

# Solano County Library Facilities Master Plan

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***CHANGING COMMUNITIES,  
CHANGING LIBRARY***

Update  
April 2009



**Solano County Library**  
1150 Kentucky Street  
Fairfield, Ca 94533



## **SOLANO COUNTY LIBRARY**

### **20 – YEAR FACILITIES MASTER PLAN PROGRESS REPORT – EXECUTIVE SUMMARY APRIL 2009**

The 20-Year Facilities Master Plan (FMP) for Solano County Library was developed during the year 2000 and approved by the Board of Supervisors on March 6, 2001. The Plan's main purpose was to create a consistent, standardized method for addressing growth in the county and detail how library services and library facilities would address that growth. A project management team consisting of the Library's top management, the County Architect, a building consultant and an architectural consultant created and oversaw the process centered on the vision with three themes: "Library and Community", "Library and Technology" and "Library and Partnerships".

Much community input and oversight was sought during the Plan's creation, with over 1,500 people participating through surveys, focus groups and meetings. They articulated the Library's services and what should be included in future or remodeled facilities.

Incorporating this input, the Plan identified services and the space needed for them, including books and materials, seating, technology, group study and programming areas. In determining the space needed to provide these services, the FMP benchmarked a goal of .76 square feet (sf) per capita. The Plan, which extends to the year 2020, was designed to be a changing document as conditions and funding would change over that period of time.

In 2000 when the Plan was created, the Library's service area population was 345,715 out of a county population of over 390,000. The Library consisted of six branches serving the five cities in its service area: Fairfield, Rio Vista, Suisun City, Vacaville and Vallejo. These branches provided 116,340 square feet or 30% of the projected need of 365,788 square feet.

To accommodate the projected population, the Plan detailed 13 projects over its 20-year lifespan, to be built in three phases. The price tag for these 13 projects was estimated to be about \$178 million which included an escalated project budget. At the time, the escalation factor was approximately 5% per year. In 2003, it jumped significantly as the cost of building materials escalated. Today, that factor is more in the realm of 10%.

The Plan also heralded in a new service model in which customers have greater self sufficiency and the use of technology, which improves access as well as streamlines services.

This Progress Report details projects identified in the FMP, as well as new projects completed since the Plan was developed. Three new libraries have been built – two addressing growth and one replacement. Five remodeling projects have been completed and range from total gutting and rehabilitation to minor remodeling to improve ease of

use and incorporate FMP design concepts. The Library's main back-of-house function moved to a refurbished County building in April 2009 to improve the flow of processing and delivering new books and materials. The Library has grown to eight branches.

Today, the Library serves approximately 372,970 people out of a County population of more than 426,000. With the projects completed in the past 8 years, the Library meets about 41% of the public space requirements detailed in the Facilities Master Plan.

Key accomplishments to date are:

- **4 projects from Phase 1 of the FMP completed**
- **5 projects not in the FMP completed but incorporate FMP design concepts**
- **35,848 sf of new space added**
- **All existing library facilities modernized in some fashion**
- **Total project costs approximately \$36.3 million**

The Library's 20-year Facilities Master Plan has been the impetus for growth and renewal of the Library's facilities, along with changes to the service delivery model, including an emphasis on integrating technology to improve library services. The process of creating the Plan led to many of the partnerships that resulted in new buildings. It also strengthened existing relations with local governments that allowed for the remodeling of others. At present, no further construction projects are on the horizon, as funding sources aren't available for future construction and the Library's ability to operate additional buildings is limited. However, Library staff continues to cultivate relationships in order to be poised and ready when the next opportunity presents itself, as the need outlined in the Facilities Master Plan still exists.

The Plan and the various projects added and improved space but the service impact has been dramatic. The new libraries have provided access to formerly underserved parts of the county. The self-service improvements have provided convenience and ease of use. Usage has increased by about 50% since these projects have come online. Improved facilities have given Library staff the environment and the resources to offer a better customer experience and enhanced service.

**SOLANO COUNTY LIBRARY**  
**20 – YEAR FACILITIES MASTER PLAN**  
**PROGRESS REPORT**

**APRIL 2009**

**Background**

The 20-Year Facilities Master Plan (FMP) was originally identified as a goal of the Library’s first Long Range Plan of FY89/90 – 93/94. It was to be completed by 1990 but a number of circumstances, primarily a serious economic downturn, shelved the idea for almost a decade. The goal got back on track in 1999 after passage of a local sales tax measure stabilized Library funding.

