementary School campus, and in fact serves as the school library while school is in session (during which time it is not open to the public), and as a public library when school is not in session. The site and building are school-owned, and are at risk of being taken back if it is needed by the school, especially as the proposed growth to the community impacts the school's space needs. In addition to both size and operational constraints of the site, the leased nature of the facility precludes opportunities for expanding the building at its current location. The library does not have its own parking area; street parking is the only nearby parking for staff and customers.

Service	Current
Service Area Population	2,699 pop
Year Facility Leased	1993
Collection Size	20,266 volumes
Reader Seats	18 seats
Public Computers	6 computers
Community Room	0 seats
Group Study Seats	0 seats
Building Size	1,700 sq. ft.

FACILITY SUMMARIES

BUILDING

The building envelope leaks both air and water. Thermal comfort has improved since the installation of air conditioning units sponsored by the Branch Friends of the Library. The building suffers from some accessibility shortcomings, such as in the narrow hallways.

Although the library building is small, it still offers poor visibility of public areas from staff service points, due in part to the high stacks needed to accommodate the needed collection in such a limited space. Visibility of the teen area is a particular problem due to its location vis-à-vis the staff desk.

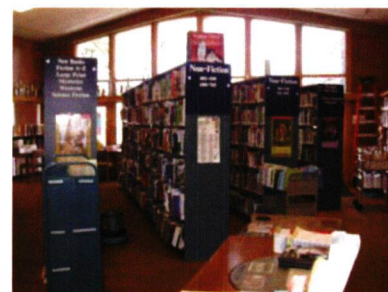
LIBRARY SERVICES

For children and teens, the most popular services at the library include the six Internet computers for both homework and recreational use. Adults gravitate toward recreational reading materials as well as periodicals and new materials.

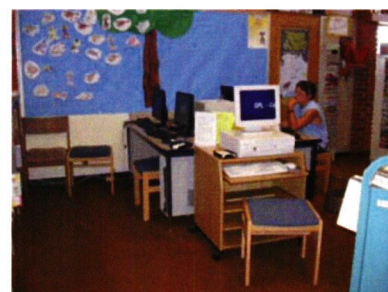
The library lacks sufficient seating in general as well as different seating areas for different library uses (such as quiet reading, group study, etc.). It lacks a program space, and programs are held at the front of the library only after moving the children's area's furniture around. There is also little separation between children and adult areas, creating noise conflicts in the space both during programs and during normal operations.

There is no separate work area for staff; all staff work takes place at the service desk or in public areas of the library. A small area partitioned off by shelving at the rear of the children's area acts as a staff workstation, children's library storage, and break area.

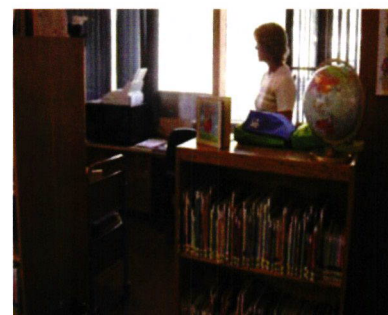
DELTA BRANCHES



Crowded book stacks



Limited computers



Staff areas out in open/public

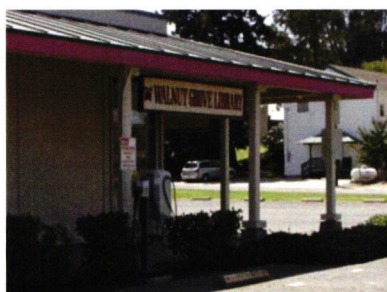
COURTLAND, ISLETON, WALNUT GROVE



Courtland Library



Isleton Library on Isleton
Elementary School campus



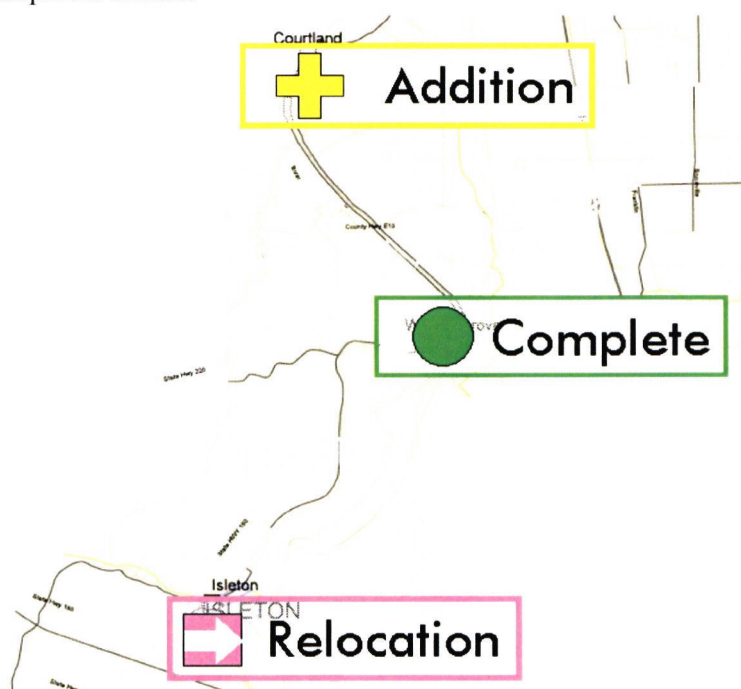
Walnut Grove Library

FACILITY RECOMMENDATIONS

RECOMMENDATIONS

The Courtland library is recommended for expansion at its current site. The expansion of this building by one more modular unit would allow for greater capacity for computers, class visits and staff work area. The Walnut Grove Library has just been expanded to include the courtroom space as a community room. The facility is considered complete with this expansion accomplished.

The Isleton Library is housed in a joint-use, school-owned facility on the Isleton Elementary School campus. As the community grows, the school district will likely require use of this space to accommodate additional students at the Isleton Elementary School. If this happens, the Isleton Library will need to find a new home. It is recommended that a new site be acquired and facility built at that time. A site geographically located near the commercial district and the school, near to the current library, will be desirable. The timeline for this development will depend on how quickly development occurs.



	2005	2015	2025
Population	5,390	5,980	6,650
Courtland	1,365	+ 2,050	2,050
Walnut Grove	● 3,580	3,580	3,580
Isleton	1,700	1,700	◻ 1,700
Sq. Ft. Deficit	-	-	-

FACILITY RECOMMENDATIONS

- Expand the Courtland Library by one modular unit
- The Walnut Grove Library has been expanded within the existing County-owned building.
- Relocate and expand the Isleton Library as it becomes necessary and as site and funding are identified.

COST MODEL

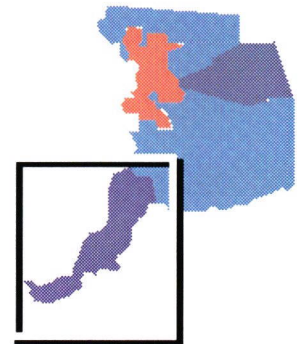
Costs for the expansion of the Courtland Library will need to include the cost for the new modular as well as the costs to modify the site and existing building. The previous modular building cost approximately \$237,000 (in 2003 dollars).

The costs for the Isleton facility have yet to be identified. Land costs and other site specific costs will need to be determined once a site is identified. Cost Escalation and Land Costs are not included.

OPPORTUNITIES AND FUNDING

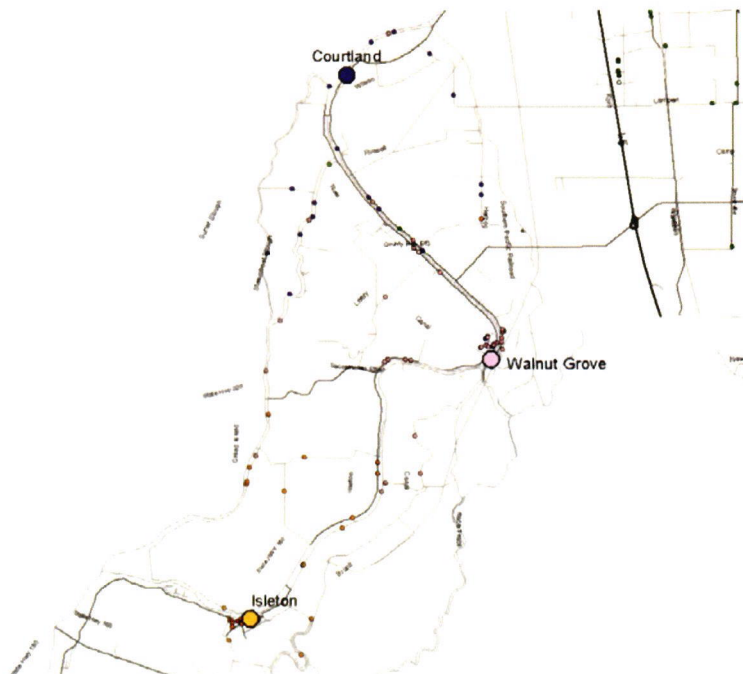
Additional Community Development Block Grant (CDBG) funds are one potential source of funding for an expansion of the Courtland Library. There are currently no other funding mechanisms identified for this area.

There is currently no funding identified for the Isleton project although there may be some opportunities for redevelopment and Community Development Block Grant funding. Potential sites are being identified on an on-going basis.



NEXT STEPS

- Site Identification
- Funding Identification
- Planning efforts with City and County



FACILITY SUMMARIES



Sylvan Oaks Library in Citrus Heights



BRANCH SUMMARY

The Sylvan Oaks Library in Citrus Heights is a 1970s era building that, like many of its age, is both too small to accommodate the service needs of the City, but also is feeling the effects of its age.

COMMUNITY

The Sylvan Oaks Library serves the City of Citrus Heights, a long-established community that was only recently incorporated in 1997, the first of the most recent set of incorporations. It is a densely-developed city with a large senior population.

SITE

The library occupies a site at the corner of busy Auburn Boulevard and Van Maren Lane, next to Crosswood Park. The building is set back away from streets into the property, and is not easily discovered. Customers have to be seeking the library. The traffic on this street is relatively heavy and, while many seniors walk from the nearby senior housing complexes, the busy intersection can be a barrier for children. Vehicle egress from the lot is also problematic on Auburn Boulevard; the intersection is being reconfigured and may not allow left turns in the future. Bus transit is available near the library.

Mature oak trees shade the public parking lot and provide the library with a pleasant setting, but also force an inefficient layout and limit opportunities for future expansion of the lot. Staff park in a separate lot that is secured “after hours;” however, there are some issues with this when non-staff park in the lot and staff cannot secure it without locking unknown vehicles inside.

Service	Current
Population Served	105,920 pop
Year Facility Constructed	1975
Collection Size	84,296 volumes
Reader Seats	77 seats
Public Computers	19 computers
Community Room	100 seats
Group Study Seats	0 seats
Building Size	12,500 sq. ft.

FACILITY SUMMARIES

BUILDING

A 2002 renovation upgraded finishes and resolved many building envelope system issues, although the new carpet is already showing signs of wear and some HVAC problems linger. Roof leaks have led to ceiling damage in the community room. Odor migration from the restrooms into the lobby is a recurring issue due to lack of proper ventilation of these facilities.

The building has two public entrances which makes visual control difficult, and the single book-drop at the exterior door of one of the entries does not easily accommodate the second entry. The interior layout is crowded and somewhat inefficient, particularly at the entrances where there is inadequate space for both easy circulation and the Friends booksales. Visibility both to and from the staff desk is blocked by a large column, a result of a work-around during a recent reorganization of the interior and the structural limitations of the building.

LIBRARY SERVICES

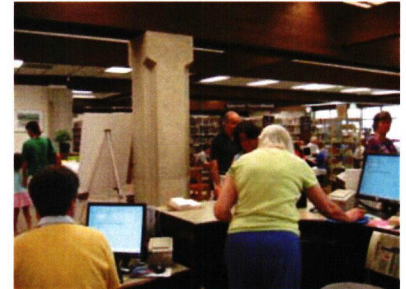
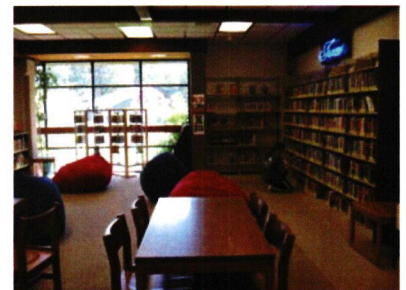
All shelves are filled to capacity to accommodate the approximately 80,000 item collection. Slavic language materials are in demand, as are materials in Chinese, Spanish, and Russian. Adult fiction is also popular.

Adult seating is primarily at large tables, except for a few lounge seats. There is no real quiet seating available in the library despite the large number of seniors using the branch. Seating and other furnishings in the children's area were improved during the renovation. The teen area is a "nook" with beanbag chairs and neon signage; there is little else that differentiates the teen nook as a distinct area within the library.

The community room provides a small kitchenette. Finishes in the community room are in need of upgrades. Generally the room is large enough to accommodate library and community programs. Groups of 10 or more are allowed to use the room for meetings; in addition, literacy tutoring occurs in this room as there are no group study spaces in the library.

The single self-check machine has a conspicuous location in relation to the circulation desk. The self-check is used, particularly when the circulation desk is very busy.

The staff room is very crowded. The single enclosed office provides no visual access to other staff or public areas, and has poor ventilation. The book drop deposits materials into a closet in the staff workroom.

*Circulation desk**Teen area lacks separation from other areas*

SYLVAN OAKS



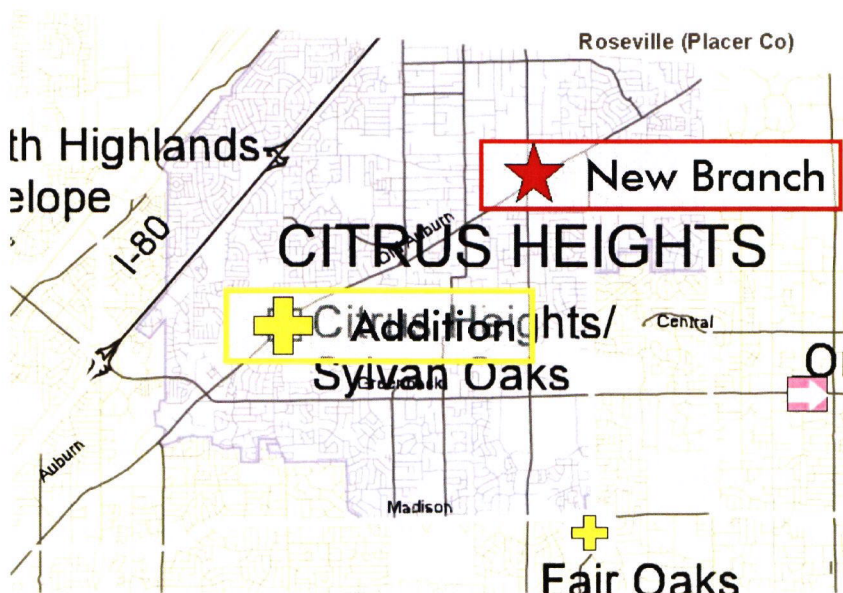
Sylvan Oaks Library in Citrus Heights

FACILITY RECOMMENDATIONS

RECOMMENDATIONS

The Sylvan Oaks Library is aging and in need of a renovation. Today's population is sufficient to demand approximately 40-45,000 square feet of additional library space within the City of Citrus Heights as well. One new large facility in conjunction with a potential addition and renovation to the current Sylvan Oaks Library is recommended to meet this need. The ability to expand the existing facility needs to be confirmed through a more careful site capacity study. Options for a new facility may include a joint-use public-school facility with the San Juan Unified School District, a facility that would be part of a proposed City civic and community center complex, or another stand-alone facility located appropriately to maximize service to the Citrus Heights residents.

- Renovate / Expand Existing Sylvan Oaks Branch
- One new Citrus Heights branch libraries centrally located in the city



	2005	2015	2025
Population	105,920	109,520	112,144
Sylvan Oaks Br	□ 12,500	+ 15,000	15,000
New Citrus Hts			★ 35,000
Sq. Ft. Deficit	40,460	39,760	6,072

FACILITY RECOMMENDATIONS

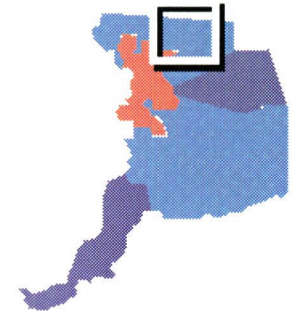
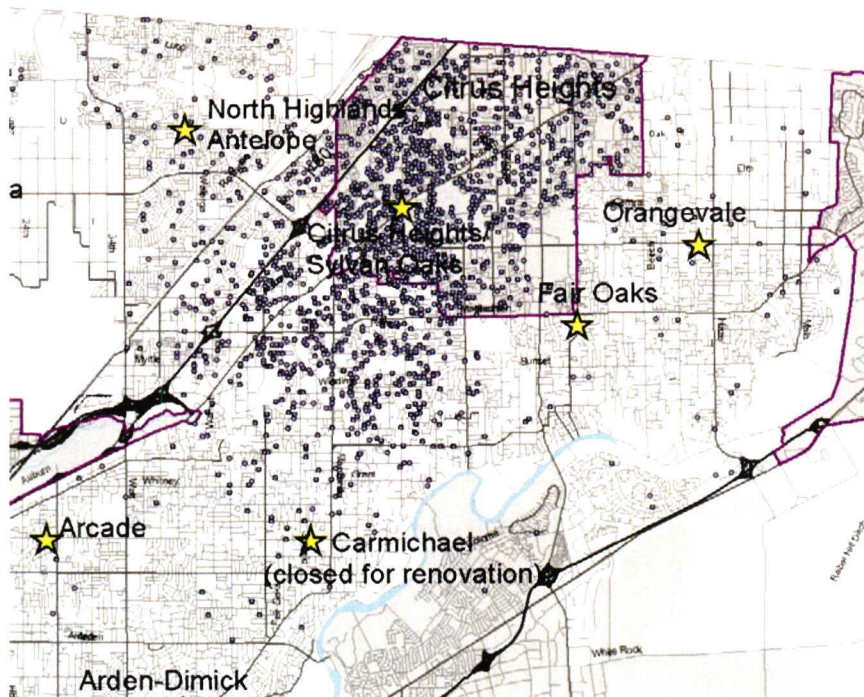
35,000 SF Library	2007 Dollars
Construction Hard Costs	\$16,179,000
Technology, Furniture, and Public Art	\$2,134,000
Soft Costs	\$6,572,000
Unescalated Project Budget	\$24,885,000
<i>Does not include land, cost escalation, or initial purchase of library materials</i>	

COST MODEL

The base cost for this library is in 2007 dollars and is from the 35,000 square foot template cost model. Other site-specific costs will need to be identified once a specific site is identified. Cost Escalation, Land Costs, and initial purchase of Library Materials are not included.

OPPORTUNITIES AND FUNDING

The preferred development strategy should be determined through a site capacity study of the existing site and discussions with the City of Citrus Heights. Funding and a site for a new facility should also be identified.



NEXT STEPS

- Site Capacity Analysis of existing site
- Site Identification for new facility
- Funding Identification
- Planning efforts with City

FACILITY SUMMARIES

BRANCH SUMMARY

The current Elk Grove Library occupies a rented storefront in a strip shopping area, and simply cannot meet the wide range of collection, service, programs, and technology needs of the rapidly growing Elk Grove community. The City of Elk Grove has recently purchased a new 13,785 gross square foot, two-story building for a new Elk Grove Library to replace the existing facility. Tenant improvements are expected to be completed by late 2007, with the library opening for business by the end of the year.

COMMUNITY

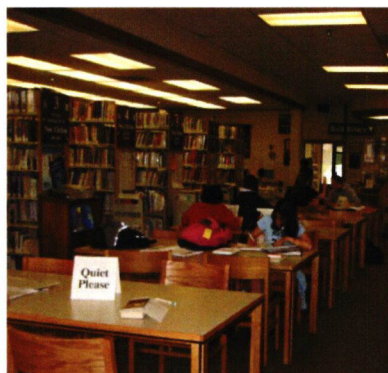
While the Elk Grove community is a historic settlement, its incorporation in 2000 makes it a relatively new city. Its recent fast growth and projected future growth are creating a dramatic need for increased library services in Elk Grove. Elk Grove Unified School District is the fastest growing school district in the state of California. The need for library services to the general public, as well as students and the City's disabled population, are all apparent in a recent needs assessment. The Elk Grove Library is one of two libraries that serves Elk Grove; while Franklin serves most of the areas west of Highway 99, the Elk Grove Library serves the area east of Highway 99, including outlying areas to the northeast, east, and southeast of the City limits, and some customers who do not feel comfortable going to the Franklin Library due to its location on a school site.

