

Solano County Library Facilities Master Plan

***CHANGING COMMUNITIES,
CHANGING LIBRARY***



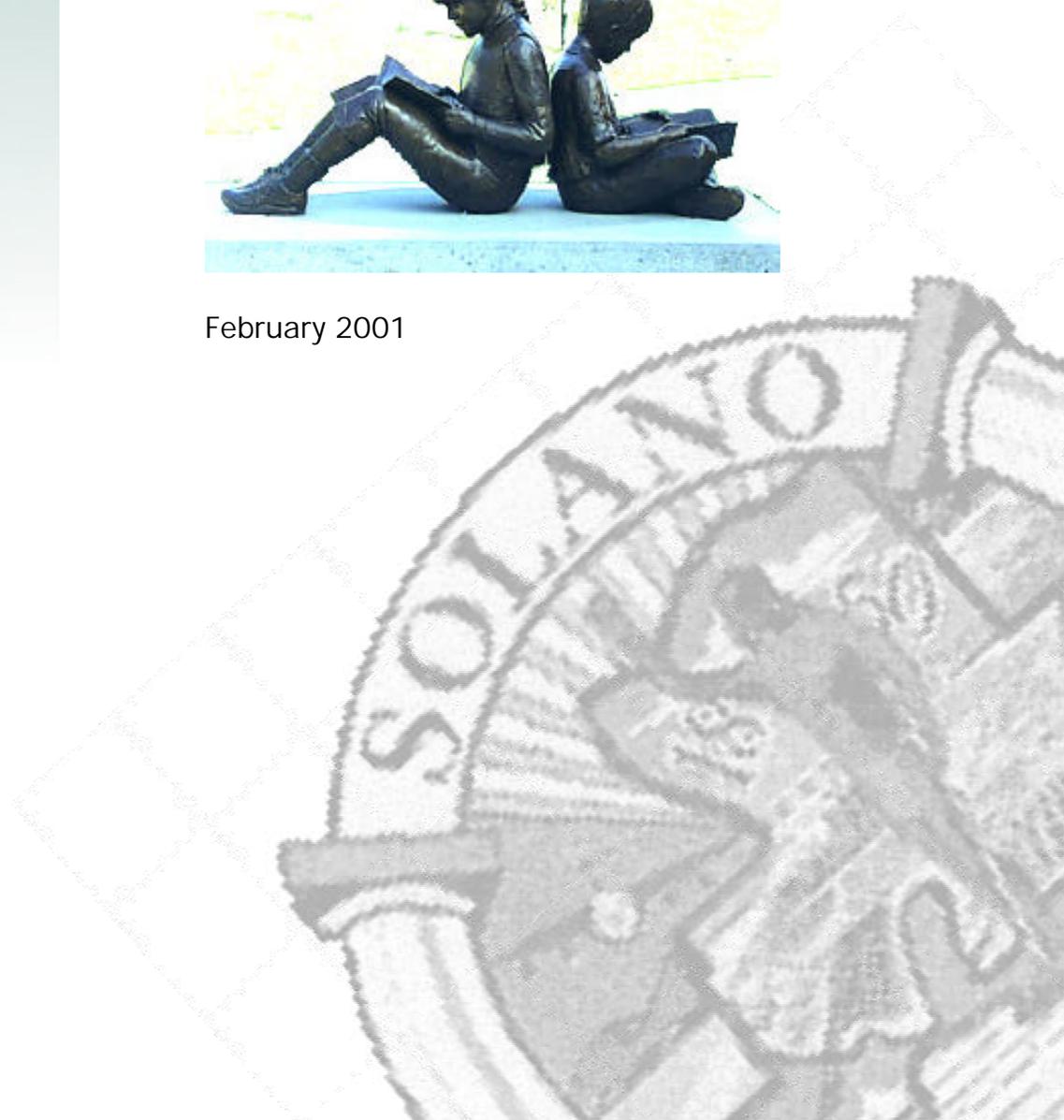
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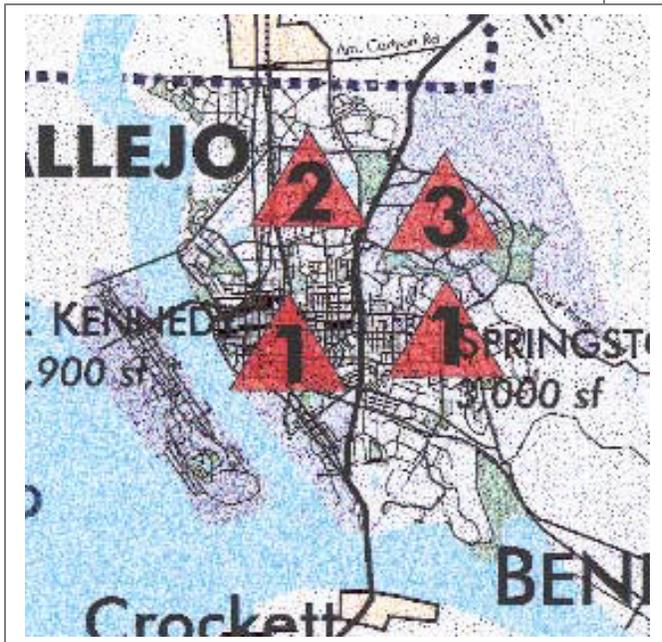
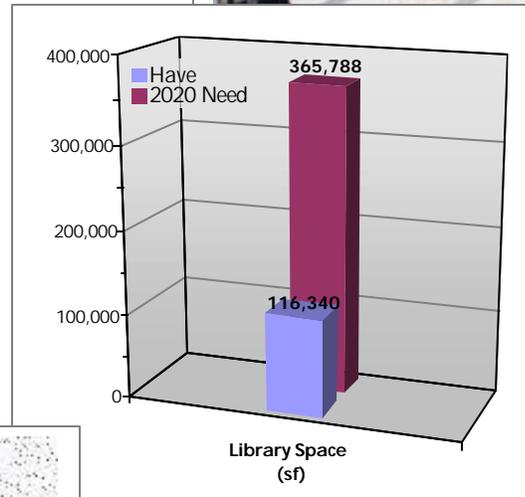
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Solano County Library Facilities Master Plan