The Plan’s main purpose was to create a consistent, standardized method for addressing growth in the county and how library services and facilities would address that growth. During the year 2000, the project management team consisting of the department’s top management, the County Architect, a building consultant and an architectural consultant oversaw the development of the FMP. It began with a visioning process with 25 city and county leaders. They developed a vision of what roles the Library should play in the rapidly changing communities of Solano County. That vision centered around three themes: the “Library and Community”, the “Library and Technology” and the “Library and Partnerships.”

Over the course of that year, there was extensive community participation from hundreds of library customers, library staff and community leaders, including:

- 1500 customer satisfaction surveys completed
- 4000 customers’ library usage patterns mapped
- 20 focus groups attended by over 500 county residents
- 15 meetings with nearly 50 community leaders
- 7 staff interview sessions attended by 65 staff members

The customer surveys provided a “snapshot” of how library customers used their local libraries and how satisfied they were with the services they received. Usage patterns revealed where people lived and the library branches they used, as well as areas geographically remote from a library facility where there was little to no usage. The focus groups were held with different groups of Library customers including youth, senior, civic, business, educational and general community members, to gain an in-depth understanding of the issues they faced and how the Library could help. Community leaders helped formulate ideas for improving library services and facilities in their communities. Staff discussed the strengths and weaknesses of the facilities and the impediments to service.

The feedback from the public and staff indicated that two of the Library's strengths were its collection of books and other materials, as well as a place to get help in answering questions. The public also indicated the Library should be a place for technology training and resources for the community. Places for group study should be enclosed, so students, tutors and learners and small groups could meet without disturbing other customers.

All this information was shared with a County Oversight Committee, composed of community leaders from throughout the county. They served as a sounding board for the project team by providing input and feedback during the planning process.

The team also looked at population centers in each of the five cities (Fairfield, Rio Vista, Suisun City, Vacaville and Vallejo) served by the Library and identified locations for future branches. The goal was to have service areas of approximately 50,000 residents. While the Library also serves the unincorporated area of the county, it is through the branch facilities in each city.

The Library dispensed services from six locations in the five cities noted above. Library branch facilities in Rio Vista and Vallejo are owned by their cities, the library in Suisun City was in space the city leased, the library in Vacaville is owned by the Vacaville School District/Library District and the Fairfield library, which includes the Library's Headquarters, is owned by the County.

In 2000 when the Plan was created, the Library's service area population was 345,715 out of a county population of over 390,000. Of the remaining two cities in the county, Benicia has its own city library and Dixon has a school district/library district facility.

At the end of the year, the Plan was completed and presented to the Board of Supervisors, who approved it on March 6, 2001. The Plan, which extends to the year 2020, was designed to be a changing document as conditions and funding would change over that period of time.

### **Plan Summary**

The Plan identified services and the space needed for them, including books and materials, seating, technology, group study and programming areas. In determining the space needed to provide these services, the FMP benchmarked a goal of .76 square feet (sf) per capita. The existing six branches provided an average of 30%, or .34 square feet per capita, of the projected need:

Fairfield	32,054 sf
Rio Vista	5,370 sf
Suisun City	4,752 sf
Vacaville	24,266 sf
JFK (West Vallejo)	46,874 sf
Springstowne (East Vallejo)	3,024 sf
Total	116,340 sf

To accommodate the projected population, the Plan detailed 13 projects over the 20-year life of the Plan and built in phases.

Phase 1 (2001 – 2005)

Fairfield: Renovate existing	32,054 sf
Fairfield: New Cordelia	22,000 sf
Suisun: Relocate existing	23,864 sf
Vacaville: New Downtown	15,000 sf
Vallejo: Relocate JFK	20,000 sf
Vallejo: Relocate Springstowne	36,000 sf
Total at the end of Phase 1	178,554 sf

Phase 2 (2006 – 2010)

Fairfield: New North	30,000 sf
Vacaville: Expand Downtown	10,000 sf
Vacaville: Addition to existing	15,377 sf
Vallejo: New Northwest	30,000 sf
Total at the end of Phase 2	263,931 sf

Phase 3 ( 2011 – 2020)

Fairfield: New Northeast	29,118 sf
Vacaville: New North	36,000 sf
Vallejo: New Northeast	25,237 sf
Rio Vista: New or Addition	11,502 sf
Total at the end of Phase 3	365,788 sf

The estimated cost for these 13 projects was projected to be about \$178, million which included an escalated project budget to the year of anticipated construction. At the time, the escalation factor was approximately 5% per year. In 2003, it jumped significantly as the cost of building materials escalated. Today, that factor is closer to 10%.