SITE

The general location of the new Elk Grove Library is very convenient to a number of schools, including Joseph Kerr Middle School, as well as an adult school (EGACT) and the Jesse Baker Elementary School, which serve adults and children with disabilities. Elk Grove High School is also located just to the south. The new library site is located at the entrance to the historic downtown area of Elk Grove on the corner Elk Grove Blvd.



Elk Grove Library in leased mall



Service	Current/Underway
Service Area Population	68,171 pop
Year Facility Constructed	2006-2007
Collection Size	51,000 volumes (est.)
Reader Seats	96 seats (est.)
Public Computers	30 computers (est.)
Community Room	85 seats (est.)
Group Study Seats	0 seats
Building Size	13,785 sq. ft.

**Numbers represent what is planned for the new facility.*

FACILITY SUMMARIES

and Elk Grove-Florin Road, two major thoroughfares for the eastern side of the City. This site has an adequate parking lot which can be accessed from both streets.

BUILDING

The new building provides almost twice the square footage of the old facility and a major increase in quality of service. It is highly visible, located on a heavily trafficked corner. It is of high-quality construction, with windows on all elevations providing ample natural light as well as a welcoming feel. The building is easily identifiable as a civic building. The many windows make the views into the library as important as the views out as part of its identification and purpose as a library. The challenges associated with this two-story building include a need for additional staff to provide service on both floors, as well as additional construction costs for the necessary two sets of interior stairs, rest rooms on both floors, and two public entrances, each requiring inventory control gates.

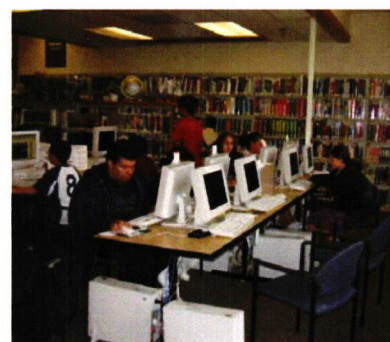
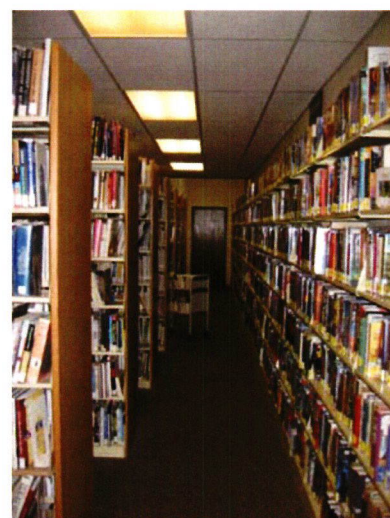
LIBRARY SERVICES

The new library will include adequate space for a responsive collection, a children's library, teen area, adult spaces including a comfortable living room, and a new materials browsing area. The estimated 51,000 volume collection will include materials in English, Spanish, and Chinese. It will have more materials than the current facility for Spanish, media and teen collections, all of which are high-circulating materials.

The library will include an estimated 96 reader seats of various types to meet the differing needs of all customers, from children to seniors. It will include an estimated 30 computers for public use distributed throughout the library. An 85-seat community room will provide effective space and equipment for a wide variety of programs.

The Library's proximity to schools for people with disabilities means that it can have a major role in serving this community. The increased size means the library can offer a greater range of resources and equipment to this population.

Staff spaces in the new facility will be designed efficiently and ergonomically to facilitate staff functions. This facility will include space for Friends of the Library operations and book sales. Following upon direct input from the community, the individual spaces and furnishings in the new library will be customized to support the particular services and information needs identified by Elk Grove community members themselves.



Crowded library stacks and computers

FACILITY SUMMARIES



Franklin Library

BRANCH SUMMARY

Operated jointly by the Elk Grove Unified School District and the Sacramento Public Library, the Franklin Community Library serves as both a school and a public library to the western part of Elk Grove as well as outlying areas to the west and south. Children and teens are a major focus of service, and make up a vast majority of library users. However, circulation data indicates that the community checks out the majority of items.

COMMUNITY

The Franklin Community Library serves Elk Grove, west of Highway 99 and north towards the border of the City of Sacramento. Elk Grove is an old community but a relatively young city that has seen tremendous growth in recent years. New housing developments with alternative financing options have made this area of Elk Grove more affordable, particularly for immigrants. As a result, language communities such as Farsi, Hmong, and Russian are growing in this area. Housing for older adults also is being developed in the area.

SITE

The library is located on property owned by the Elk Grove Unified School District and is co-located with Toby Johnson Middle School and Franklin High School. Other neighboring uses are primarily residential. The library site is very well located for student use, but is not visible from outside the school campus and so is not as accessible for the general public. In addition, both pedestrian and vehicular site circulation can be a problem after school when parents come to pick up students. The lack of enforcement of dedicated “library only” parking spaces can be a problem during the school year.

Service	Current
Service Area Population	69,462 pop
Year Facility Constructed	2002
Collection Size	61,492 volumes
Reader Seats	147 seats
Public Computers	62 computers
Community Room	174 seats
Group Study Seats	0 seats
Building Size	19,621 sq. ft.

FACILITY SUMMARIES

BUILDING

The nearly 20,000 square foot building is less than five years old, and is generally in good physical condition. Building issues include noise, which can be a problem during busy times, particularly in the two-story atrium, and visibility of public areas, which is good with the exception of the hallway and spaces on the far side of the community room. There is some water damage in the staff area.

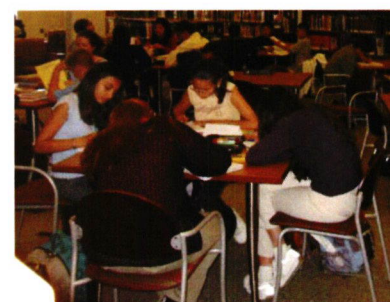
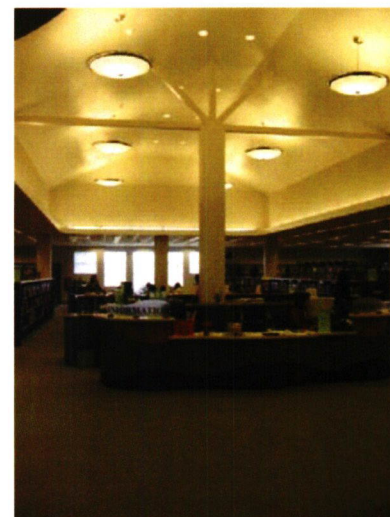
LIBRARY SERVICES

The Franklin Community Library serves as a school library for the two co-located schools during school hours; members of the general public are permitted to use the library during school hours but must sign in. The school provides funding for materials to support the curriculum while the collection provided through the Sacramento Public Library is designated for community needs for the broader community. Many holds are placed online for pick-up as customers seek out materials not included in the library.

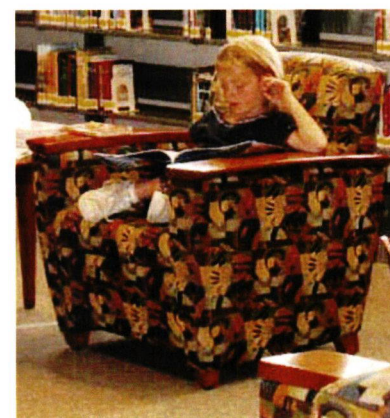
A high proportion of library use is by children and teens, not only for schoolwork, but also as a convenient place to wait after school until they can get a ride home. While there is no discrete teen area, the entire library becomes a *de facto* teen area during after school hours. Large numbers of students both inside the library and gathered at the front entry can be intimidating for other users, such as younger children and some adults.

The local preschool population is rapidly outgrowing the library's children's area, which cannot provide enough seating, particularly for parents who want to use the library with their children for reading or other learning activities.

The divisible community room is adequately sized for school classes and library programs that use it. However, because the room has two entries, one from within the library and one from the school's hallway, and because staff cannot easily monitor the hallway entry, the community room cannot be used as overflow seating for the adjacent children's area.



Crowded seating after school



ELK GROVE



New Building and location for the Elk Grove Library



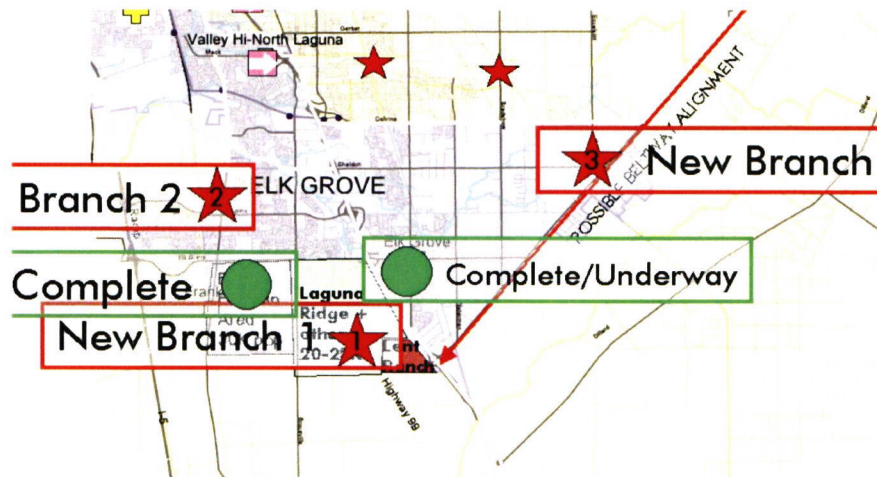
Franklin Library

FACILITY RECOMMENDATIONS

RECOMMENDATIONS

The Franklin Community Library is functioning well and is considered complete. With a large existing population and significant growth expected in the southern and northeastern parts of the city, the need for more library space in Elk Grove still exists. Besides replacing the existing leased facility with the larger one on Elk Grove Blvd. east of Hwy. 99, additional new facilities should be considered in the northwestern and the southern parts of the city by 2015. The City of Elk Grove may be interested in including a library facility with the new proposed civic center/commercial/retail development adjacent to the Laguna Ridge development. As growth continues, an additional library facility in the northeast part of the city will be needed.

- Complete relocation of the Elk Grove Library east of Hwy 99
- New Library in southwest part of city by 2015
- New Elk Grove Library in northwest part of city by 2015 to accommodate existing and new growth
- New Library in northeast part of city by 2025 as development warrants



	2005	2015	2025
Population	137,633	175,277	218,787
Franklin	19,621	19,621	19,621
Reloc. Elk Grove	13,785	13,785	13,785
New Elk Grove1		25,000	25,000
New Elk Grove2		25,000	25,000
New Elk Grove3			25,000
Sq. Ft. Deficit	35,411	4,233	988

FACILITY RECOMMENDATIONS

New 25,000 SF Library	2007 Dollars
Construction Hard Costs	\$11,635,000
Technology, Furniture, and Public Art	\$1,636,000
Soft Costs	\$4,761,000
Unescalated Project Budget	\$18,032,000
<i>Does not include land, cost escalation, or initial purchase of library materials</i>	

COST MODEL

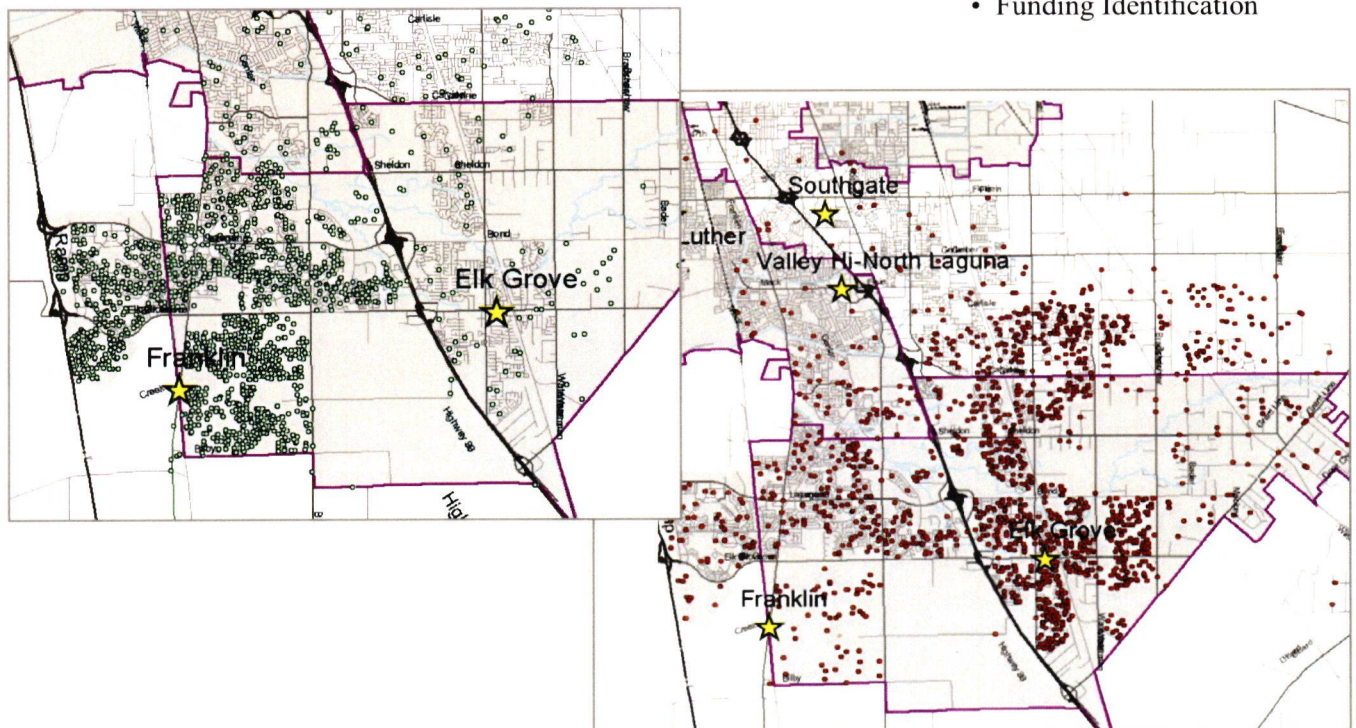
The base costs in January 2007 dollars are based on the 25,000 square foot template cost model. Other site-specific costs will need to be identified once a specific site is identified. Cost Escalation, Land Costs, and initial purchase of Library Materials are not included.

OPPORTUNITIES AND FUNDING

The Elk Grove area has a Development Impact Fee program in place for capital funding of public services, with a portion of these fees reserved for library services. Other capital funding has yet to be identified.

NEXT STEPS

- Site Identification for northwest and southern branch library sites
- Funding Identification



FACILITY SUMMARIES



Galt Library and site

BRANCH SUMMARY

Despite its relatively young age, the thirteen year old Galt Library is already too small to meet the needs of the growing City of Galt and surrounding communities. Although the library is in good physical condition, the space is impacted on a daily basis as it tries to serve a growing population with too few resources in the library and no room to grow these services.

COMMUNITY

The Galt Library, also known as the Marian O. Lawrence Library after a former mayor and local library supporter, serves the City of Galt in southern Sacramento County and the surrounding communities of Wilton and Herald as well as Acampo, Lockeford, and Clements in San Joaquin County. The population of the area is growing, particularly in the north and east parts of the city, and there is an increasing number of younger families with children. In fact, more than 50% of library users in Galt are children and teens.

SITE

The Galt Library site is generally well located in the community. It is in the city center, near city hall as well as a community center and park. There is room for library expansion on the current site. Site circulation and parking are usually sufficient, except for every Tuesday and Wednesday, when the City flea market is held on the adjacent site. Significant conflicts occur at this time; on a number of occasions the City has had to hire a security guard to patrol the library parking lot during flea markets to prevent its use by flea market customers. The flea market is a long-standing event as well as a significant source of revenue for the City of Galt.

Service	Current
Service Area Population	29,238 pop
Year Facility Constructed	1993
Collection Size	40,391 volumes
Reader Seats	38 seats
Public Computers	8 computers
Community Room	0 seats
Group Study Seats	0 seats
Building Size	4,225 sq. ft.

FACILITY SUMMARIES

BUILDING

Built by the City of Galt in 1993, the library is still in fairly good condition. There have been some roof leaks which the City of Galt is addressing. The mechanical system is also not as reliable as it should be given its relative newness. Finishes are holding up well, and natural and indirect lighting is balanced throughout the library. Although the bookdrop location is efficient for staff as it drops directly into the workroom, it is poorly signed on the exterior of the building. It is located at the rear of the building away from the main entry, making it awkward for customers entering the building to easily return their materials. The main door is heavy and can be difficult for some customers to manage. The city plans to install an automatic door to address this problem.

LIBRARY SERVICES

Less than 15 years after its construction, the Galt Library building is showing signs of being too small. Stacks have gotten taller to accommodate the increased collection, but still do not provide enough shelf space for the collection size needed by the community; the taller stacks also block visibility of some public areas from staff service points. Quiet seating within the library is sufficient, but the children's area does not provide enough seating, nor is there enough seating for teens.

The biggest shortcoming of the library is its lack of a community room. This is significant, particularly for a community with a growing family population and with many program needs. Storytimes are held in an area near the building entry, which causes both circulation and noise conflicts. Other programs simply cannot be held.

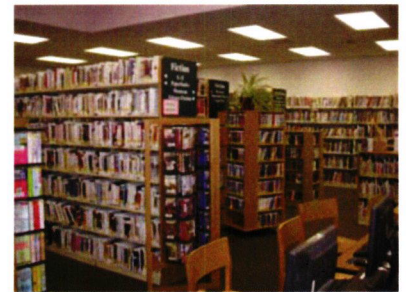
Computers in the library are heavily used, particularly by children and teens who use them to search the Internet and to do homework. There is nearly always a waiting list to use the computers. Unfortunately, there is no room to expand this important resource.

Staff work areas are small and crowded. Book carts are staged along a narrow hallway, making passage difficult. Storage is at a premium; even the staff restroom is pressed into service as makeshift storage space.

CITY OF GALT



Limited seating and computers



Library book stacks at capacity



Crowded staff corridor



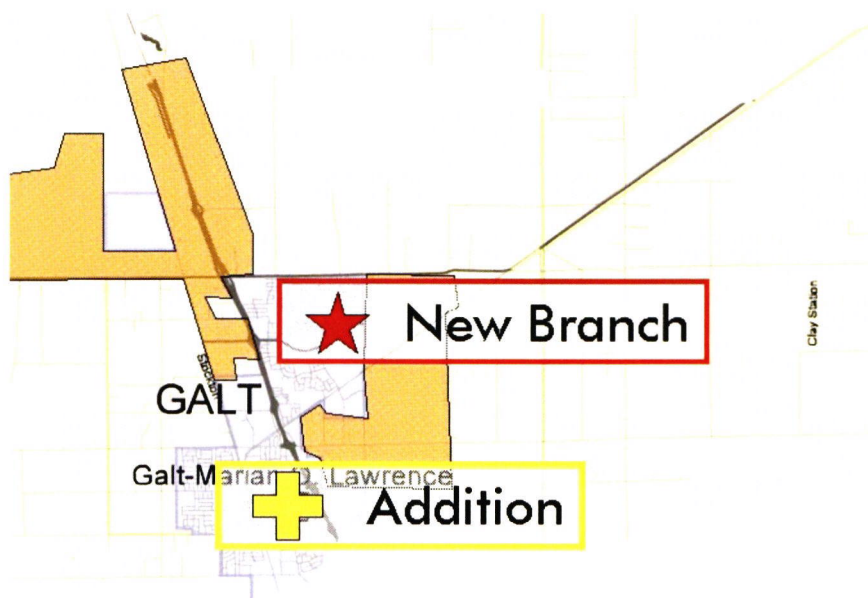
Galt Library and site

FACILITY RECOMMENDATIONS

RECOMMENDATIONS

The 4,225 square foot Galt Library was completed in 1993. However, due to population growth and changing library needs, it is too small to meet the needs of the community. With no community room and little room for technology and collection, the library is already stretched to capacity, limiting services available at the branch. A new, larger facility in the growing area northeast of Highway 99 will supplement the existing library with a community room, additional collection, technology space, and other community resources. A potential expansion to the existing library which would incorporate a community room and additional general library space is recommended once the new facility is in place (to avoid service interruptions). An alternative that should be evaluated at this time is the cost to replace versus renovate/expand the facility.

- New Galt Library in northeast part of the city
- Renovate / expand existing Galt Library after a second Galt Library opens



	2005	2015	2025
Population	29,238	35,254	49,150
Galt	4,225	4,225	 10,000
New Galt Lib.		 15,000	15,000
Sq. Ft. Deficit	10,394	-1,598	-425

FACILITY RECOMMENDATIONS

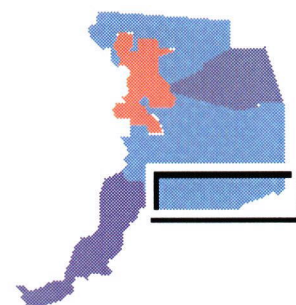
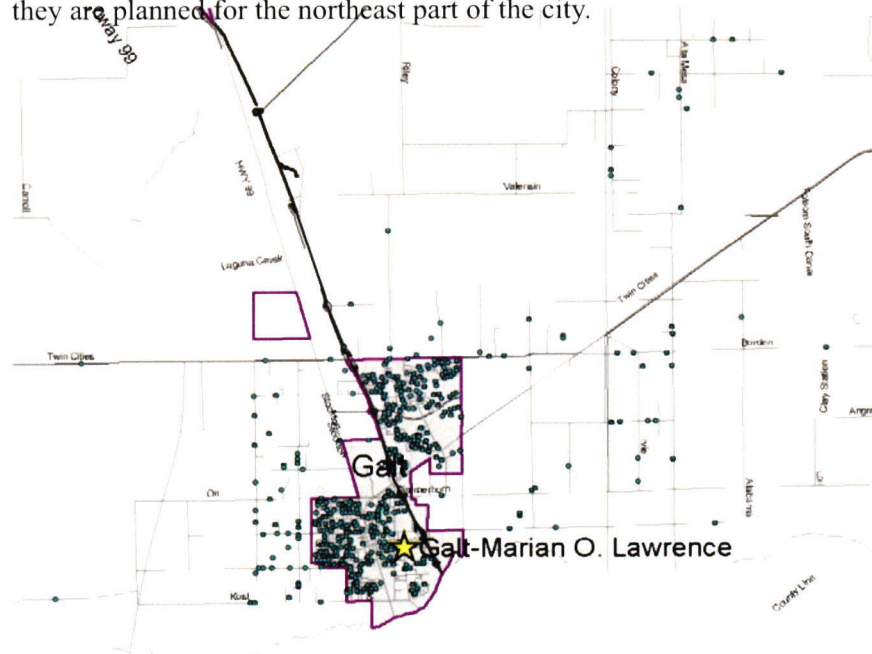
New 15,000 SF Library	2007 Dollars	Expansion to 10,000 SF	2007 Dollars
Construction Hard Costs	\$7,250,000	Construction Hard Costs	\$5,740,000
Technology, Furniture, and Public Art	\$904,000	Technology, Furniture, and Public Art	\$748,000
Soft Costs	\$2,927,000	Soft Costs	\$2,328,000
Unescalated Project Budget	\$11,081,000	Unescalated Project Budget	\$8,816,000
<i>Does not include land, cost escalation, or initial purchase of library materials</i>		<i>Does not include land, cost escalation, or initial purchase of library materials</i>	

COST MODEL

The base cost for the new library is in January 2007 dollars and is from the 15,000 square foot template cost model. A preliminary model for the expansion of the existing facility to 10,000 sf is also included. Other site-specific costs will need to be identified once a specific site is identified. Cost Escalation, Land Costs, and initial purchase of Library Materials are not included.

OPPORTUNITIES AND FUNDING

There are possibilities for partnering with other potential developments as they are planned for the northeast part of the city.



NEXT STEPS

- Site Identification
- Funding Identification

FACILITY SUMMARIES

BRANCH SUMMARY

The Rancho Cordova library is one of several facilities built in the 1970s which have served the library needs of their communities well. However, these facilities have not undergone a major overhaul to bring the library into the 21st century in terms of library services and new, more efficient and customer-friendly models of service.

COMMUNITY

The library serves the recently incorporated City of Rancho Cordova as well as the Rosemont area beyond the city limits. Rancho Cordova is growing due to the development of new single family homes to the south and east as well as to an increase in light industry. There are long established Vietnamese and Korean ethnic communities, as well as more recent and growing Armenian, Chinese, Moldavian, Russian, Spanish, and Ukrainian communities. The City is working to develop a new city hall/ civic center in the planned downtown area, and there has been discussion of including space for a new library.

SITE

The Rancho Cordova library is located on a busy thoroughfare on Folsom Boulevard at the stoplight at Paseo Rio Drive. The facility is located just outside of the city limits, but serves as the City of Rancho Cordova's library. The existing library is fairly convenient to existing and older residential areas along the American River, east and north of I-50, and west towards Rosemont. It will be further from new residential growth to the east and south and will continue to be more undersized for the burgeoning population. Relatively few people access the library on foot or bicycle, because, to the east and west, both sides of Folsom Boulevard are unimproved with no sidewalk, and to the south, the library is separated from much of the community by I-50. While there is a bus line that stops along Folsom Boulevard, the light rail line along Folsom Blvd. does not currently include stop within a mile of the library. There are security



Rancho Cordova Library



Service	Current
Population Served	117,552 pop
Year Facility Constructed	1975
Collection Size	100,317 volumes
Reader Seats	72 seats
Public Computers	19 computers
Community Room	94 seats
Group Study Seats	0 seats
Building Size	12,500 sq. ft.

FACILITY SUMMARIES

concerns related to loitering around and behind the “survival/emergency supply trailer” in the parking lot behind the library.

BUILDING

Despite a 1999 renovation of finishes, parts of the building are showing signs of age. The County of Sacramento replaced the air conditioning unit in 2005, but other components of the mechanical and electrical systems also need to be updated or replaced. Leaks have been a frequent problem in the flat portions of the roof. The electrical system is at capacity and does not provide enough outlets to support needed technology. The building has two entrances but the street-facing entrance is not used. The building is well-oriented to take advantage of natural light. Visual surveillance within the building is generally good, except for the back of the children’s area. There are some security concerns related to loitering around and behind the “survival/emergency supply trailer” in the parking lot behind the library.

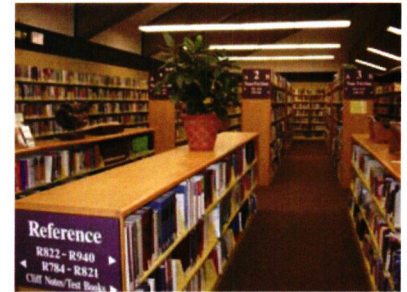
LIBRARY SERVICES

Shelving is at capacity throughout the library. There is demand for new fiction, audiovisual materials, children’s books, homework materials, and both books and audiovisual materials to teach and tutor the ESL user in English. There are not enough multiple copies to meet high school students’ reading list needs. While use of established collections like the Vietnamese collection has declined somewhat, it has increased in other collections such as Spanish and Russian. Demand exists for materials in languages not currently represented in the collection, such as Armenian.

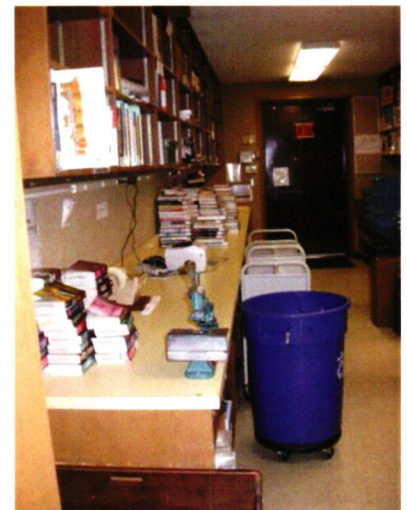
The community room can accommodate up to 94 people, and is well-sized for the amount of use it gets. When not in use for programs, the space is used for additional seating and special group work and study space, such as for literacy tutoring. The Rancho Cordova Library would be a particularly good candidate for group study space, such as for the homeschool helpers that work in the library regularly and take up much of what limited seating is available.

The computers in the library are well used for both Internet and word processing. Customers would be well-served if more computers were offered at this facility.

Recent changes in materials handling, including moving check-in to the staff room, have greatly improved workflow at the circulation desk. However, this causes congestion at times in a workroom that already faces challenges of lack of space, ergonomics, and inefficient workflow.



Crowded library stacks



Inefficient layout of staff area

FACILITY RECOMMENDATIONS



Rancho Cordova Library

RECOMMENDATIONS

The City of Rancho Cordova is expected to experience considerable growth in the next twenty years, and will need a significant amount of new library space to serve both existing and new residents. The City of Rancho Cordova is interested in libraries because they foster Citywide goals of a positive image, best public services, a vibrant downtown, a safe and livable community, diverse economic opportunities, and responsible citizenship. The City is particularly interested in focused service libraries because they are found in commercial areas, easier to fund and locate (especially in the older, more established neighborhoods) and can be targeted to serve diverse segments of the community. The City thinks of libraries as “non-traditional,” “design statement,” multi-lingual” and “multicultural.”

Three to four new libraries are recommended for Rancho Cordova given its current population projections of almost 100,000 new residents by 2025. The exact number and size of facilities will be determined with the City and as development is planned. A new facility near the Villages of Zinfandel, as well as one additional facility, are recommended by 2015, with additional space added between 2015 and 2025 as further development occurs. Consideration also needs to be given to library services on the north side of Highway 50 as it is part of the City’s concept of “one Rancho Cordova” and not only putting new libraries in the new areas of development. The City is interested in a destination library, especially if in conjunction with other community facilities and amenities, i.e. performing arts center, community center, light rail, parks, etc. The concept is to develop and enhance the sense of a gathering place. The existing Rancho Cordova Library is also in need of an upgrade and potential expansion.

- Renovate/Expand Existing Rancho Cordova Branch
- New Rancho Cordova Branch near Village of Zinfandel
- New libraries in the Sunrise Douglas and Rio Del Oro areas, or north



	2005	2015	2025
Population	117,552	141,387	215,000
Rancho Cordova (existing)	12,500 sf	+ 20,000 sf	20,000 sf
New RC 1		★ 20,000 sf	20,000 sf
New RC 2		★ 25,000 sf	25,000 sf
New RC 3			★ 40,000 sf
Sq. Ft. Deficit	-46,276 sf	-5,694 sf	-2,500 sf

FACILITY RECOMMENDATIONS

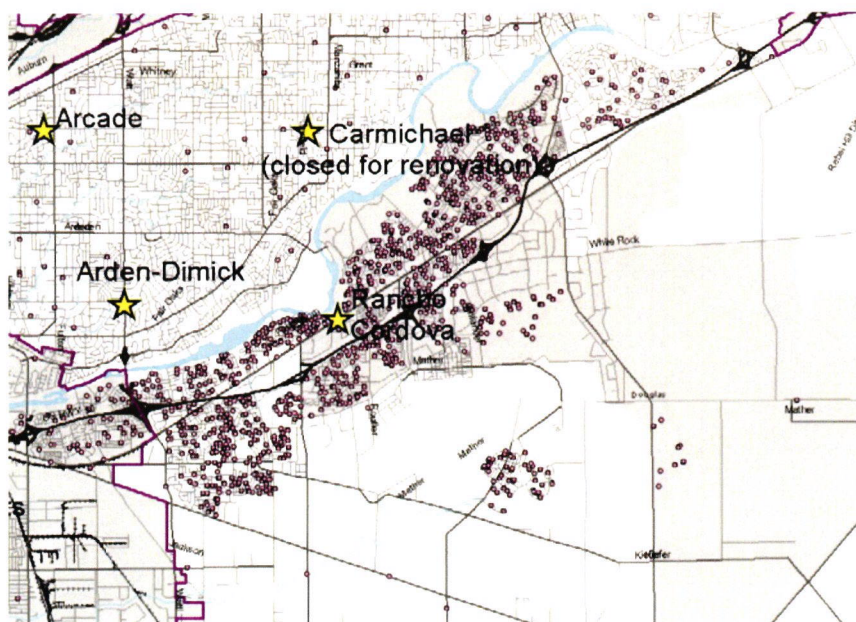
New 20,000 SF Library	2007 Dollars	New 25,000 SF Library	2007 Dollars	Expansion to 20,000 SF	2007 Dollars
Construction Hard Costs	\$8,923,000	Construction Hard Costs	\$11,635,000	Construction Hard Costs	\$8,688,000
Technology, Furniture, and Public Art	\$1,443,000	Technology, Furniture, and Public Art	\$1,636,000	Technology, Furniture, and Public Art	\$1,439,000
Soft Costs	\$3,717,000	Soft Costs	\$4,761,000	Soft Costs	\$3,631,000
Unescalated Project Budget	\$14,083,000	Unescalated Project Budget	\$18,032,000	Unescalated Project Budget	\$13,758,000
Does not include land, cost escalation, or initial purchase of library materials		Does not include land, cost escalation, or initial purchase of library materials		Does not include land, cost escalation, or initial purchase of library materials	

COST MODEL

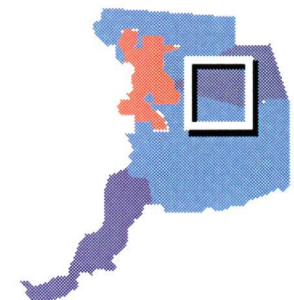
The base costs for these library improvements are in 2007 dollars and from the 20,000 sf, 25,000 sf, and expansion to 20,000 sf template cost models. Other site-specific costs will need to be identified once a specific site is identified. Cost Escalation, Land Costs, and initial purchase of Library Materials are not included.

OPPORTUNITIES AND FUNDING

The City has a Development Impact Fee program in place to support the construction of library facilities.



SACRAMENTO PUBLIC LIBRARY FACILITY MASTER PLAN
GROUP 4 ARCHITECTURE, RESEARCH + PLANNING, INC.



NEXT STEPS

- Site Identification
- Funding Identification



HOW THIS PLAN WILL BE USED

This Facility Master Plan serves as the basis for all new and improved Sacramento Public Library facilities over the next 20 years.

It helps ensure that Sacramento Public Library facilities can support basic system-wide library service needs during that time. The Facility Master Plan will be implemented in various phases in each community as dictated by needs and capabilities. It will also be the basis for ongoing fiscal and land-use planning for the development and operation of library facilities throughout the entire service area.

The Plan will guide the development and implementation of land acquisition planning for library facilities – a function stated several times in previous sections that must begin early to ensure site locations are available when the more detailed facility planning begins in each community. In an area developing as fast as the Sacramento region, it's critical to identify adequate library sites – and in many cases, identify sites before development overtakes all appropriate options. Used in conjunction with local land-use planning efforts, this tool gives the Authority the needed information to identify and evaluate potential library sites while options are still available.

As part of local land-use planning, this document also provides the basis for assigning realistic developer or other fees to support this essential community service as areas – both in cities and in the unincorporated portions of the county – expand and develop.

The Facility Master Plan also provides the basis for the necessary financial planning to obtain resources required to provide service levels identified as necessary for Library customers. The plan's facility and cost models and analysis of potential fiscal options provide the tools for development of a comprehensive, system-wide capital improvement plan which can be further refined and provide details for each local service community area.

Finally, the Facility Master Plan will play an important role in instigating discussions with leaders and community members to move this process from a generalized system-wide planning level down to each community. The Plan supports the future community development building program phase in each community area. The building program phase implements this system-wide plan by customizing the Plan's basic service facility designs to each unique community through local, community-based needs assessments to refine which services, at what levels and what proportion of the facility are appropriate to the community. Then, the individual facility's plan of service, building program, conceptual design schematics, and other technical, architectural and construction documents are developed from this basic facility's skeleton for implementation in and for that community.

MASTER PLAN UPDATE AND RENEWAL PROCESS

To remain a useful tool for the Library, Authority Board and the cities and County that the Facility Master Plan serves, the Plan must not only be referenced when library facility decisions are to be made, but it must be evaluated, renewed and refreshed as conditions change, including a formal and regular update process.

The update process must include review of and integration with the General Plan update and renewal processes for the Sacramento County and the various cities served by the Library. Without a continuing interaction with jurisdictional planning efforts, this plan will soon become irrelevant and lose its ability to provide guidance for major library facility decisions throughout the service area.

The process necessary to maintain the relevance and value of the Facility Master Plan will need to include the following:

- At least a biennial review of demographic, societal, business, and library trends and projections affecting library services and facilities
- At least a biennial system-wide assessment of changes in the service needs of the Library's customers
- At least annual discussions with the cities and the County regarding planning and development status in their jurisdictions and spheres of influence
- At least biennial review and revisions of the cost estimates made in this Facility Master Plan and subsequent funding documents
- At least annual discussions with the Authority Board regarding status of implementation of the plan and any changes recommended

The Deputy Director - Administrative Services will lead the update and renewal process and provides a report on the results of that process.

APPENDICES

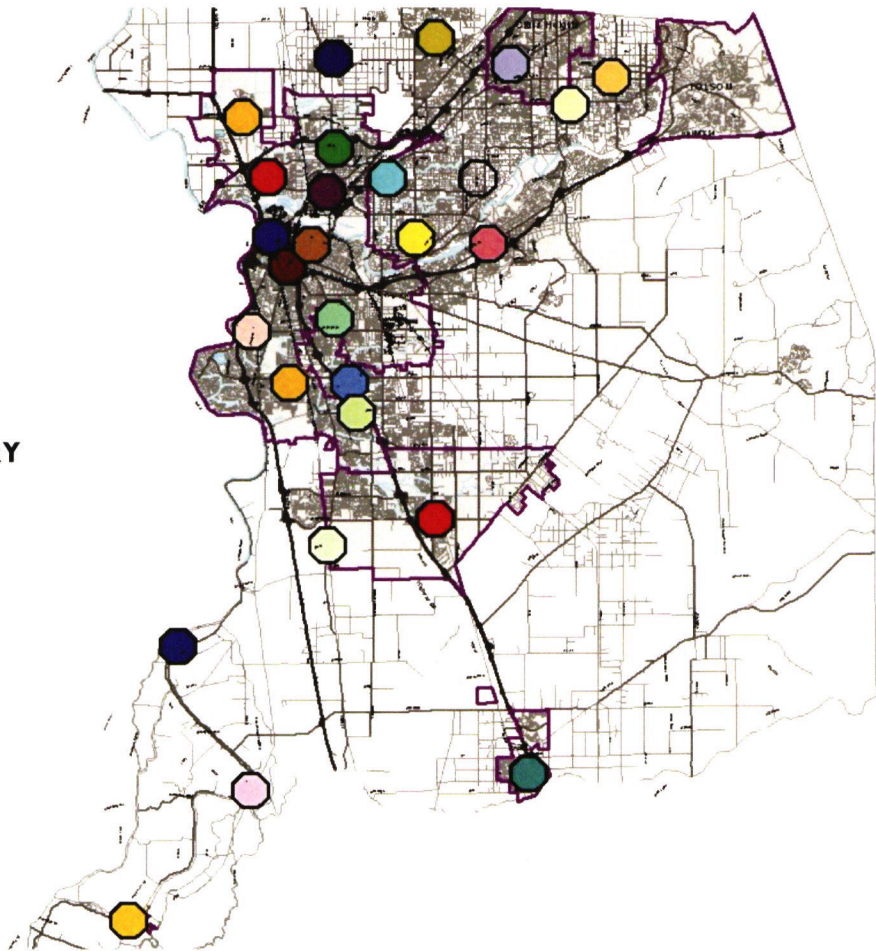
APPENDIX I

CUSTOMER USAGE MAPS

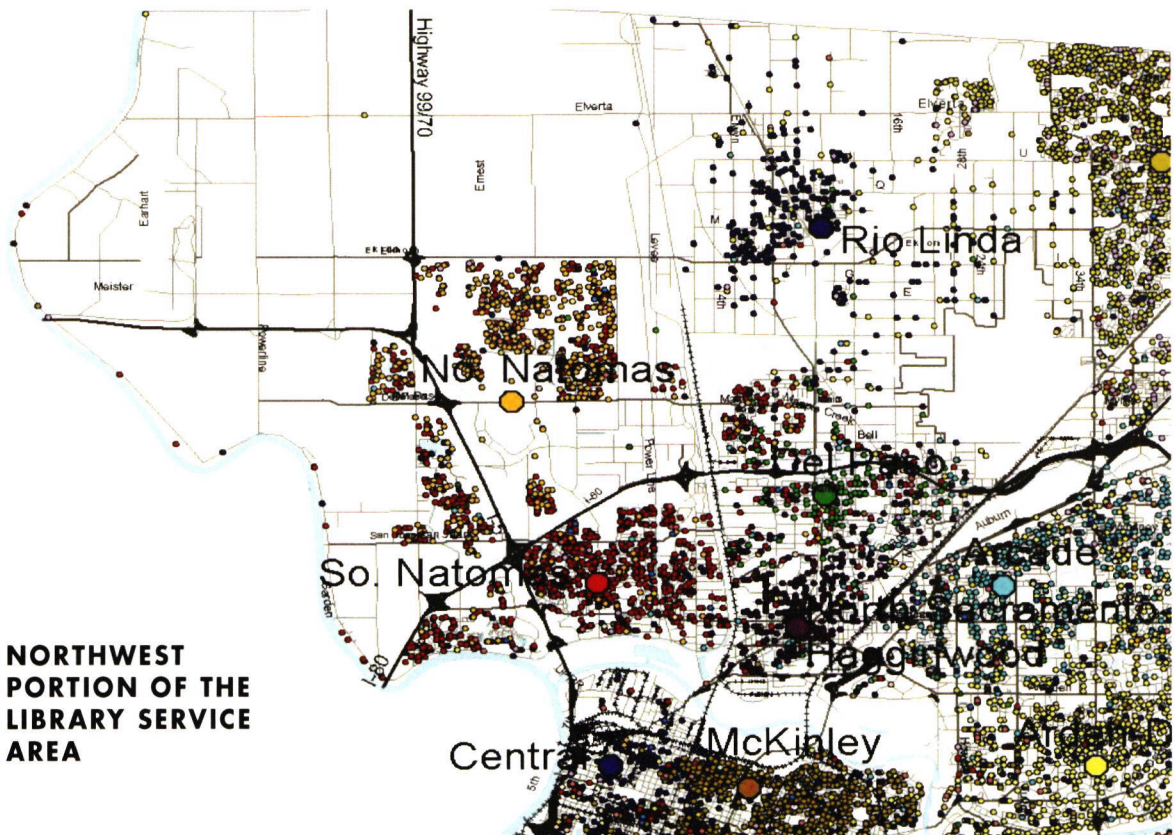
The eight graphics in this appendix map the location from which a customer came to a particular branch and conducted a service transaction using the customer's library card. Different colored dots represent different branches from which customers obtained service. These maps illustrate that generally customers use the library closest to their home. However, they also show that this is not true for a significant number of customers. Some are clearly choosing to use a library which is not within the customer's jurisdiction or library service area. For some of these transactions, it is clear that a particular barrier (river, freeway, railroad, etc.) has affected decisions about which library to use; for others the reasons are not so clear but probably relate to travel patterns going to or from work and for transacting other business or recreation in conjunction with a library visit.