The Plan also heralded in a new service model in which customers have greater self sufficiency, mainly through the use of technology, which improved access and convenience as well as streamlined services. These self-service techniques also freed up staff to offer more value-added assistance with customers.

### **Accomplishments to Date**

The creation of the Plan ushered in a new era of library remodeling and new construction for Solano County Library. The focus was on the first phase of projects identified in the Plan. The many discussions with leaders in the cities served by Solano County Library during the Plan's development, served as a springboard to partnerships that helped fund many of the projects. Some were built as envisioned, others were modified and new projects not listed in the Plan were completed.

The following is a list of projects to date in chronological order:

#### **1. Fairfield Civic Center Library, 1150 Kentucky Street, remodel 2003**

- Project cost: \$6,386,000
- Funded by:
  1. Money saved for the project = \$2,286,000
  2. Bonds procured when the County borrowed money to fund the new Government Center = \$3,700,000
  3. Public Facilities Fees = \$400,000
- 15-year debt service retired through annual bond payments paid from the Library's budget – debt to be retired 6/30/18.
- Within existing footprint - 32,054 sf
- Closed September 23, 2002
- Re-opened November 15, 2003

Formerly known as the Fairfield-Suisun Community Library and the only County-owned library, this facility was vacated in 2002, gutted and totally renovated. Interior spaces were re-aligned to include a 20-station computer center, Literacy Program headquarters, four group study rooms and more than 40 public access computers situated throughout the library. The entry was re-designed to provide better circulation of customers entering and exiting. Although libraries are usually designed with one point of ingress and egress, a second entrance facing the pond was created to make it easier for pedestrian traffic.

The collection was weeded by approximately 40% to make way for new technology. Self-service aspects included the public's ability to pick up their own holds and check them out on self-check machines, as well as place holds and check their library accounts online.

A new standard for signage was developed and eventually used throughout all Solano County Library branches as part of the Library brand to provide image continuity throughout the Library system. Improved displays and methods of marketing the collection were implemented. The meeting room was equipped with the latest technology to improve the capability for Power Point and other online presentations.

A separate roofing project occurred in conjunction with the remodel. The original roof had leaked since it was first opened in 1976 and had undergone numerous repairs that partially resolved some issues, but didn't resolve the ongoing water intrusion. An

analysis of the roof indicated problems with the drainage system and underlayment material that absorbed rather than repelled water. To correct the problem, the copper roof was removed, a new water resistant underlayment was installed along with appropriately-sized exterior roof drains. This major repair successfully solved the problem.

At the time the Library was working on this project, the County was also designing a new government center and planned to borrow over \$100 million. The County allowed the Library to participate in their loan process and borrow the funding for this project, which greatly reduced the loan fees.

## **2. Vacaville Public Library – Town Square, 1 Town Square Place, 2005**

- 2-story building – 25,000 sf (1<sup>st</sup> floor =15,000 sf and 2<sup>nd</sup> floor = 10,000 sf)
- Project cost - \$5,000,000
- Funded through two sources of debt service:
  1. Public Facilities Fees = \$3,700,000 (First floor – 30-year debt service to be retired 9/30/31)
  2. Lease payments from tenant = \$1,300,000 (Second floor – 10-year debt service to be retired 5/1/13)
- Opened January 21, 2005

This library was the first new facility designed to incorporate the FMP and new business model concepts. It incorporated elements such as a 12-station computer center along with 35 public access computers located throughout the public space. Marketing elements included display space on the floor and at the end of the book stacks to promote the library's collection. Self-service aspects, such as self-check machines and the public's ability to pick up their holds were included. Two group study rooms provide space for small groups to meet.

Town Square was the first new construction project identified in the FMP. It is the size recommended in the Plan. At present, the library occupies the first floor and the second floor is leased to Vacaville Sanitation Services for their administrative offices. This project came about as a result of a partnership among the County; Vacaville Unified School District/Library District in which the School Board sits as the Library Board; their appointed Library Commission; the city of Vacaville and their Redevelopment Agency; and the Solano County Library Foundation.