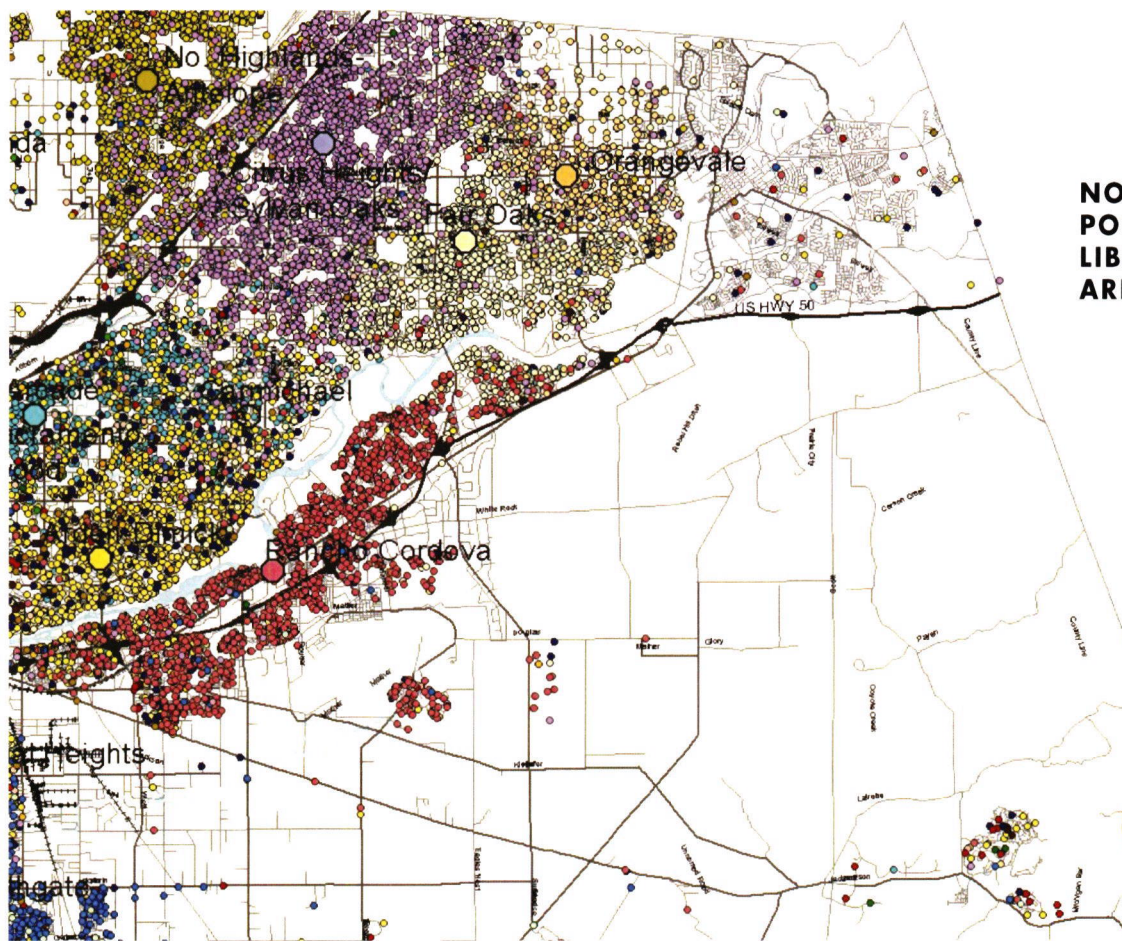
The Library uses this type of mapping to help define service areas and potential service facilities in areas where they can best meet the varying needs of the people in individual areas. This can result in establishing a new full-service branch in a particular area or in development of one or more focused-service facilities where those seem best to meet immediate needs of the Library's customers.

**SACRAMENTO
PUBLIC LIBRARY
SYSTEMWIDE**



**NORTHWEST
PORTION OF THE
LIBRARY SERVICE
AREA**



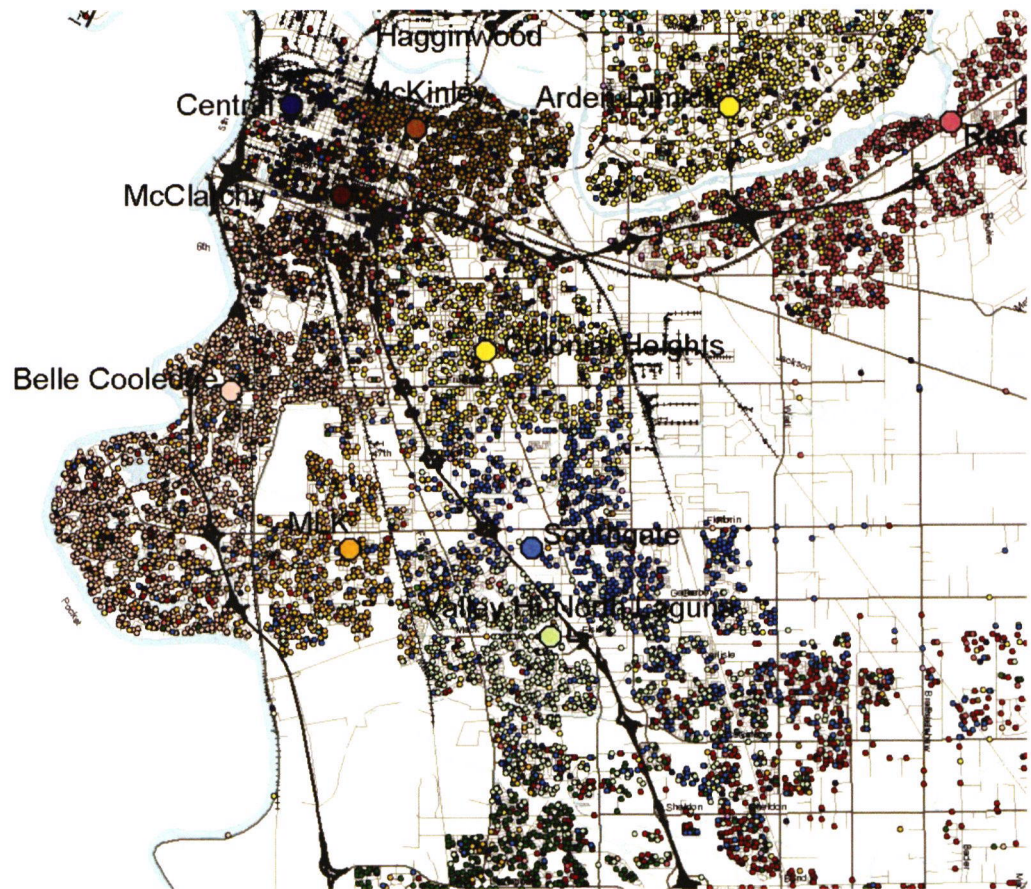


**NORTHEAST
PORTION OF THE
LIBRARY SERVICE
AREA**

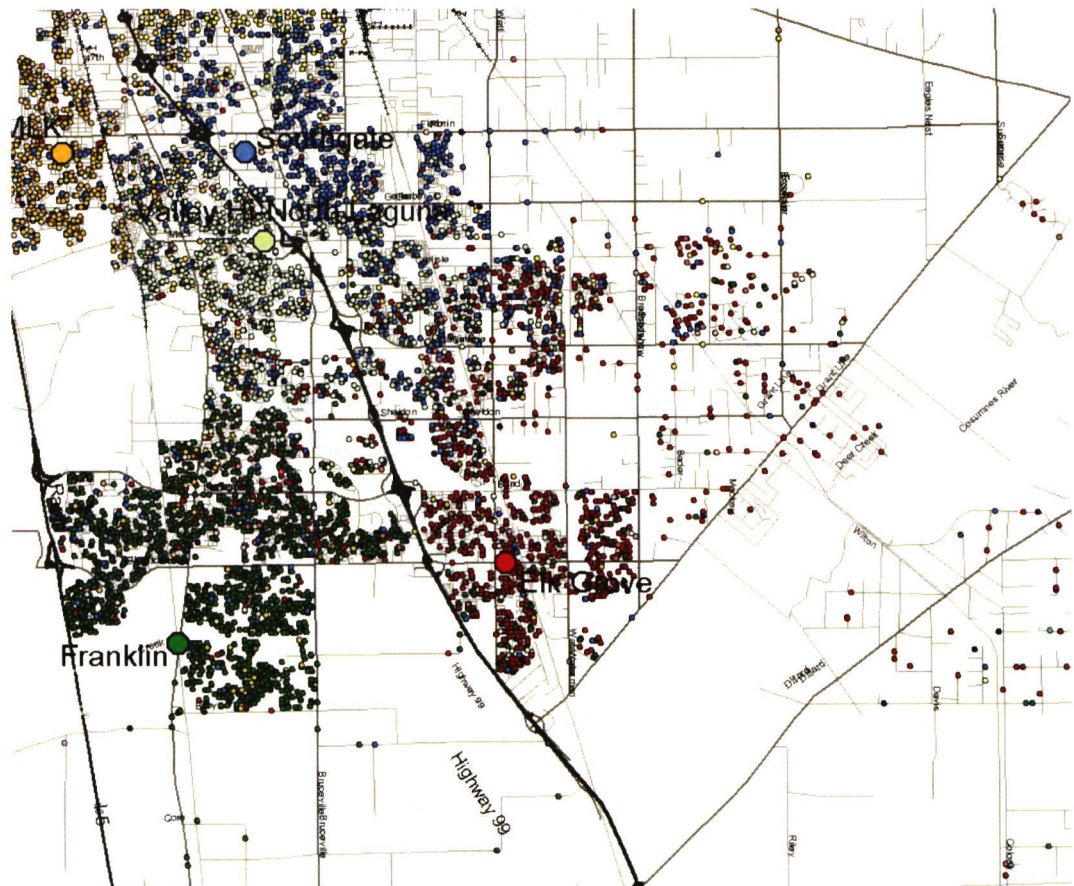


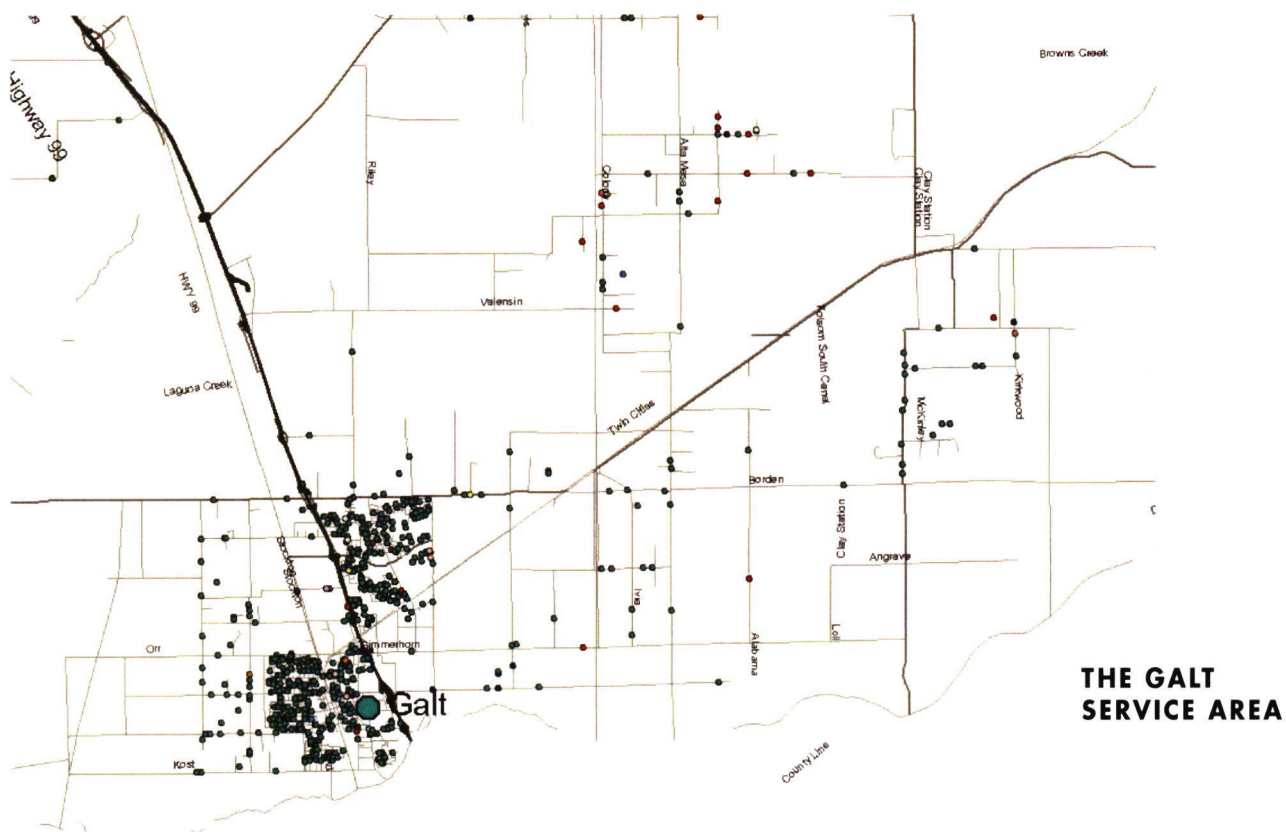
**EASTERN
PORTION OF THE
LIBRARY SERVICE
AREA**

**SOUTHWESTERN
PORTION OF THE
LIBRARY SERVICE
AREA**



**SOUTHERN AND
ELK GROVE
PORTION OF THE
LIBRARY SERVICE**





APPENDIX II

FULL SERVICE FACILITIES MINIMUM DESIGN PARAMETERS

QUALITATIVE MINIMUMS

Every Full Service Sacramento Public Library facility will include each of the following design parameters, at a minimum:

A. Customer Services and Service Spaces

1. Specific areas to address the needs of individual community groups, including, in each facility:
 - a. separate areas for children, which areas are specially designed to appeal to children and are acoustically isolated from other reading areas.
 - b. a cozy preschool reading and story time area in every full service facility.
 - c. space for support for the curriculum of home schooled children.
 - d. a teen friendly zone with dedicated technology stations; the Teen Space will be a signature space in each community library.
 - e. other areas in which to provide services and programs that respond to the individual community's needs, such as those of the homeless, unemployed, or individuals with health problems, seniors, various ethnic groups, etc.
2. All but the smallest full service models will include a Learning Center that is designed to support a variety of formal education or life improvement activities, ranging from a homework center to tutoring and literacy services to career and training centers to local history to environmental studies, all as identified by specific, individual community needs assessments.
3. Reading areas that support community "living room" goals with ample seating including lounge chairs, study tables, and café tables available throughout the facility.
4. Entry area with open space for effective display of materials, etc, which areas include furniture and equipment necessary for implementation of merchandising programs and that encourages customer browsing.

B. Community Areas

1. A Community, Multipurpose Meeting Room to seat at least 100 people, with the size increased incrementally based on the size of the service population. Larger rooms will be divisible to support smaller or simultaneous programming.

This room would be supported with current multimedia presentation technology and a warm up kitchenette.

2. At least one group study room, with an increased number of group study rooms and additional conference rooms in larger facilities.
3. Display space for local history, art, culture, and other materials provided by community organizations.
4. Venues for food and drink.

C. Collections Spaces

Collections of all types will occupy up to 25% of the total gross square footage in a full service facility. Adequate spaces must be designed to house all collections now and be flexibly designed for future changes as community needs change. The collections will be carefully selected, in content and type/format, to meet the needs of the specific demographics of the individual community being served by the branch, such as:

1. Collections that meet the needs of limited vision or limited mobility customers, including large print and audio books areas.
2. Collections in multiple languages appropriate to the community the facility serves.
3. Electronic and online information resources.
4. Multimedia and print resources materials for children, teens, seniors, and all other user groups appropriate to the particular community the facility serves.

D. Technological Support

1. Adequate public use technology to meet the needs of an economically and demographically diverse population.
2. Required spaces to allow for maximizing the use of technology to automate routine business transactions, including the following:
 - a. space for an automated digital materials handling system, whether or not the equipment is included in the initial furniture and equipment budget.
 - b. self-check stations as described in Customers' Ease of Use, below, with a goal of a minimum of 90% of all transactions being accomplished by the customer utilizing a self-check station.
3. Adequate space for needed technological support for all "back-of-house" functions, document delivery, printing, etc.

E. Customers' Ease of Use

1. All facilities will be highly visible for customers, in convenient locations, with realistic access to public transportation and a prominent street presence.

2. Within each facility provision will be made to ensure excellent wayfinding and signage to promote patron self-sufficiency.
3. Effectively-designed options will be included for self-service or assisted service at each customer's option.
4. Easy and effective availability of a sufficient quantity of self-check stations to support expected customer demand for this service. Each 100,000 transactions, or portion thereof, would trigger the need for an additional self-check station.
5. Self-service reserves and holds located conveniently adjacent to self-check stations.

F. Administrative and Support Services

1. Service desks will be smaller and less prominently featured, as more roving staff resources are placed throughout the library to proactively address customer needs where those arise, rather than at centralized service points.
2. Facilities built around the three smaller models will be outfitted with a single customer service desk (location), which provides reference and information service to both children and adults. When necessary the largest facilities will include a separate Children's Desk and a Reference Desk, with a smaller customer service station for routine business and self-check assistance.
3. Staff will share a large open floor plan workroom with workstations for librarians, paraprofessionals, volunteers, and for all support tasks. The design will foster staff collaboration, including a limited number of individual offices, open shared workrooms, and shared public service desks.
4. A venue will be included in all facilities for the Friends of the Library (FOL) to sell materials in support of the library's programs, and some amount of workroom/storage area for use by the FOL group – lesser amounts of space in smaller model facilities, more space and functions in the larger one..
5. Workstations will be included for use by library.

G. Effective Use of Taxpayer Dollars

1. Libraries will be strategically located to assist in creating civic or community centers or community redevelopment opportunities.
2. Facilities will address long range requirements at the outset, saving the costs of expensive future additions and expansions.
3. Spaces will be designed for maximum flexibility so that they can be re-purposed for multiple uses, to do double and triple duty where needed, with no "just in case" spaces included in any facility of any size.
4. Specific functions will be delineated with furniture and finish materials where possible without compromising the acoustical integrity of the facility.
5. Workrooms will be designed for maximum flexibility with shared task stations and an open floor plan, including only one enclosed office, generally intended for the branch manager.
6. The capacity of the "holds" area will be limited, to reduce space requirements and to move books out to customers more quickly.
7. Facility design will minimize storage areas in branch libraries.
8. Services will be identified that can be enhanced by location in a focused service facility, such as a reserve book pick up or computer lab outpost
9. Additional efficiency and sustainability design parameters are defined in the Qualitative Design Guidelines section of this plan.

QUANTITATIVE MINIMUMS

These basic quantitative minimums for design of Sacramento Public Library full service facilities are intended to represent a place to begin, quantitatively, in design of a facility for an individual community and do not represent a prescriptive,

unchangeable mold. These will be used in conjunction with documented local conditions and service needs to define the specific facility (full service or otherwise) which best meets the individual uniqueness of the community to be served. Basic, Quantitative Standards for Full Service Facilities

Range of Standards	Square Feet Per Capita	Collections Items Per Capita	Meeting Room Seats Per 1,000	Reader Seats Per 1,000	Technology Stations Per 1,000
Threshold	0.4	1.75	2.00	3.00	.75
Target	0.5	2.15	3.00	4.00	1.00
Prime	0.6	2.75	5.00	5.00	1.25

EVERY FULL SERVICE FACILITY WILL INCLUDE THE FOLLOWING MINIMUM SPACES

Browsing	Browsing Area & AV Library	794
Children's Library	Children's Collection & Seating	500
	Children's Reading and Story Time	180
Circulation & Support Services	Children's Reference & Technology	265
	Juvenile Collection and Seating	1,073
	Automated Sort and Check-in	390
	Branch Manager Office	149
	Customer Service Station	270
	Computer/Telecom Room	116
	Copy Area	90
	Custodial Sink & Storage	101
	General Library Storage	178
	Self Check Out	160
	Self Service Reserve Books	80
	Staff Entrance and Lobby	50
	Staff Lounge	306
	Staff Workroom	1,050
Fiction	Fiction Collection & Seating	594
General Building	Friends Book Storage & Workroom	174
Library Entrance	Friends Retail	60
Non-Fiction Collection	Non-Fiction Collection & Seating	1,160
	Quiet Reading Room	360
Periodicals	Current Magazine Area	340
Public Meeting Rooms	A/V Storage	121
	Kitchenette	91
Reference	Community Meeting Room	1,230
	Reference Collection, Seating & Tech.	800
	Study/Tutoring Room/Learning Center	160
Young Adult Services	YA Area/Learning Center	884
	Net Assignable Square Feet	11,676
	GSF*	15,568

*Gross Square Feet = Net Assignable + Non-assignable square feet. The non-assignable square feet include space for walls, corridors, elevators, stairs, rest rooms, facility lobby, etc. It is calculated at 33% of net assignable square footage in this model, which is a typical percentage.

The 11,676 net assignable space can be allocated differently from the detail above, depending on local need; however, the minimum 11,000 – 12,000 net square footage is essential for a full service branch to operate effectively in today's library environment. Larger service populations will have larger full service facilities, with increased numbers of service and operations spaces. See Appendix III for basic parameters for the larger-size full service branch models: 20,000, 25,000, and 35,000 square feet.

APPENDIX III

FULL-SERVICE MODELS

DETAIL Overview

	GROSS SQ FEET	TARGET POPULATION
15K	15,568	30,000
20K	20,373	40,000
25K	25,047	50,000
35K	35,331	70,000

Vols/Items	Seats Stations	Technology Room	Staff Work Seats	Meeting Stations
15K 68,175	122	30	20	120
20K 85,392	160	52	26	120
25K 105,201	204	56	31	155
35K 156,414	288	77	36	236

Space Allocation	Reader Seats	Technology	Staff	Collections	Meeting	Special Purpose
15K	23%	16%	21%	25%	13%	3%
20K	26%	16%	19%	24%	10%	4%
25K	29%	15%	17%	24%	11%	4%
35K	26%	14%	16%	24%	15%	4%

SPACES AND ASSIGNED SQUARE FOOTAGE FOR EACH SIZE OF MODEL

Division	Spaces	15K	20K	25K	35K
Audio-Visual	AV Library	-	500	600	760
Browsing	Browsing Area	794	388	552	866
Children's Library	Children's Collection & Seating	500	580	780	840
	Children's Desk	-	-	-	235
	Children's Reading and Story Time	180	180	180	180
	Children's Reference & Technology	265	435	445	885
	Children's Rest Room	N/A	N/A	N/A	N/A
	Juvenile Collection and Seating	1,073	1,125	1,242	1,787
Circulation Services	Automated Sort and Check	390	382	382	422
	Branch Manager	149	164	168	172
	Customer Service Station	270	306	318	220
	Computer/Telecom Room	116	116	131	149
	Copy Area	90	100	104	104
	Custodial Sink & Storage	101	112	126	126
	General Library Storage	178	246	334	518
	Self Check Out	160	160	200	200
	Self Service Reserve Books	80	80	80	80
	Staff Entrance and Lobby	50	50	50	50
	Staff Lounge	306	356	356	436
	Staff Rest Rooms	N/A	N/A	N/A	N/A
	Staff Workroom	1,050	1,260	1,543	1,873
Fiction	Fiction Collection & Seating	594	934	1,070	1,980
General Building	Friends Book Storage & Workroom	174	166	179	235
Learning Center	Learning Center	-	620	800	850
Library Entrance	Friends Books Store & Café	60	335	375	847
	Lobby	N/A	N/A	N/A	N/A
	Public Rest Rooms	N/A	N/A	N/A	N/A
Non-Fiction Collection	Non-Fiction Collection & Seating	1,160	1,520	1,980	2,806
Non-Fiction Collection	Quiet Reading Room	360	360	500	640
Periodicals	Current Magazine Area	340	538	738	944
Public Meeting Rooms	A/V Storage	121	158	194	266
	Conference Room	-	-	262	322
	Kitchenette	91	91	91	91
	Community Meeting Room	1,230	1,270	1,588	2,551

Division	Spaces	15K	20K	25K	35K
Reference	Computer Training Lab	-	575	575	675
	Reference Collection & Seating	800	844	976	1,769
	Reference/Info. Desk	-	-	-	276
	Study/Tutoring Room	160	175	175	175
	Study/Tutoring Room	-	-	150	150
	Study/Tutoring Room	-	-	145	145
	Study/Tutoring Room	-	-	-	135
Young Adult Services	Study/Tutoring Room	-	164	164	164
	YA Area	884	990	1,232	1,574
	Net Assignable Square Feet	11,676	15,280	18,785	26,498
	GSF	15,568	20,373	25,047	35,331
Threshold	Population @ .4 sq. ft. per capita	38,920	50,933	62,618	88,328
Target	Population @ .5 sq. ft. per capita	31,136	40,746	50,094	70,662
Prime	Population @ .6 sq. ft. per capita	25,947	33,955	41,745	58,885
15K / 30,000 population	SF per capita	0.53			
20K / 40,000 population	SF per capita	0.51			
25K/ 50,000 population	SF per capita	0.50			
35K/ 70,000 population	SF per capita	0.50			

COLLECTIONS

Division	Collection	15K	20K	25K	35K
Audio-Visual	Audio CDs	1,400	2,000	2,000	2,000
Audio-Visual	Books on CD	1,650	1,600	3,100	3,600
Audio-Visual	DVD	4,500	5,500	6,300	8,000
Audio-Visual	Books on cassette	750	750	1,000	1,000
Audio-Visual	Video cassette	600	750	750	750
Browsing	New Book Display	460	860	860	1,060
Children's Library	Easy Readers	2,400	3,600	4,000	4,500
Children's Library	Paperbacks	1,500	1,500	1,500	1,500
Children's Library	Picture Books	4,200	6,000	7,500	9,000
Children's Library	Children's Magazines	6	12	18	18
Children's Library	Children's Ready Reference				24
Children's Library	Children's Reference	180	240	300	360
Learning Center	Homework Center				200
Learning	Textbooks				200
Children's Library	Juvenile Fiction	4,800	6,500	7,000	8,000
Children's Library	Juvenile International Literature				2,500
Children's Library	Juvenile Non-Fiction	9,000	9,500	10,000	21,000
Fiction	Fiction	7,000	8,000	10,000	18,000
Fiction	Mysteries	1,200	1,200	2,500	2,500
Fiction	Paperbacks	1,500	1,500	1,500	2,000
Fiction	Romance	1,200	1,200	1,200	1,200
Fiction	Sci Fi	1,200	1,200	1,200	1,200
Fiction	Westerns	425	600	850	1,200
Fiction	International Languages				3,500
Fiction	Large Print	1,200	1,600	2,000	3,000
Literacy	Literacy Collection & Seating			250	500
Non-Fiction Collection	Non-Fiction Collection & Seating	20,000	28,000	36,000	48,000
Periodicals	Current Magazines	60	80	100	120
Periodicals	Current Newspapers	6	9	9	12
Reference	Ready Reference	20	20	40	60
Reference	Reference Collections	500	750	1,000	1,200
Young Adult Services	YA materials	2,400	2,400	2,400	3,000
Young Adult Services	YA current periodicals	18	21	24	27
Young Adult Services	Audio CDs			1,800	2,000
Total Items		68,175	85,392	105,201	151,231

Division	Collection	15K	20K	25K	35K
Threshold	Population at 1.75 vols per capita	38,957	48,795	60,115	86,418
Target	Population at 2.15 vols per capita	31,709	39,717	48,931	70,340
Prime	Population at 2.75 vols per capita	24,791	31,052	38,255	54,993

15K / 30,000 population	Volumes per capita	2.27
20K / 40,000 population	Volumes per capita	2.13
25K/ 50,000 population	Volumes per capita	2.10
35K/ 70,000 population	Volumes per capita	2.16

MEETING ROOM SEATS

Division	Spaces	15K	20K	25K	35K
Children's Library	Children's Program Area	20	20	20	20
Public Meeting Rooms	Meeting Room	100	100	125	200
	Conference Room			10	16
	Total Meeting Seats	120	120	155	236

Threshold	Population @ 2.5 seats per 1k	48,000	48,000	62,000	94,400
Target	Population @ 3.5 seats per 1k	34,286	34,286	44,286	67,429
Prime	Population @ 4.5 seats per 1K	26,667	26,667	34,444	52,444

15K / 30,000 population	Meeting Seats per 1,000	4.00
20K / 40,000 population	Meeting Seats per 1,000	3.00
25K/ 50,000 population	Meeting Seats per 1,000	3.10
35K/ 70,000 population	Meeting Seats per 1,000	3.37

READER SEATS

Division	Spaces	15K	20K	25K	35K
Audio-Visual	AV Library				
Browsing	Browsing Area	6	8	12	22
Children's Library	Children's Collection & Seating	16	16	24	24
	Children's Reference & Technology	8	8	16	
	Juvenile Collection and Seating	24	24	28	32
Fiction	Fiction Collection & Seating	12	12	12	20
Learning Center	Learning Center		16	24	24
Library Entrance	Friends Books Store & Café				14
Non-Fiction Collection	Non-Fiction Collection & Seating	10	10	10	18
	Quiet Reading Seats	12	12	16	20
Periodicals	Current Magazine Area	8	14	18	24
Reference	Reference Collection & Seating	8	8	12	16
	Study/Tutoring Room	6	6	6	6
	Study/Tutoring Room			4	4
	Study/Tutoring Room			6	6
	Study/Tutoring Room				4
Young Adult Services	Study/Tutoring Room		4	4	4
	YA Area	20	22	24	34
Total Reader Seats		122	160	208	288
Threshold	Population @ 2.5 seats per 1k	8,800	64,000	83,200	115,200
Target	Population @ 3.5 seats per 1k	34,857	45,714	59,429	82,286
Prime	Population @ 4.5 seats per 1K	27,111	35,556	46,222	64,000
15K / 30,000 population	Reader Seats per 1,000	4.1			
20K / 40,000 population	Reader Seats per 1,000	4.1			
25K/ 50,000 population	Reader Seats per 1,000	4.1			
35K/ 70,000 population	Reader Seats per 1,000	4.1			

TECHNOLOGY WORKSTATIONS

Division	Spaces	15K	20K	25K	35K
Browsing Browsing Area		4			
Children's Library	Children's Desk (Self Check)				1
Children's Library	Children's Reference & Tech.	6	6	6	12
Circulation Services	Book Return Room				
Circulation Services	Copy Center				
Fiction	Fiction Collection & Seating				
Learning Center	Learning Center		6	6	6
Non-Fiction Collection	Non-Fiction Collection & Seating			2	2
Periodicals	Current Magazine Area				
Reference	Computer Training Lab		20	20	20
Reference	Reference Collection & Seating	12	12	12	24
Young Adult Services	YA Area	8	8	10	12
		30	52	56	77
Circulation Services	Self Check Out	4	4	5	5
Threshold	Population @ .75 Tech per 1K pop	40,000	69,333	74,667	102,667
Target	Population @ 1 Tech per 1K pop	30,000	56,000	58,000	81,000
Prime	Population @ 1.25 Tech per 1K pop	24,000	41,600	44,800	61,600
15K / 30,000 population	Technology Stations per 1,000	1.00			
20K / 40,000 population	Technology Stations per 1,000	1.40			
25K / 50,000 population	Technology Stations per 1,000	1.22			
35K / 70,000 population	Technology Stations per 1,000	1.17			

STAFF WORKSTATIONS

Division	Spaces	15K	20K	25K	35K
Children's Library	Children's Desk				2
Circulation Services	Branch Manager	1	1	1	1
Circulation Services	Smart Sort Return	2	2	2	2
Circulation Services	Customer Service Station	3	3	3	2
Circulation Services	Computer/Telecom Room	1	1	1	1
Circulation Services	Staff Workroom	13	15	20	21
Learning Center	Learning Center				
Library Entrance	Friends Books Store & Café		1	1	2
	Friends' Workroom		2	2	2
Reference	Computer Training Lab		1	1	1
Reference	Reference/Info. Desk				2
		20	26	31	36

APPENDIX IV

15,000 SF NEW LIBRARY

15,000 sf NEW LIBRARY

Development Strategy Cost Analysis
Excluding Land Cost

15,000 GSF New Construction

Project Data

Net SF (75% gsf)	11,250 NSF
Gross SF	15,000 GSF
footprint	15,000
Construction	1 Story
New Construction	15,000 GSF
Renovation	-
% New	100%
% Renovation	0%
On-Site Parking Total	60 spaces
Surface	60 spaces
Underground	0 spaces
Deck	0 spaces
Site Area	75,000 sf
Landscape %	48%
Building %	20%
Parking %	32%

Cost Model Data

Hard and Soft Costs

Construction Hard Costs	SF Area	Unit Cost	Project Cost
Site Clearing and Grading	75,000 GSF	\$3 / GSF	\$225,000
New Construction - includes stacks	15,000 GSF	\$370 / GSF	\$5,550,000
Parking Surface	24,000 GSF	\$10/SF	\$240,000
Hardscape	5,400 GSF	\$15/SF	\$81,000
Landscape	30,600 GSF	\$8/SF	\$245,000
Site Utilities		Lump Sum	\$250,000
Construction Contingency - New		10%	\$659,000
Subtotal - Construction Hard Cost			\$7,250,000

Furniture, Technology, and Public Art Costs

FF&E	15,000 GSF	\$23 / GSF	\$345,000
Technology	15,000 GSF	\$23 / GSF	\$345,000
Furniture & Technology Contingency		10%	\$69,000
Public Art		2% of Construct. Cost	\$145,000
Subtotal - Furniture, Technology, and Public Art			\$904,000

Total Hard Cost Budget \$8,154,000

Soft Costs

Design, Engineering & Const. Mgmt.	35%	\$2,854,000
Moving Costs	1% of Construct. Cost	\$73,000
Total Soft Cost Budget		\$2,927,000

Unescalated Project Budget \$11,081,000

Library Materials Costs \$30 /Item \$3,120,000

Unescalated Project Budget, including Library Materials \$14,201,000

All costs are in January 2007 dollars

Cost Models do not include site-specific costs such as land costs, demolition, hazardous materials abatement. Once a specific site and project timeline is identified, the cost model should be updated with these costs, as well as cost escalation and project bid contingency budgets. See Facility Master Plan Cost Section for additional information.

20,000 SF NEW LIBRARY

20,000 sf NEW LIBRARY

Development Strategy Cost Analysis
Excluding Land Cost

20,000 GSF New Construction

Project Data

Net SF (75% gsf)	15,000 NSF
Gross SF	20,000 GSF
footprint	20,000
Construction	1 Story
New Construction	20,000 GSF
Renovation	-
% New	100%
% Renovation	0%
On-Site Parking Total	80 spaces
Surface	80 spaces
Underground	0 spaces
Deck	0 spaces
Site Area	84,000 sf
Landscape %	38%
Building %	24%
Parking %	38%

Cost Model Data

Hard and Soft Costs

Construction Hard Costs	SF Area	Unit Cost	Project Cost
Site Clearing and Grading	84,000 GSF	\$3 / GSF	\$252,000
New Construction - <i>includes stacks</i>	20,000 GSF	\$350 / GSF	\$7,000,000
Parking Surface	32,000 GSF	\$10/SF	\$320,000
Hardscape	4,800 GSF	\$15/SF	\$72,000
Landscape	27,200 GSF	\$8/SF	\$218,000
Site Utilities		Lump Sum	\$250,000
Construction Contingency - New		10%	\$811,000
Subtotal - Construction Hard Cost			\$8,923,000

Furniture, Technology, and Public Art Costs

FF&E	20,000 GSF	\$22 / GSF	\$430,000
Technology	20,000 GSF	\$36 / GSF	\$720,000
Furniture & Technology Contingency		10%	\$115,000
Public Art		2% of Construct. Cost	\$178,000
Subtotal - Furniture, Technology, and Public Art			\$1,443,000

Total Hard Cost Budget \$10,366,000

Soft Costs

Design, Engineering & Const. Mgmt.	35%	\$3,628,000
Moving Costs	1% of Construct. Cost	\$89,000
Total Soft Cost Budget		\$3,717,000

Unescalated Project Budget \$14,083,000

Library Materials Costs \$30 /Item \$3,120,000

Unescalated Project Budget, including Library Materials \$17,203,000

All costs are in January 2007 dollars

Cost Models do not include site-specific costs such as land costs, demolition, hazardous materials abatement. Once a specific site and project timeline is identified, the cost model should be updated with these costs, as well as cost escalation and project bid contingency budgets. See Facility Master Plan Cost Section for additional information.

25,000 SF NEW LIBRARY

25,000 sf NEW LIBRARY

Development Strategy Cost Analysis
Excluding Land Cost

25,000 GSF New Construction

Project Data

Net SF (75% gsf)	18,750 NSF
Gross SF	25,000 GSF
footprint	25,000
Construction	1 Story
New Construction	25,000 GSF
Renovation	-
% New	100%
% Renovation	0%
On-Site Parking Total	100 spaces
Surface	100 spaces
Underground	0 spaces
Deck	0 spaces
Site Area	105,000 sf
Landscape %	38%
Building %	24%
Parking %	38%

Cost Model Data

Hard and Soft Costs

Construction Hard Costs	SF Area	Unit Cost	Project Cost
Site Clearing and Grading	105,000 GSF	\$3 / GSF	\$315,000
New Construction - includes stacks	25,000 GSF	\$370 / GSF	\$9,250,000
Parking Surface	40,000 GSF	\$10/SF	\$400,000
Hardscape	6,000 GSF	\$15/SF	\$90,000
Landscape	34,000 GSF	\$8/SF	\$272,000
Site Utilities		Lump Sum	\$250,000
Construction Contingency - New		10%	\$1,058,000
Subtotal - Construction Hard Cost			\$11,635,000

Furniture, Technology, and Public Art Costs

FF&E	25,000 GSF	\$20 / GSF	\$500,000
Technology	25,000 GSF	\$31 / GSF	\$775,000
Furniture & Technology Contingency		10%	\$127,500
Public Art		2% of Construct. Cost	\$233,000
Subtotal - Furniture, Technology, and Public Art			\$1,636,000

Total Hard Cost Budget \$13,271,000

Soft Costs

Design, Engineering & Const. Mgmt.	35%	\$4,645,000
Moving Costs	1% of Construct. Cost	\$116,000
Total Soft Cost Budget		\$4,761,000

Unescalated Project Budget \$18,032,000

Library Materials Costs \$30 /Item \$3,120,000

Unescalated Project Budget, including Library Materials \$21,152,000

All costs are in January 2007 dollars

Cost Models do not include site-specific costs such as land costs, demolition, hazardous materials abatement. Once a specific site and project timeline is identified, the cost model should be updated with these costs, as well as cost escalation and project bid contingency budgets. See Facility Master Plan Cost Section for additional information.