It was a turnkey project, in which the contractor was also the developer not only for the library but also for the Town Square, which the library anchors. The Library oversaw the project, including procurement of the furniture, shelving, equipment and the collection of books and materials on behalf of the District. A significant portion of the collection was underwritten by a donation from the Frank S. and Eva B. Buck Foundation which the Solano County Library Foundation secured. The County and City worked together to initiate the collection of the library portion of County public facilities fees in Vacaville, which were, and still are, used to retire the debt on the first floor. The Library Board



participated as the governing and owning body of the library. Their appointed Commission served as the oversight body for the project.

The funding for the building was unique. Originally, Library staff calculated a budget in which the Library District could only afford to purchase the first floor and an agreement was written to allow them to purchase the second floor in ten years or key benchmarks in the future. Since the District didn't have the funding power to borrow money, the City through their Redevelopment Agency, borrowed the money on behalf of the District and the District is paying back the 30-year loan of \$3.9 million including issuance costs.

Because the Library District didn't have the funding to purchase the entire building, the Redevelopment Agency reluctantly agreed to own the second floor. However, when the local garbage company decided to lease the second floor, it became evident those lease payments could pay for the debt service for that floor. This turn of events provided the opportunity for the District to purchase the entire building.

The Redevelopment Agency declined loaning the District money a second time, but the County bundled a loan for the second floor with the loan for the remodel of the Fairfield library. The Library, in turn loaned it to the District. This loan is for \$1.3 million and has a 10-year pay back. By purchasing the second floor at the project's inception, the District saved hundreds of thousands of dollars it would have cost to purchase the second floor in 10 years or later.

### **3. Vacaville Public Library – Cultural Center, 1020 Ulatis Drive, 2005**

- Minor remodel
- Within existing 24,266 sf
- Project cost = \$543,000
- Funded in Library District's budget
- Not a FMP project but initiated to incorporate FMP design concepts
- Closed January 25, 2005
- Reopened April 20, 2005

On the heels of the opening of the Town Square library, the Cultural Center facility was closed for a partial remodel. The focus of the remodel was to renovate the front of the library to eliminate one service desk, reduce the size of another and make self-service functions, such as holds and express checkout, more intuitive for the public. In addition, one bay of the library was converted to a 15-station computer center. These were in addition to the 28 public access computers located throughout the library. Finally, the carpeting in the main path of travel was replaced.

This remodel incorporated the Library's self-service business model and greatly increased computer resources for the public.

#### **4. John F. Kennedy Library – Vallejo, 505 Santa Clara, 2005**

- Remodel of second floor
- Within existing second floor 25,700 sf (excluding Joseph Meeting Room)
- Project cost = \$139,100
- Funded in Library's budget
- Not a FMP project but initiated to incorporate FMP design concepts
- No expansion of existing space. Building 101,000 sf on three floors. Library uses just under 47,000 sf
- Closed September 12, 2005
- Reopened November 30, 2005

The FMP outlines four library branches for Vallejo in each quadrant of the City. The recommendation in the Plan was to relocate the John F. Kennedy library to a smaller-sized facility on a single floor. However, in community focus group meetings, the residents who live in the library's service area were adamant about keeping the library in its current location and facility.

The remodel of the second floor came about initially as a re-carpeting project. The existing carpet was the original from 1970, threadbare and a tripping hazard. To re-carpet this area, everything was removed from the space. City staff took this window of opportunity to paint the walls and re-lamp the lowered ceiling areas over the bookshelves. Library staff re-worked the customer service area to open it up from its formerly cramped space and improved the flow for self-service holds pick-up and self-checkout. The Information service desk, which had been previously located at the back of the main reading room, was relocated closer to the entrance. This move facilitated ease of access for customers and improved sight lines to the circulation area. New books and other high use materials such as DVDs and CDs were re-located near the entrance to improve visibility and usage. The original lounge chairs, which were worn and ripped, were replaced by new ones.

The city of Vallejo has declared bankruptcy and has no resources for new facilities of any kind which renders the recommendations of the FMP moot for the present time even though the need for additional library facilities continues to grow.

#### **5. Fairfield Cordelia Library, 5050 Business Center Drive, 2006**

- 2-story building – 29,000 sf (1<sup>st</sup> floor = 15,600 sf, 2<sup>nd</sup> floor = 13,400 sf)
- Project cost - \$14,300,000
- Library portion of building funded through a combination of statewide library construction grant (Proposition 14) monies and library-specific County Public Facilities Fees:
  1. State grant = \$4,100,000
  2. Public Facilities Fees = \$4,800,000
  3. City = \$5,400,000
- Opened December 14, 2006

This new branch library brought library services to a growing portion of the Fairfield community that was previously underserved.