30,000 SF NEW LIBRARY

30,000 sf NEW LIBRARY

Development Strategy Cost Analysis Excluding Land Cost

30,000 GSF New Construction

Project Data

Net SF (75% gsf)	22,500 NSF
Gross SF	30,000 GSF
footprint	30,000
Construction	1 Story
New Construction	30,000 GSF
Renovation	-
% New	100%
% Renovation	0%
On-Site Parking Total	120 spaces
Surface	120 spaces
Underground	0 spaces
Deck	0 spaces
Site Area	126,000 sf
Landscape %	38%
Building %	24%
Parking %	38%

Cost Model Data

Hard and Soft Costs

Construction Hard Costs	SF Area	Unit Cost	Project Cost
Site Clearing and Grading	126,000 GSF	\$3 / GSF	\$378,000
New Construction - <i>includes stacks</i>	30,000 GSF	\$370 / GSF	\$11,100,000
Parking Surface	48,000 GSF	\$10/SF	\$480,000
Hardscape	7,200 GSF	\$15/SF	\$108,000
Landscape	40,800 GSF	\$8/SF	\$326,000
Site Utilities		Lump Sum	\$250,000
Construction Contingency - New		10%	\$1,264,000
Subtotal - Construction Hard Cost			\$13,906,000

Furniture, Technology, and Public Art Costs

FF&E	30,000 GSF	\$20 / GSF	\$600,000
Technology	30,000 GSF	\$31 / GSF	\$930,000
Furniture & Technology Contingency		10%	\$153,000
Public Art		2% of Construct. Cost	\$278,000
Subtotal - Furniture, Technology, and Public Art			\$1,961,000

Total Hard Cost Budget \$15,867,000

Soft Costs

Design, Engineering & Const. Mgmt.	35%	\$5,553,000
Moving Costs	1% of Construct. Cost	\$139,000
Total Soft Cost Budget		\$5,692,000

Unescalated Project Budget \$21,559,000

Library Materials Costs \$30 /Item \$3,120,000

Unescalated Project Budget, including Library Materials \$24,679,000

All costs are in January 2007 dollars

Cost Models do not include site-specific costs such as land costs, demolition, hazardous materials abatement. Once a specific site and project timeline is identified, the cost model should be updated with these costs, as well as cost escalation and project bid contingency budgets. See Facility Master Plan Cost Section for additional information.

35,000 SF NEW LIBRARY

35,000 sf NEW LIBRARY

Development Strategy Cost Analysis
Excluding Land Cost

35,000 GSF New Construction

Project Data

Net SF (75% gsf)	26,250 NSF
Gross SF	35,000 GSF
footprint	35,000
Construction	1 Story
New Construction	35,000 GSF
Renovation	-
% New	100%
% Renovation	0%
On-Site Parking Total	140 spaces
Surface	140 spaces
Underground	0 spaces
Deck	0 spaces
Site Area	147,000 sf
Landscape %	38%
Building %	24%
Parking %	38%

Cost Model Data

Hard and Soft Costs

Construction Hard Costs	SF Area	Unit Cost	Project Cost
Site Clearing and Grading	147,000 GSF	\$3 / GSF	\$441,000
New Construction - includes stacks	35,000 GSF	\$370 / GSF	\$12,950,000
Parking Surface	56,000 GSF	\$10/SF	\$560,000
Hardscape	8,400 GSF	\$15/SF	\$126,000
Landscape	47,600 GSF	\$8/SF	\$381,000
Site Utilities		Lump Sum	\$250,000
Construction Contingency - New		10%	\$1,471,000
Subtotal - Construction Hard Cost			\$16,179,000

Furniture, Technology, and Public Art Costs

FF&E	35,000 GSF	\$20 / GSF	\$700,000
Technology	35,000 GSF	\$27 / GSF	\$945,000
Furniture & Technology Contingency		10%	\$164,500
Public Art		2% of Construct. Cost	\$324,000
Subtotal - Furniture, Technology, and Public Art			\$2,134,000

Total Hard Cost Budget \$18,313,000

Soft Costs

Design, Engineering & Const. Mgmt.	35%	\$6,410,000
Moving Costs	1% of Construct. Cost	\$162,000
Total Soft Cost Budget		\$6,572,000

Unescalated Project Budget \$24,885,000

Library Materials Costs \$30 /Item \$3,120,000

Unescalated Project Budget, including Library Materials \$28,005,000

All costs are in January 2007 dollars

Cost Models do not include site-specific costs such as land costs, demolition, hazardous materials abatement. Once a specific site and project timeline is identified, the cost model should be updated with these costs, as well as cost escalation and project bid contingency budgets. See Facility Master Plan Cost Section for additional information.

Expansion from 4,000 SF to 10,000 SF

Expansion of Existing Library

Development Strategy Cost Analysis Excluding Land Cost

Expansion to 10,000 sf

Project Data

Net SF (75% gsf)	7,500 NSF
Gross SF	10,000 GSF
footprint	10,000
Construction	1 Story
Addition	6,000 GSF
Renovation	4,000 GSF
% New	60%
% Renovation	40%
On-Site Parking Total	40 spaces
Surface	40 spaces
Underground	0 spaces
Deck	0 spaces
Site Area	42,000 sf
Landscape %	38%
Building %	24%
Parking %	38%

Site Area is a placeholder that will need to be updated with actual site size

Budget Data

Hard and Soft Costs

Construction Hard Costs	SF Area	Unit Cost	Project Cost
Site Clearing and Grading	42,000 GSF	\$3 / GSF	\$126,000
Small Branch Expansion - Renovation of	4,000 GSF	\$445 / GSF	\$1,780,000
Small Branch Expansion - Addition of 6,000 sf to 10,000 sf	6,000 GSF	\$485 / GSF	\$2,910,000
Parking Surface	16,000 GSF	\$10/SF	\$160,000
Hardscape	2,400 GSF	\$15/SF	\$36,000
Landscape	13,600 GSF	\$8/SF	\$109,000
Site Utilities Upgrade		Lump Sum	\$250,000
Construction Contingency - Addition		15%	\$369,000
Subtotal - Construction Hard Cost			\$5,740,000

Furniture, Technology, and Public Art Costs

FF&E	10,000 GSF	\$22 / GSF	\$215,000
Technology	10,000 GSF	\$36 / GSF	\$360,000
Furniture & Technology Contingency		10%	\$57,500
Public Art		2% of Construct. Cost	\$115,000
Subtotal - Furniture, Technology, and Public Art Costs			\$748,000

Total Hard Cost Budget \$6,488,000

Soft Costs

Design, Engineering & Const. Mgmt.	35%	\$2,271,000
Moving Costs	1% of Construct. Cost	\$57,000
Total Soft Cost Budget		\$2,328,000

Unescalated Project Budget \$8,816,000

Library Materials Costs

\$30 /Item \$420,000

Unescalated Project Budget, including Library Materials \$9,236,000

All costs are in January 2007 dollars

Cost Models do not include site-specific costs such as land costs, demolition, hazardous materials abatement. Once a specific site and project timeline is identified, the cost model should be updated with these costs, as well as cost escalation and project bid contingency budgets. See Facility Master Plan Cost Section for additional information.

Expansion from 12,000 SF to 20,000 SF

Expansion of Existing Library

Development Strategy Cost Analysis Excluding Land Cost

Expansion to 20,000 sf

Project Data

Net SF (75% gsf)	15,000 NSF
Gross SF	20,000 GSF
footprint	20,000
Construction	1 Story
Addition	8,000 GSF
Renovation	12,000 GSF
% New	40%
% Renovation	60%
On-Site Parking Total	80 spaces
Surface	80 spaces
Underground	0 spaces
Deck	0 spaces
Site Area	84,000 sf
Landscape %	38%
Building %	24%
Parking %	38%

Site Area is a placeholder that will need to be updated with actual site size

Budget Data

Hard and Soft Costs

Construction Hard Costs	SF Area	Unit Cost	Project Cost
Site Clearing and Grading	84,000 GSF	\$3 / GSF	\$252,000
Medium Branch Expansion - Renovation	12,000 GSF	\$305 / GSF	\$3,660,000
Medium Branch Expansion - Addition of 8-10,000 sf to 20,000 sf	8,000 GSF	\$400 / GSF	\$3,200,000
Parking Surface	32,000 GSF	\$10/SF	\$320,000
Hardscape	4,800 GSF	\$15/SF	\$72,000
Landscape	27,200 GSF	\$8/SF	\$218,000
Site Utilities Upgrade		Lump Sum	\$250,000
Construction Contingency - Addition		15%	\$716,000
Subtotal - Construction Hard Cost			\$8,688,000

Furniture, Technology, and Public Art Costs

FF&E	20,000 GSF	\$22 / GSF	\$430,000
Technology	20,000 GSF	\$36 / GSF	\$720,000
Furniture & Technology Contingency		10%	\$115,000
Public Art		2% of Construct. Cost	\$174,000
Subtotal - Furniture, Technology, and Public Art Costs			\$1,439,000

Total Hard Cost Budget \$10,127,000

Soft Costs

Design, Engineering & Const. Mgmt.	35%	\$3,544,000
Moving Costs	1% of Construct. Cost	\$87,000
Total Soft Cost Budget		\$3,631,000

Unescalated Project Budget \$13,758,000

Library Materials Costs

\$30 /Item \$840,000

Unescalated Project Budget, including Library Materials \$14,598,000

All costs are in January 2007 dollars

Cost Models do not include site-specific costs such as land costs, demolition, hazardous materials abatement. Once a specific site and project timeline is identified, the cost model should be updated with these costs, as well as cost escalation and project bid contingency budgets. See Facility Master Plan Cost Section for additional information.

Expansion from 12,000 SF to 25,000 SF

Expansion of Existing Library

Development Strategy Cost Analysis Excluding Land Cost

Expansion to 25,000 sf

Project Data

Net SF (75% gsf)	18,750 NSF
Gross SF	25,000 GSF
footprint	25,000
Construction	1 Story
Addition	13,000 GSF
Renovation	12,000 GSF
% New	52%
% Renovation	48%
On-Site Parking Total	100 spaces
Surface	100 spaces
Underground	0 spaces
Deck	0 spaces
Site Area	105,000 sf
Landscape %	38%
Building %	24%
Parking %	38%

Site Area is a placeholder that will need to be updated with actual site size

Budget Data

Hard and Soft Costs

Construction Hard Costs	SF Area	Unit Cost	Project Cost
Site Clearing and Grading	105,000 GSF	\$3 / GSF	\$315,000
Medium Branch Expansion - Renovation	12,000 GSF	\$305 / GSF	\$3,660,000
Medium Branch Expansion - Addition of 12-13,000 sf to 25,000 sf	13,000 GSF	\$360 / GSF	\$4,680,000
Parking Surface	40,000 GSF	\$10/SF	\$400,000
Hardscape	6,000 GSF	\$15/SF	\$90,000
Landscape	34,000 GSF	\$8/SF	\$272,000
Site Utilities Upgrade		Lump Sum	\$250,000
Construction Contingency - Addition		15%	\$748,000
Subtotal - Construction Hard Cost			\$10,415,000

Furniture, Technology, and Public Art Costs

FF&E	25,000 GSF	\$20 / GSF	\$500,000
Technology	25,000 GSF	\$31 / GSF	\$775,000
Furniture & Technology Contingency		10%	\$127,500
Public Art		2% of Construct. Cost	\$208,000
Subtotal - Furniture, Technology, and Public Art Costs			\$1,611,000

Total Hard Cost Budget \$12,026,000

Soft Costs

Design, Engineering & Const. Mgmt.	35%	\$4,209,000
Moving Costs	1% of Construct. Cost	\$104,000
Total Soft Cost Budget		\$4,313,000

Unescalated Project Budget \$16,339,000

Library Materials Costs \$30 /Item \$1,080,000

Unescalated Project Budget, including Library Materials \$17,419,000

All costs are in January 2007 dollars

Cost Models do not include site-specific costs such as land costs, demolition, hazardous materials abatement. Once a specific site and project timeline is identified, the cost model should be updated with these costs, as well as cost escalation and project bid contingency budgets. See Facility Master Plan Cost Section for additional information.

MEMORANDUM

DATE: January 2, 2007
TO: Honorable Mayor and Council Members
FROM: Pam Johns, Special Projects Manager
Jeffrey Beiswenger, Senior Planner
SUBJECT: ZONING CODE WORK PROGRAM



RECOMMENDATION

Provide direction to city staff regarding critical components of the proposed zoning code work program.

RESULT OF RECOMMENDED ACTION

The direction provided by Council will allow staff to proceed with a detailed work program and schedule for the completion of the zoning code. Staff proposes an aggressive time-line of one year or less to develop a comprehensive code update that will provide the City with its first new zoning code. The code will serve as a catalyst for economic development by introducing flexibility and incentives for quality new development. The new code will be designed to improve customer service with easy to understand language, clear standards and guidelines, illustrations throughout, and a searchable web-based code with an interactive zoning map.

BACKGROUND

In June 2006, the City Council adopted Rancho Cordova's first General Plan. The General Plan provides the cornerstone document for physical development and for future community growth. The zoning code is the critical companion document to the General Plan and the most significant implementation tool. The zoning code provides the City's development "rule book."

Staff proposes an aggressive time-line to write and adopt a new zoning code within one year with the goal of adoption by the end of 2007 (consistent with the timeframe outlined in the General Plan). The City currently utilizes the zoning code borrowed from Sacramento County. While useful as a stop-gap measure, this code is not consistent with the City's new General Plan and may hinder the ability of the City to fully implement its vision. The City recently demonstrated that fairly complex code updates can be accomplished in a short time-frame. New mixed use zoning districts, allowed uses and basic development standards were developed for target areas along Folsom Boulevard and Sunrise Boulevard in less than 60 days. This update only covered a limited scope of zoning issues and did not change the overall framework of the code. A full update and replacement of the zoning code will be much more complex, but staff proposes an equally aggressive time-frame. A full update will alter the code's organizational framework; create new administrative procedures; and introduce new zoning districts, definitions, development standards, and design guidelines.

The zoning code is a powerful tool that can help transform Rancho Cordova's built environment. Zoning codes tend to have common pitfalls that can create unnecessary procedural and regulatory obstacles, such as: difficult to understand language; overly complex organization structures; rigid single use districts and standards; and contradictory language. A new zoning code can help accomplish the following objectives:

- ✓ Implement the General Plan (vision, goals, and policies);
- ✓ Save property owners time and money from having to rezone their property for consistency with the General Plan;
- ✓ Improve customer service by establishing clear and concise regulations that are easy to find and understand;
- ✓ Create new economic development opportunities (e.g., establishing certainty, simplifying or streamlining processes);
- ✓ Establish flexible but effective standards that create a vibrant built environment and encourage innovation (e.g., mixed-use, form-based, energy efficiency, flexibility);
- ✓ Improve enforcement tools and address nuisance and blight issues (e.g., vehicle parking, yard maintenance);
- ✓ Designate suitable land area and provide incentives for mixed use projects, infill development, affordable housing projects, etc. (e.g. density bonuses, flexible standards); and
- ✓ Lower the City's risk of legal challenge.

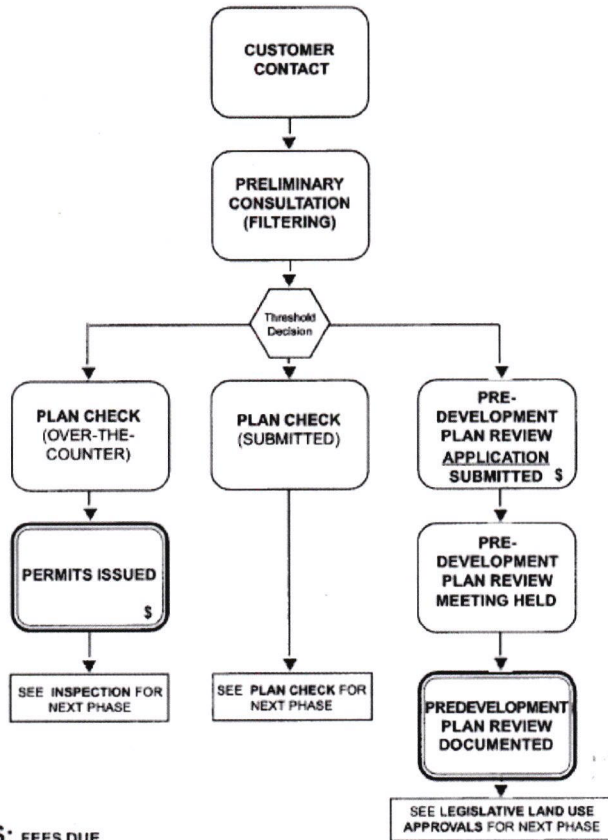
Key Zoning Code Components

To successfully implement the General Plan, the Zoning Code will be smart, user friendly, and innovative to ensure livable and sustainable neighborhoods (new and existing), to address mixed-use and Town Centers, to inspire innovative housing solutions, to build a Downtown and Convention District, to protect and enhance natural resources and open space, and to improve mobility. The new Zoning Code will incorporate appropriate context based (form based) zoning solutions for select areas and/or use types throughout the City. It will be well organized, clear and concise, and easy to use with graphics and tables to simplify complex or detailed regulations.

The following is an introduction to some key components to the new zoning code:

Streamlined Review Processes

The zoning code will adopt easy to follow administrative procedures that will result in a transparent review process. Procedures will be clearly spelled out in the code. As an example, the flow chart on the next page illustrates how a pre-application process could work.



PRE-DEVELOPMENT PLAN REVIEW

Source: City of Pasadena

Definitions and Use Tables

The zoning code will have detailed definitions and a clear organization structure. Effective definitions allow for shorter use tables, since not every possible land use needs to be listed. This format also allows for certain uses to be identified when they need special consideration (e.g. adult uses). The table below is one example of this, which was adopted recently by the City for the new mixed use zoning districts.

Table VI – Allowed Uses for Mixed Use Zoning Districts

Land Use – Use Classification	Mixed Use Zoning Districts					
	MDR	RMU	CMU	OPMU	OIMU	LIBP
Retail, Service, and Office Listings						
Retail - General	N	P2, 13	P	N	N	N
Veterinary Facility	N	CUP	P	P	P	CUP
Automotive and Vehicle Use Listings						
Auto Parts Sales	N	N	P14	N	N	P
Auto/Vehicle Detail Sales/Detail	N	N	CUP	N	N	CUP
	N	N	N	N	CUP	P
	N	N	N	N	CUP14	P14
	N	CUP11	CUP11	CUP11	CUP	P
	N	CUP	CUP	CUP	CUP	P
	N	N	N	N	CUP	P
	N	N	CUP11	N	CUP	P
Use Listings						
Freight Storage and Distribution	N	N	N	N	N	CUP
Manufacturing – Major	N	N	N	N	N	CUP15
Manufacturing – Minor	N	N	N	N	P	P
Manufacturing – Small Scale	N	N	P	N	P	P
Personal Storage Facility	N	N	N	N	CUP	P

Retail - General. Stores and shops selling multiple lines of merchandise. These stores and lines of merchandise include but are not limited to art galleries, bakeries (all production in support of on-site, sales), clothing and accessories, collectibles, department stores, drug and discount stores, dry goods.....