Like Town Square, Cordelia was designed to incorporate the principles of the FMP and new business model. The building incorporated the same self-serve functions. It has a 20-station computer center with an additional 27 public access computers located throughout the library. Display furniture and end panels on the shelving highlight and promote the collection. Three study rooms provide space for small groups and literacy learners and tutors to meet in private.

The size of the library space is less than the recommended square footage of 22,000 noted in the FMP. Population projections and square footage were revised to reflect the city of Fairfield's expectation that the population will not grow to the size anticipated by the year 2020.

#### **6. Springstowne Library – Vallejo, 1003 Oakwood Avenue, 2007**

- Significant remodel
- Within existing 3,024 sf
- Project cost = \$213,000
- Funded in Library's budget
- Not a FMP project but initiated to incorporate FMP design concepts
- No expansion of existing 3,024 sf space
- Closed October 1, 2007
- Reopened December 26, 2007

The FMP calls for a new Springstowne library of 36,000 sf to accommodate the significant population center on the east side of town. The City pursued a Proposition 14, library construction bond, but the application was not deemed competitive enough for a grant in which only one in nine applications was funded. As noted above, the City did not have the funds to build a new facility.

Like JFK, the City needed to replace the carpeting, which was worn, threadbare and a safety hazard. In order to do that, everything had to be removed from the library. City staff also painted the interior. Library staff downsized the collection in order to improve the ability of users to move within the space and to add 10 more public access computers, bringing the total to 14. Two self-checkout machines were installed for ease of use and convenience for customers. While the library is laid out in a better floor plan that improves the circulation of customers and the staff, the need for a larger facility has been made only more evident by the increased usage.

#### **7. Suisun City Library, 601 Pintail Drive, 2008**

- Single-story building - 10,000 sf
- Project cost - \$5,731,530

- Building funded through a partnership among the Fairfield-Suisun Unified School District, Solano County, Suisun City and the Redevelopment Agency of Suisun City:
  1. District = \$2,628,630 primarily from Tax Increment Pass-Through funds
  2. Public Facilities Fees = \$1,174,400
  3. Agency = \$500,000 contribution
  4. Agency = \$1,098,000 loan to be re-paid from future Public Facilities Fees
  5. Library = \$330,500
- City donated the land (appraised at a market value of \$400,000)
- Closed May 17, 2008 at 333 Sunset location
- Opened June 25, 2008 at new location

Suisun City Library is the first joint-use public-school library facility operated by Solano County Library. There are not a significant number of joint-use libraries in the state, so this model is still a relatively new and innovative concept. The building, which is owned by the District, continues the trend of self service reflected in the Library's business model. It has a 15-station computer center with an additional 15 public access computers located throughout the library. Display furniture and end panels on the shelving highlight and promote the collection. One study room provides space for groups and literacy learners and tutors to meet in private.

Unique to this library is its use as a school library for the students of Suisun Elementary School, which is adjacent to the library. As a result, there are two separate entrances, one from the school for student use during the school day and one from the parking lot for the general public. Students and teachers can use the library before school and before it opens to the public at 10 am. They can also use it throughout the school day when the public is using it. Teachers or authorized school personnel accompany students to the library during the school day. The meeting room and computer center can also be used for instruction and training.

This facility's footprint was planned to be 23,864 sf in the FMP. While the space in the new library doubles the size of its previous location, funding did not allow for a building beyond 10,000 sf. However, in the agreement struck among the various parties, one of the exhibits to the contract outlines the parcel and layout of an additional 13,000 sf. The restrooms and meeting room have been designed to meet the requirements of the larger space. The areas of expansion on the south and east sides of the building were designed with minimal infrastructure (e.g. no plumbing) to make it easier to expand in the future.

#### **8. Rio Vista Library remodel, 44 South 2<sup>nd</sup> Street, 2009**

- Minor remodel
- Within 5,370 sf
- Project cost (estimated) = \$124,000\*
- Not FMP project but initiated to incorporate FMP design concepts

The remodel of the Rio Vista Library is scheduled for completion in the spring of 2009. It includes a reduction of the collection and removal of some sections of shelving to allow for more public access computers, which increases the number from 9 to 15. Old furniture and equipment has been removed to improve the ability of customers and staff to move freely about the building.