Mixed-use

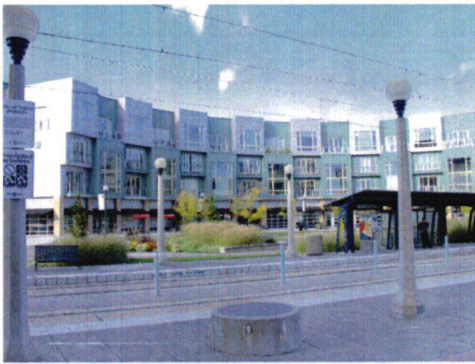
The new zoning code will expand the City's use of mixed use districts and will provide tested development standards, incentives and examples from around the country that facilitate the construction and financial feasibility of mixed-use projects. The following are a few examples of mixed-use development that would be facilitated by the zoning code:



Mixed Use District



Live-Work (Residential – Office)



Transit Oriented Developments

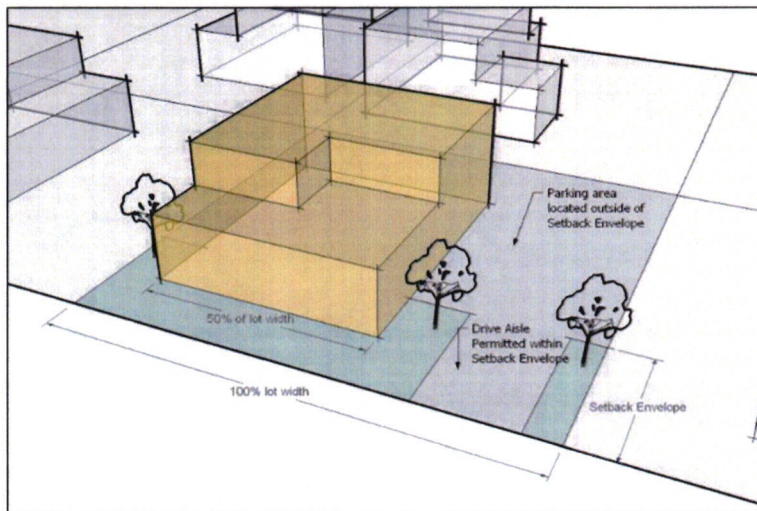


Main Street Setting

Form-Based Provisions

The new zoning code will rely on form-based (context based) provisions to achieve the General Plan visions for more desirable development patterns. Form based provisions will define in detail how to effectively assemble developments to enhance the private and public fabric of the community. Provisions will include development concepts, standards, and improvements (both public and private). A critical component of form-based provisions is to define how the private realm interfaces with the public realms. For example, how does a person walking on a public sidewalk enter a development? Is it a pleasant experience or will that person be more likely to drive since it is unsafe or unpleasant to walk?

The following graphic illustrates how a form-based provision might look. The desired building envelop (form) is established on the site. The use of the building is of secondary importance to the relationship of the building to the site



Form-based provisions have significant advantages over conventional zoning codes:

- They are prescriptive (they state what you want), rather than proscriptive (what you don't want), and thus achieve a more predictable physical result.
- The elements (e.g. building placement, relationship to street, etc.) controlled are those that are most important to the shaping of a high quality built environment.
- Form based provisions are also easier to visualize and more useful to the public and decision-makers since it can lead to a greater comfort level about greater density, for instance.
- Non-professionals may find form based provisions easier to use than conventional zoning documents because they are much shorter, more concise, and organized for visual access and readability.
- The purpose of form based provisions is to shape a high quality public realm - a public good that promotes healthy civic interaction. These provisions may be more legally defensible than design provisions based solely on aesthetics.

Next Steps

A detailed scope of work will be prepared for review by City Council prior to project initiation. The scope of work could include the following elements with an estimate of staff time and budget for each. Staff is interested in hearing Council recommendations that will help us prepare the scope and focus on those approaches and issues that are most important to the success of the project.

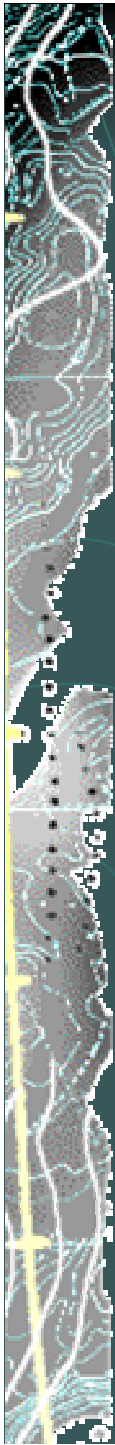
- ✓ Identify the City Staff Working group. The zoning code is an important document that impacts many City departments and the work group should include representatives for different departments. Consultant services will be pulled in as needed. For example, a consultant may be used to help develop the form-based components of the Zoning Code.

- ✓ Consider Zoning Advisory Team composed of key City decision-maker and community representatives.
- ✓ Establish project website, mailing and stakeholder lists
- ✓ Identification of key issues
- ✓ Research and focused discussion of zoning solutions (e.g., new processes, form based design solutions, special sign regulations)
- ✓ Administrative and Public Draft Zoning Code Update
- ✓ Public and stakeholder review and recommendations
- ✓ Study sessions with decision makers
- ✓ Hearings for adoption

In terms of schedule, the goal is to adopt a new code in 2007. This gives us less than twelve months to complete all of the tasks listed above. Funds were programmed into this fiscal year's budget to start on the zoning code update. The General Plan Fee (assessed on each new building permit) can be used to help off-set staff time costs.

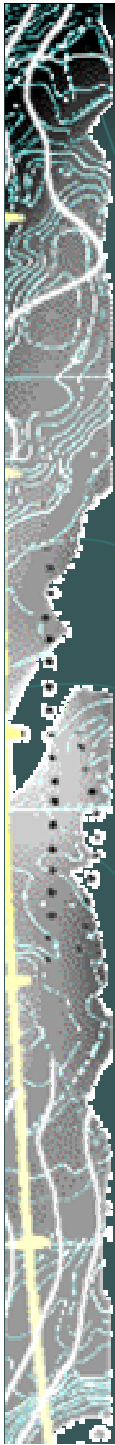
Creation of the zoning code will be a collaborative process to ensure that the needs of the community are addressed



A vertical strip on the left side of the slide shows a topographic map of a coastline. It features contour lines, a yellow line representing a road or boundary, and a blue area representing water.

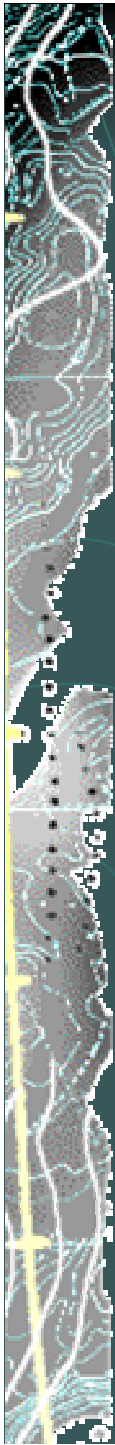
Zoning Code Update

- Meeting Purpose
- Background
- Getting to “Action”
- Direction/Next Steps



What's happened since the June 26, 2006 GP Adoption?

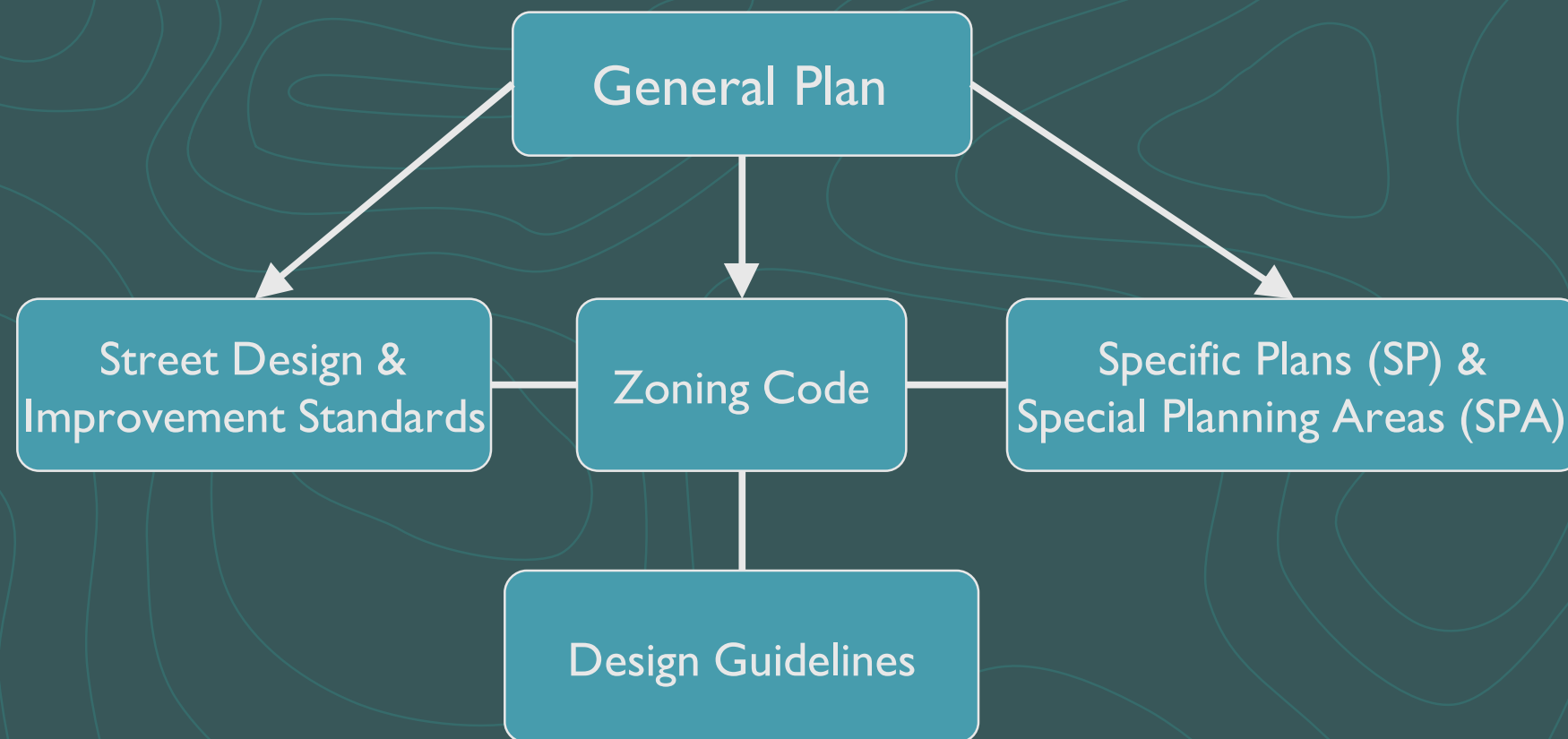
- July 2006: Closed out GP Update
- September 19, 2006: Management Team Review and Direction
- Sept. 15 - Nov. 6, 2006: GP Rezone
 - Rezoned 800+ properties along Folsom Boulevard and Sunrise Boulevard South
 - Created new mixed use zoning districts and special non-conforming use policies
- November 29, 2006: Management Team Review and Direction

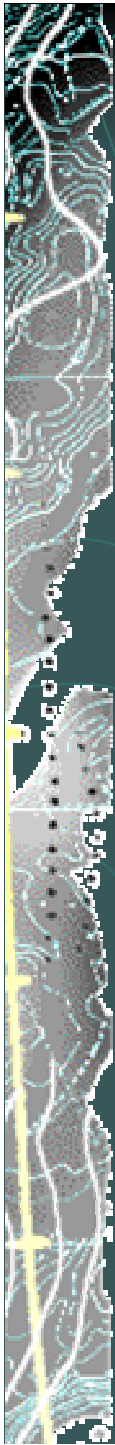


Why Do We Need Zoning?

- Define City Vision for its future
- Provides detailed development standards
- Protects health and safety of residents
- Protects property values

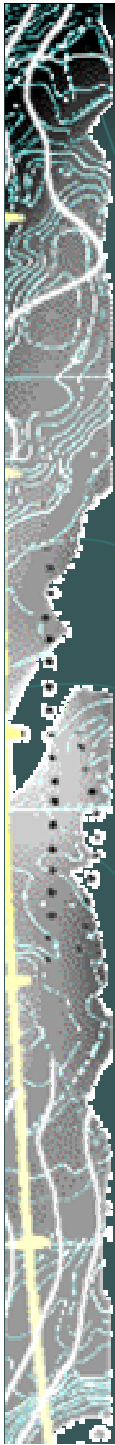
Zoning Background



A vertical strip on the left side of the slide shows a topographic map of Rancho Cordova, California. It features contour lines, a yellow road, and a river. The map is partially obscured by the dark green background of the slide.

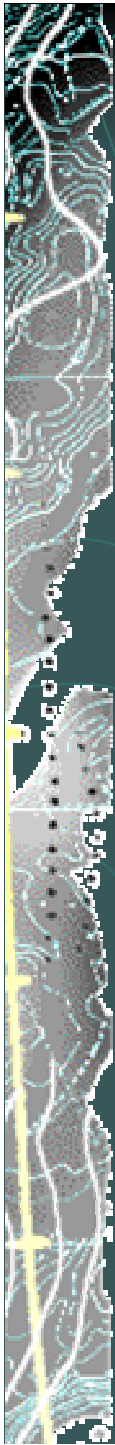
Why replace Zoning Code?

- Implement the City's GP with innovative zoning solutions unique to Rancho Cordova
- Save property owners time and money in rezoning for consistency with GP
- Improve customer service
- Create economic development opportunities
- Encourage innovation with flexible standards
- Improve enforcement tools
- Create incentives for mixed use and infill
- Lower City's risk of legal challenge



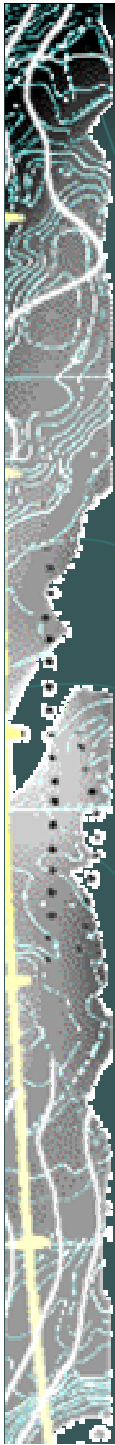
Benefits to City Departments

- Administration
 - Streamlined code easier for public to understand
 - Allows customer service specialists to answer inquiries
 - Web based code will reduce inquiries
- Economic Development
 - Easier to find appropriate development sites
 - Standards designed to attract desirable businesses
 - Shorter approval processes
- Public Works
 - Coordinate with public works standards
 - Private-public interface (street, sidewalk and building relationships)
 - Identify public infrastructure relationships and needs
- Code Enforcement
 - Clear rules help with enforcement
 - Provide new tools to address current citizen concerns
- City Attorney
 - More defensible code



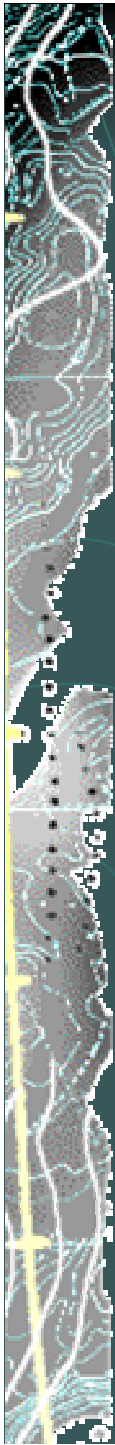
Existing versus Proposed Code

- Existing Zoning Districts
 - Conventional districts with isolated and individual use listings
 - Inflexible development standards that result in undesirable form
- Proposed Zoning Districts
 - New districts that encourage mixed use with general use classifications
 - Flexible development standards focused on desired development form



What have we done so far?

- Adopted County Zoning Code
- Adopted new Design Review process
- Adopted General Plan Vision Book
- Approved new Street Design Guidelines
- Adopted Citywide Design Guidelines
- Adopted General Plan
- Completed GP Consistency Rezone

A vertical strip on the left side of the slide shows a topographic map of a coastline. It features contour lines, a river or stream flowing into the sea, and a yellow line that likely represents a road or a specific boundary. The map is detailed, showing various land features and water bodies.

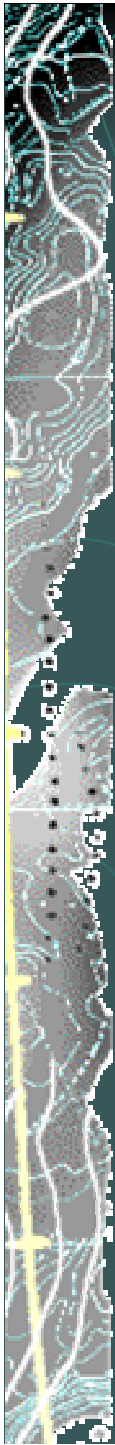
What's left to do?

- Reorganize the code to be user friendly
- Ensure zoning provisions and map are consistent with the General Plan
- Create/modify zoning districts and simplify allowed use regulations
- Incorporate form based provisions
- Streamline review process – simplify administrative procedures
- Create flexibility in design solutions
- Update site rules (e.g., signs) and special use regulations (e.g., second units)

Basic Zoning Components

- Purpose
- Administration/
Permit Process
- Zoning Districts
- Allowed Use Provisions
- Development Standards
- Definitions



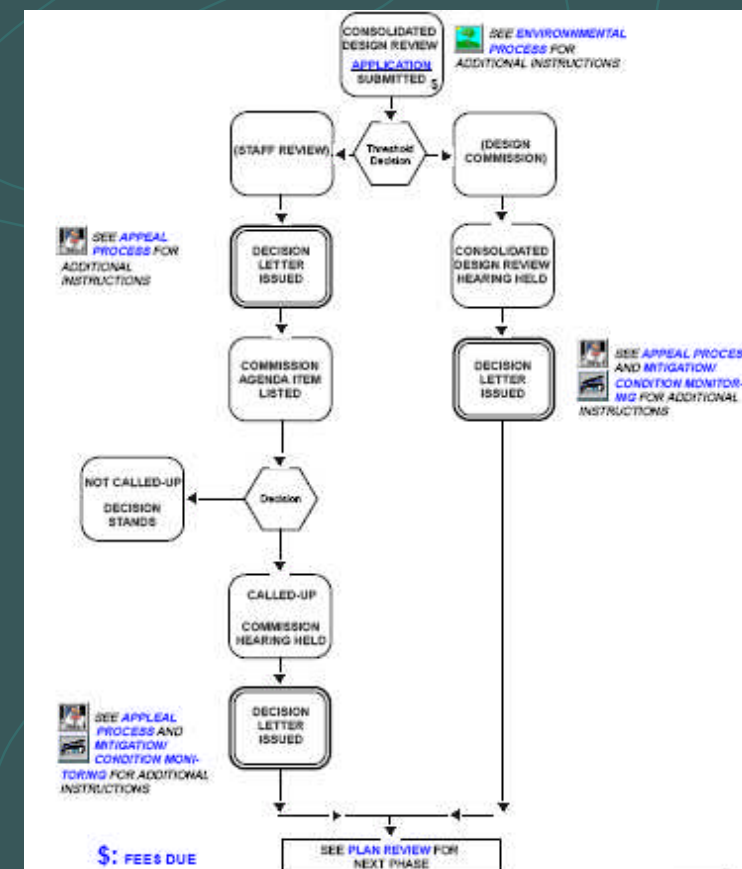
A vertical strip on the left side of the slide shows a topographic map of a coastline. It features contour lines, a yellow line representing a road or path, and a blue area representing water. The map is oriented vertically.

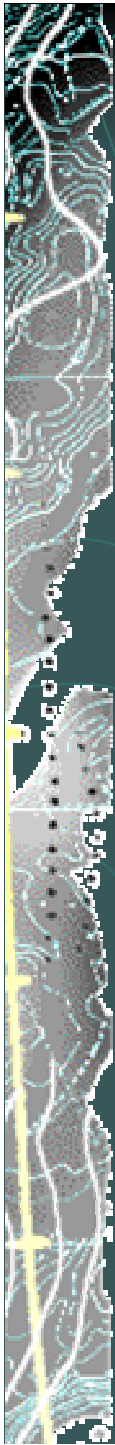
Key Zoning Features

- Streamlined review process
- Clear and concise allowed use provisions
- Enhance mixed-use provisions
- Form-based zoning
- Interactive zoning code

Streamlined Review Process

- Improve customer service
- Enhance economic development by increasing level of predictability/creating a transparent process
- Fast track quality projects that meet the City's development and design expectations





Clear and Concise Allowed Use Provisions

- Expand concept of use classifications to cluster similar use types
- General use descriptions with example uses
- Clear process for use interpretations

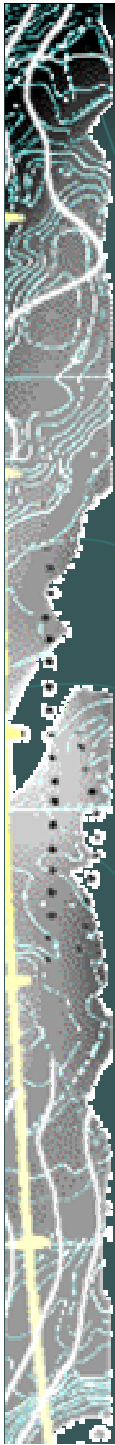
10.4 Similar Use Determination

10.4.1 Purpose

Property is divided into zoning districts for designating land uses and development standards. California State Law requires these zoning districts to be consistent with the land use designations of the City's General Plan. A use determination is required when a proposed use is not listed in the use table or the use can not be easily defined. The purpose of the review is to determine whether the proposed use is similar to a listed use, or is consistent with the definition of one or more land use categories. This determination allows the applicant to know whether the proposed use is permitted, conditionally permitted, or prohibited.

10.4.2 Process

Following receipt of required information, the Planning Director evaluates the use determination for consistency with the City's General Plan and the compatibility of the proposed land uses with surrounding land uses.....

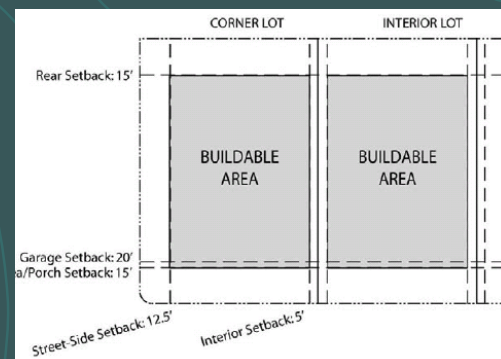


Enhanced Mixed Use Provisions

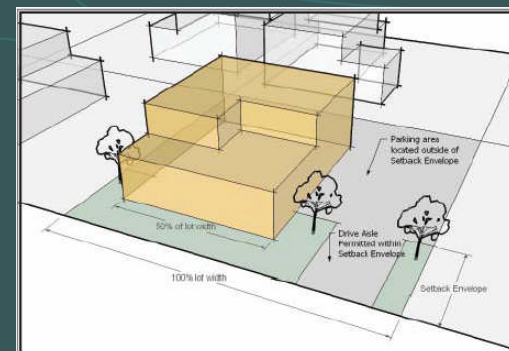
- Recently adopted six new mixed use districts
 - Carried over into new code
- Creating new specialized mixed use districts (e.g., Town Center)
- Detailed development and design features
- Form based provisions

Euclidian vs. Form Based

- Separate uses by district and corresponding rules



- Context based zoning based on form and function/use typologies



Interactive Zoning Map

- Web based zoning code
- Links zoning map with text
- Searchable / hyperlinks

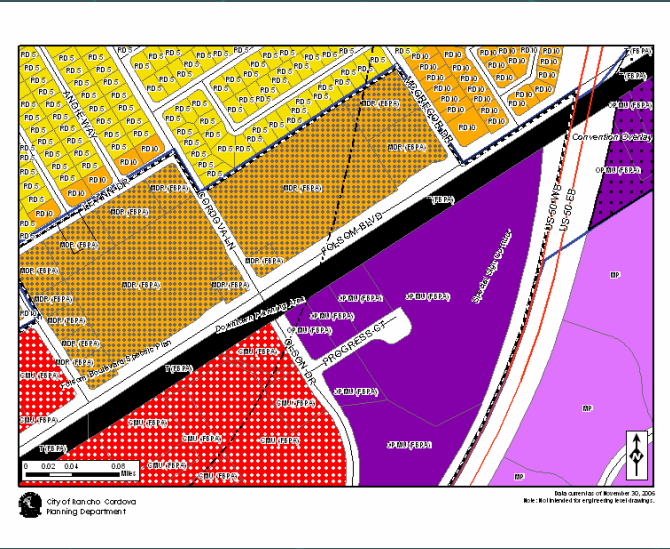


Table VI – Allowed Uses for Mixed Use Zoning Districts						
Land Use – Use Classification	Mixed Use Zoning Districts					
	MDR	RMU	CMU	OPMU	OIMU	LBP
Retail, Service, and Office Listings						
Retail - General	N	pt. 13	P	N	N	N
Veterinary Facility	N	CUP	P	P	P	CUP
Automotive and Vehicle Use Listings						
Auto Parts Sales	N	N	P14	N	N	P
Auto/Vehicle Retail Sales/Rental	N	N	CUP	N	N	CUP
Auto and Vehicle Sales, Wholesale	N	N	N	N	CUP	P
Auto and Vehicle Storage	N	N	N	N	CUP14	P14
Car Wash and Detailing	N	CUP11	CUP11	CUP11	CUP	P
Service Stations	N	CUP	CUP	CUP	CUP	P
Vehicle Services – Major	N	N	N	N	CUP	P
Vehicle Services – Minor	N	N	CUP11	N	CUP	P
Industrial, Manufacturing, and Processing Use Listings						
Fuel Storage and Distribution	N	N	N	N	N	CUP
Manufacturing – Major	N	N	N	N	N	CUP15
Manufacturing – Minor	N	N	N	N	P	P
Manufacturing – Small Scale	N	N	P	N	P	P
Personal Storage Facility	N	N	N	N	CUP	P

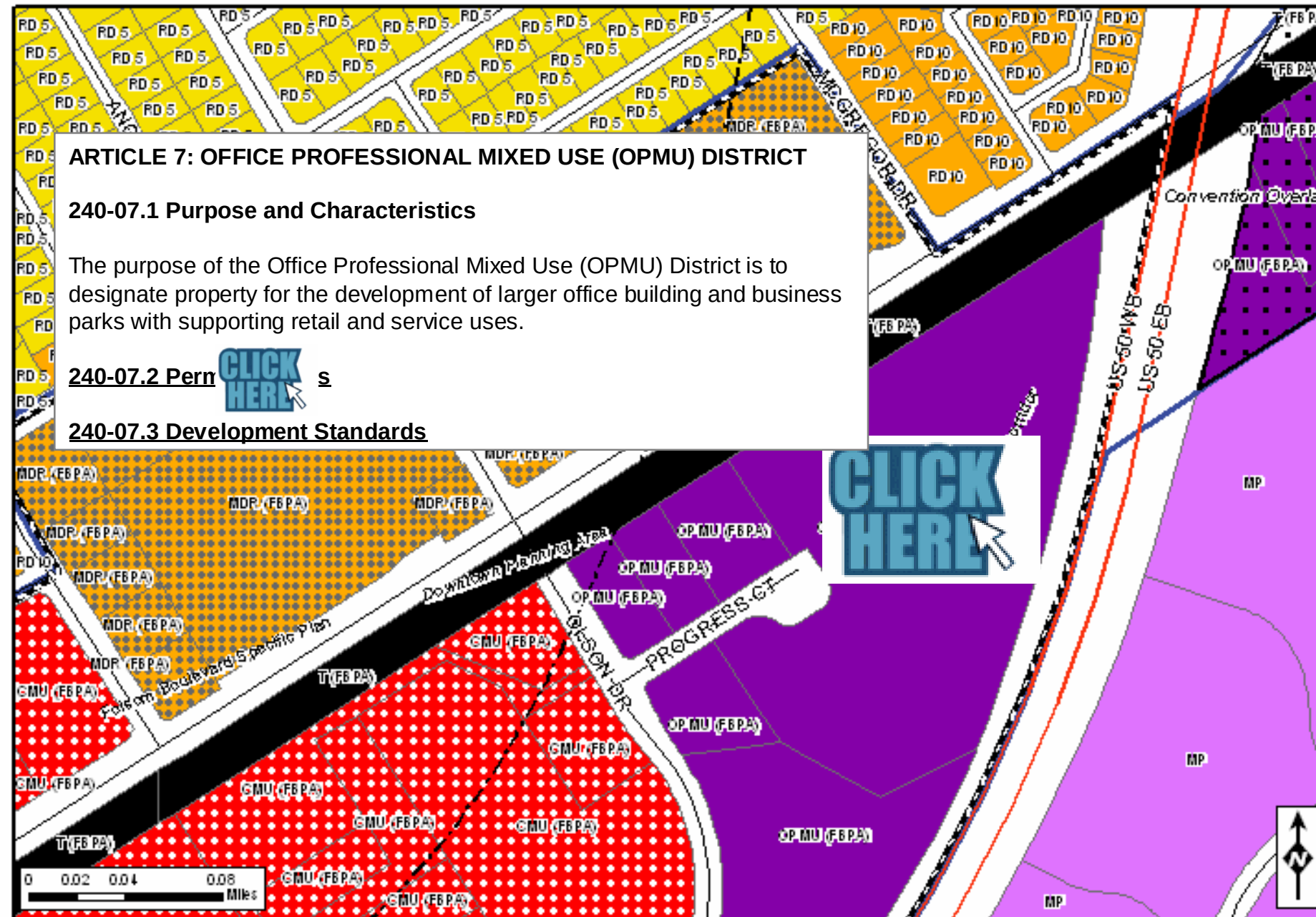
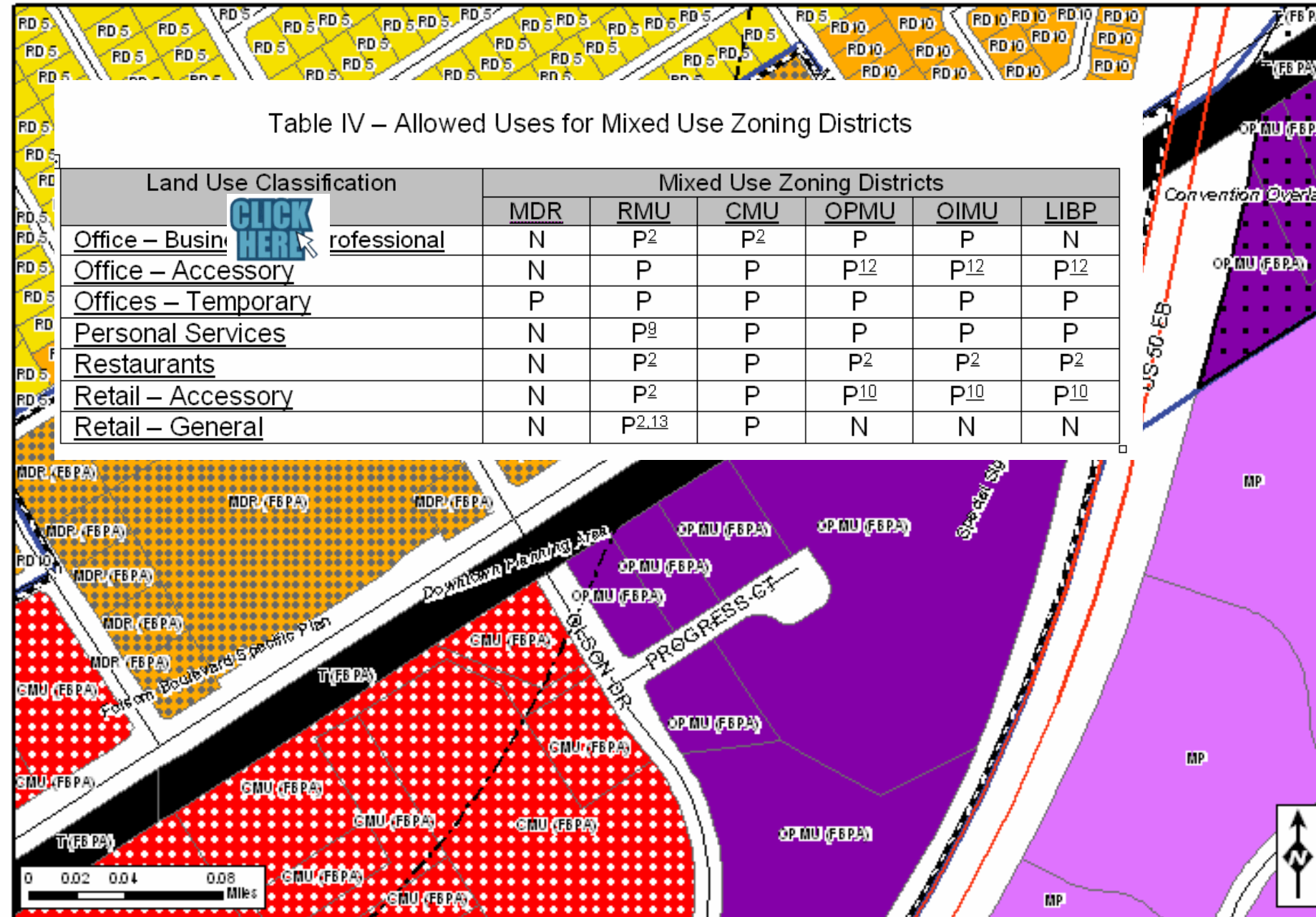
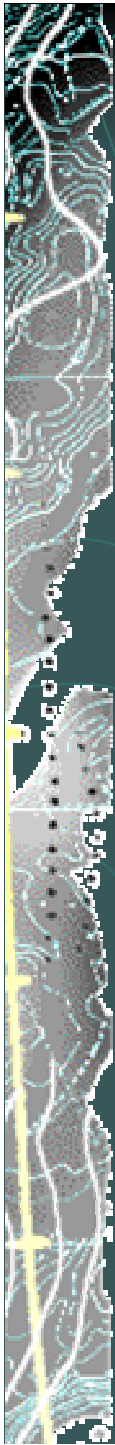


Table IV – Allowed Uses for Mixed Use Zoning Districts

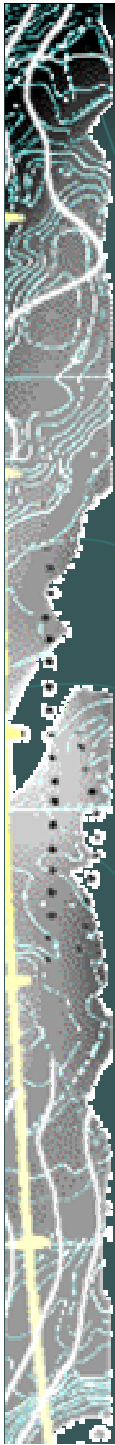
Land Use Classification	Mixed Use Zoning Districts					
	MDR	RMU	CMU	OPMU	OIMU	LIBP
Office – Business Professional	N	P ²	P ²	P	P	N
Office – Accessory	N	P	P	P ¹²	P ¹²	P ¹²
Offices – Temporary	P	P	P	P	P	P
Personal Services	N	P ⁹	P	P	P	P
Restaurants	N	P ²	P	P ²	P ²	P ²
Retail – Accessory	N	P ²	P	P ¹⁰	P ¹⁰	P ¹⁰
Retail – General	N	P ^{2,13}	P	N	N	N





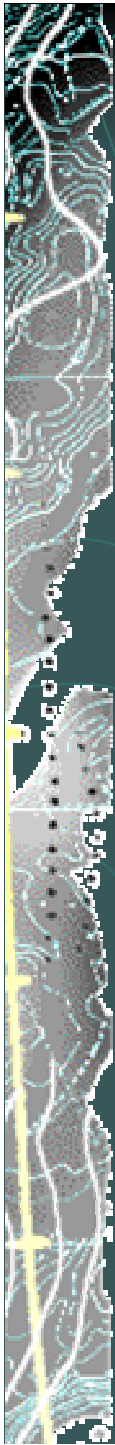
Project Approach – Getting to “Action”

- Expedited process that builds on past input and planning efforts
- Planning Staff Management
- City Staff Working Group
- Zoning Code Advisory Team
- Focused public workshops and stakeholder group meetings
- Experts consulted as needed
- Goal for adoption in one year

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Questions Re: Project Scope

- Level of public outreach?
- Advisory Group?
- Form based approach?
- Interactive zoning code?
- Council concerns?



Level of Public Outreach

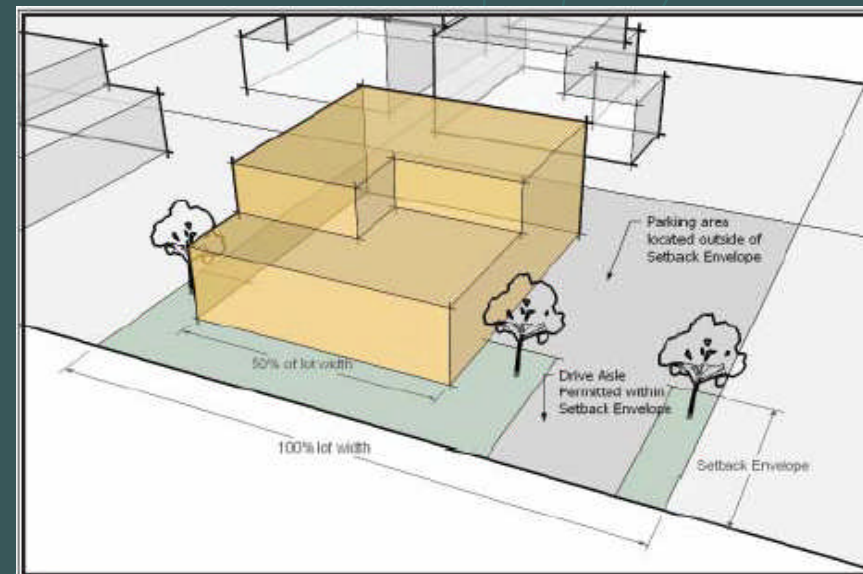
- Who to involve?
 - GPAC/Commission Applicants
 - Key stake-holders
 - Special interests
- Number of public workshops?
 - How many and when in process
 - Special topic focus
- Emphasize which methods?
 - Workshops
 - Focused group meetings
 - City Council work sessions

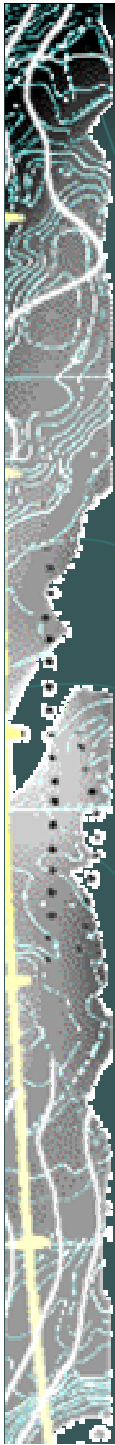
Advisory Group

- Staff working group (department representatives)
- Advisory Group (composition?)
 - City Council representatives
 - Planning Commission representatives
 - Key community stake-holders
- Logistical issues
 - How large is advisory group?
 - How frequent will group meet?

Form based approach

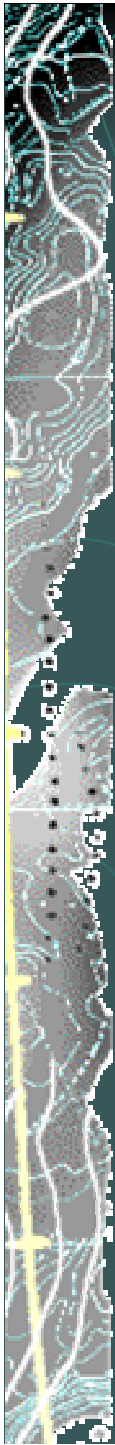
- Hybrid code that combines conventional and form-based approach
- Not intended for existing residential
- Primarily for mixed-use areas
- Used to provide development flexibility
- Focus on critical design issues



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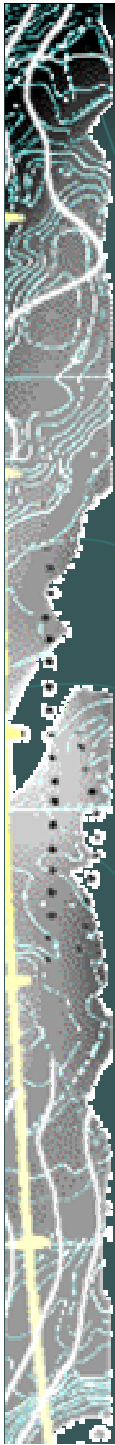
Interactive zoning code

- Web-based interactive map and code proposed
- Some additional expense (creation and up-keep)
- How important is a fully interactive web-based code?



Specific Code Concerns

- Sign regulations
 - Significant input from business community needed
 - Separate project or different schedule?
- Merge subdivision regulations / development code
- Non-Conforming Uses
 - Determine requirements for non-conforming uses to be eliminated
- Historic Zoning Conditions
 - Difficult for public and staff to discover
 - Must determine how these conditions will be treated
- Conditional use issues
 - Carefully consider what requires a CUP
 - Can development standards resolve need for CUP's for certain uses

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Council Direction/Next Steps

1. Input/direction on approach
2. Preliminary identification of key issues
3. Detailed work scope and schedule to Council 2-5-06