Two service desks will be combined into one with a smaller footprint. Two self-check machines will be located in an area adjacent to the hold shelves to make it easy for users to pick up their holds and check them out. DVDs will be more prominently displayed in a “waterfall” unit similar to those in other branches. New lounge seating and task chairs will replace ones that are worn out.

No future expansion or added library space is planned at this time.

**9. Technical Services/Delivery relocation, 601 Kentucky, Fairfield/Second floor Headquarters remodel, 1150 Kentucky, Fairfield, 2009**

- Back of house function
- Project cost = \$3,870,000 approved\*
- Funding for the project:
  1. Library revenues = \$1,670,000
  2. Public Facilities Fees = \$2,200,000
- Not a FMP project but necessary due to expansion of library system triggered by population growth in County and increased demand for services
- 9,135 sf

While not included in the FMP, the need for more space for back of house activities that include ordering, cataloging and processing of library books and materials performed by the Technical Services division was inevitable when the materials budget increased from \$432,000 to \$2.2 million. There was simply not enough space in the approximately 2,000 square feet at County Library Headquarters to handle the influx of items.

The delivery function at Headquarters was shoehorned into about 150 square feet, making it difficult to sort and load the delivery vans.

As a result, the Library funded the remodel of a 9,135 square foot County-owned facility in close proximity to the Library’s Headquarters building. The square footage allowed the processing function to be laid out in a U-shape floor plan to provide a good work flow as these materials make their way through all the various stages from ordering to final processing and delivery.

The delivery function also moved and has an adequate area to sort and load the vans. In addition, space has been allocated for automated materials handling equipment that can check in and sort books and materials coming from Technical Services or through the delivery with little staff intervention. The ability of this equipment to sort these items will allow staff to quickly process and load the delivery. By making the materials ready

to shelve when they arrive at the various branches, customer access should be significantly improved.

The Technical Services division moved to its new location in April 2009. The vacated space will be re-configured for existing staff, who are working in a tightly constricted area. The Telephone Assistance Center, which handles all incoming calls to the Library's eight branches, will be re-located to this facility from its current location in Vallejo.

**Other Related Accomplishments**

Towards the end the FMP process, the Library began developing its third strategic plan. Key residents from each community served by the Library participated on the committee that developed the goals and objectives. They benefitted from all the input for the FMP and incorporated much of that input into their recommendations for the Strategic Plan. Two areas of note included the re-design of the Library's website and a centralized call center.

The committee members saw a critical area of improvement to service was the Library's website. Library staff made this objective a priority. What had been a basic rudimentary design that was difficult to use, was scrapped and a new interactive website took its place. The content and look of the website evolved from focus groups with library users and staff. The website has become a virtual branch of the Library in which customers can search the catalog and various databases as well as manage their library card account from anywhere 24 hours a day, 7 days a week.

To improve customer service, a Telephone Assistance Center (TAC), or call center, was developed in 2004. Staff who worked the public service desks continually juggled walk-in customers with a constantly ringing phone. This situation frustrated both customer and staff and didn't result in the best service for anyone. The TAC eliminated that frustration by using dedicated staff to answer all public calls that came in from the branch libraries. As a result, staff working the public service desks can concentrate their assistance on in-person customers. In addition, customers can now send their questions by email and expect a response within 24 hours.

Both the new website and TAC are outgrowths of the strategic plan and enhance the business model to improve both self-service and staff service while adding convenience.

**Library Space To Date**

At the beginning of 2009, the Library served approximately 372,970 people out of a County population of more than 426,000 according to the State's Department of Finance 2008 estimates. In 2000, Library facilities met approximately 30% of the space needs. With the projects completed in the past 8 years, the Library now meets about 41%, or .41 square feet per capita, in comparison to the .76 square feet per capita of public space requirements detailed in the Facilities Master Plan.

Fairfield Civic Center	32,054 sf
Fairfield Cordelia	15,600 sf

Rio Vista	5,370 sf
Suisun City	10,000 sf
Vacaville Cultural Center	24,266 sf
Vacaville Town Square	15,000 sf
Vallejo – JFK	46,874 sf
Vallejo – Springstowne	3,024 sf
Total	152,188 sf

**Accomplishments to date:**

- **4 projects from Phase 1 of the FMP completed**
- **5 projects not in the FMP completed**
- **35,848 sf of new space added**
- **All existing library facilities modernized in some fashion**
- **Total project costs approximately \$36.3 million**

The Library’s 20-year Facilities Master Plan has been the impetus for growth and renewal of the Library’s facilities along with changes to the service delivery model. The process of creating the Plan led to many of the partnerships that resulted in new buildings. It also strengthened existing relations with local governments that allowed for the remodeling of others.

The original visioning process that launched the facilities master planning process centered around three themes: the “Library and Community”, the “Library and Technology” and the “Library and Partnerships.” Those themes served as the foundation for all the projects that have been completed to date.

**Library and Community**

During the planning process, the community talked about the importance of having not only traditional services, such as books and materials for loan, staff assistance and age-level programs, but also other non-traditional ones. They repeatedly said they saw the Library as the technology training center for the community. To that end, the Library has increased its computers for public use from 155 in 1998 to 365 in 2008, a 135% increase.

They also requested small enclosed rooms for group study, tutoring and meetings. All new facilities include at least one enclosed room and most of the remodeled facilities include one or more such rooms.

Even more important, they wanted self-service aspects and ease of convenience. The self-checkout machines and the ability of customers to pick up books and materials they have requested are two elements of the business plan that incorporated this request. It is not unusual for customers to make a quick trip to pick up their holds, check them out and go, making it very convenient and easy.

The TAC also improves the access for people who call for information. They get their questions answered quickly or get a call back if a question involves some research. Their wait time is minimal and they are no longer competing with walk-in customers.

### **Library and Technology**

The increase in computers for the public noted above has made it easier for customers to do research online. Most computers include an office suite of programs, which enables resume-writing, other types of writing and creating spreadsheets to name a few.

All new and most remodeled facilities have computer centers where staff conducts all types of training that run the gamut from how to use a mouse or set up email to creating power point presentations and buying and selling on ebay.

Most of the checkout of materials occurs through self-check machines and renewals are done online, which makes it convenient for customers and lets the staff focus on other user needs.

New branch libraries like Fairfield Cordelia and Suisun City incorporated raised flooring to facilitate technological reconfiguration and incorporation of new technologies over time. There is an added advantage in that all heating and air conditioning duct work is located beneath the floor, resulting in lower energy costs.

The re-design of the Library's website, has created a virtual branch where customers can search the catalog, conduct research on the various databases, find out what materials they have checked out and when they are due and reserve books and other materials for future pick-up at the library branch of their choice.

### **Library and Partnerships**

All three new library branches, Vacaville Town Square, Fairfield Cordelia and Suisun City came about due to the partnerships among the Library and other jurisdictions.

The Town Square project is a direct result of meeting with Vacaville city leaders during the planning process. Out of those discussions, came a mutual decision that the Town Square would be a good location for a library situated on the north side of town. It provided a civic presence as the anchor for the Town Square, a presence the City wanted. The partnership included the Library, the City through its Redevelopment Agency and the School District/Library District.

The Fairfield Cordelia library was another outgrowth of the planning process. Meetings with city leaders led to the decision to pursue a state library construction bond grant. While highly competitive, the partnership was cemented during the mutual development of the grant application and the re-application. This partnership included the County, Library, City and Fairfield-Suisun Unified School District.



The Suisun City Library was a project that had been under consideration since 1992 when the establishment of the branch was approved by the Board of Supervisors and the City Council leased space in an office building. However, a funding source hadn't been identified. The Fairfield-Suisun Unified School District was involved in the meetings during the facility planning process. Those meetings and the worsening financial outlook for the City led to a creative partnership that launched the County's first joint use public-school library in which the District owns the building, the City donated the land and the Library runs the daily operations.

Remodeling projects in Vallejo have been done in conjunction with the City, which owns the buildings. In those partnerships, the City addressed life safety issues such as worn out carpeting and re-lamping while the Library concentrated on re-designing the space to incorporate the principles of the FMP.

At present, no further construction projects are on the horizon as funding sources aren't available for future construction and the Library's ability to operate additional buildings is limited. However, Library staff continues to cultivate relationships in order to be poised and ready when the next opportunity presents itself, as the need outlined in the Facilities Master Plan still exists.

The Plan and the various projects added and improved space but the service impact has been dramatic. The new libraries have provided access to formerly underserved parts of the county. The self-service improvements have provided convenience and ease of use. Usage has increased by about 50% since these projects have come online. Improved facilities have given Library staff the environment and the resources to offer a better customer experience and enhanced service.

\* Report will be updated with actual costs at completion of these projects.