Changing Communities, Changing Library

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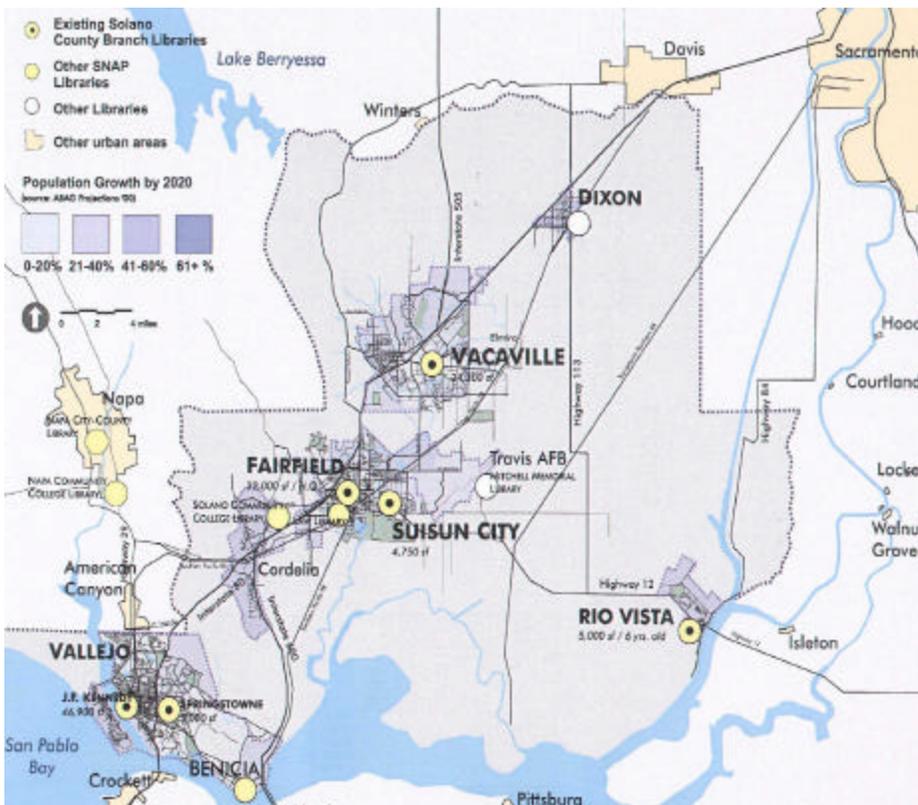
INTRODUCTION

The Solano County Library: A Proud Legacy of Service

The Solano County Library has a proud legacy of providing library services to the residents of Solano County. The first county library was founded in 1914 and was housed in one room of the County Courthouse in Fairfield. Today the Library operates a total of six branch libraries in five Solano County communities: one branch each in Fairfield, Rio Vista, Suisun City, Vacaville, and two branches in Vallejo. All library facilities are owned or leased by the cities, or in Vacaville, the Library District. The exception is the Fairfield branch which is owned by the county and serves as the Library's headquarters. The Library provides a wide array of library services to the residents of these five communities and their surrounding unincorporated areas. The Library also provides Solano County residents with convenient access to the resources of five other Bay Area libraries through its membership in the SNAP (Solano, Napa and Partners) Consortium.

For nearly a century the Library has played an important role in the lives of Solano County residents, building community one book at a time.

Throughout its history, the Library has striven to meet the needs of Solano County residents for information, education, and enlightenment. In addition, the Library has served as the “commons” in many Solano County communities, acting as an important focal point of civic and social life by providing space for meetings, hosting cultural events, and sponsoring literacy and other community outreach programs. For nearly a century then, the Library has played an important role in the lives of Solano County residents, building community one book at a time.



The Solano County Library serves residents throughout the county with branch libraries in Fairfield, Rio Vista, Suisun City, Vacaville, and two libraries in Vallejo.

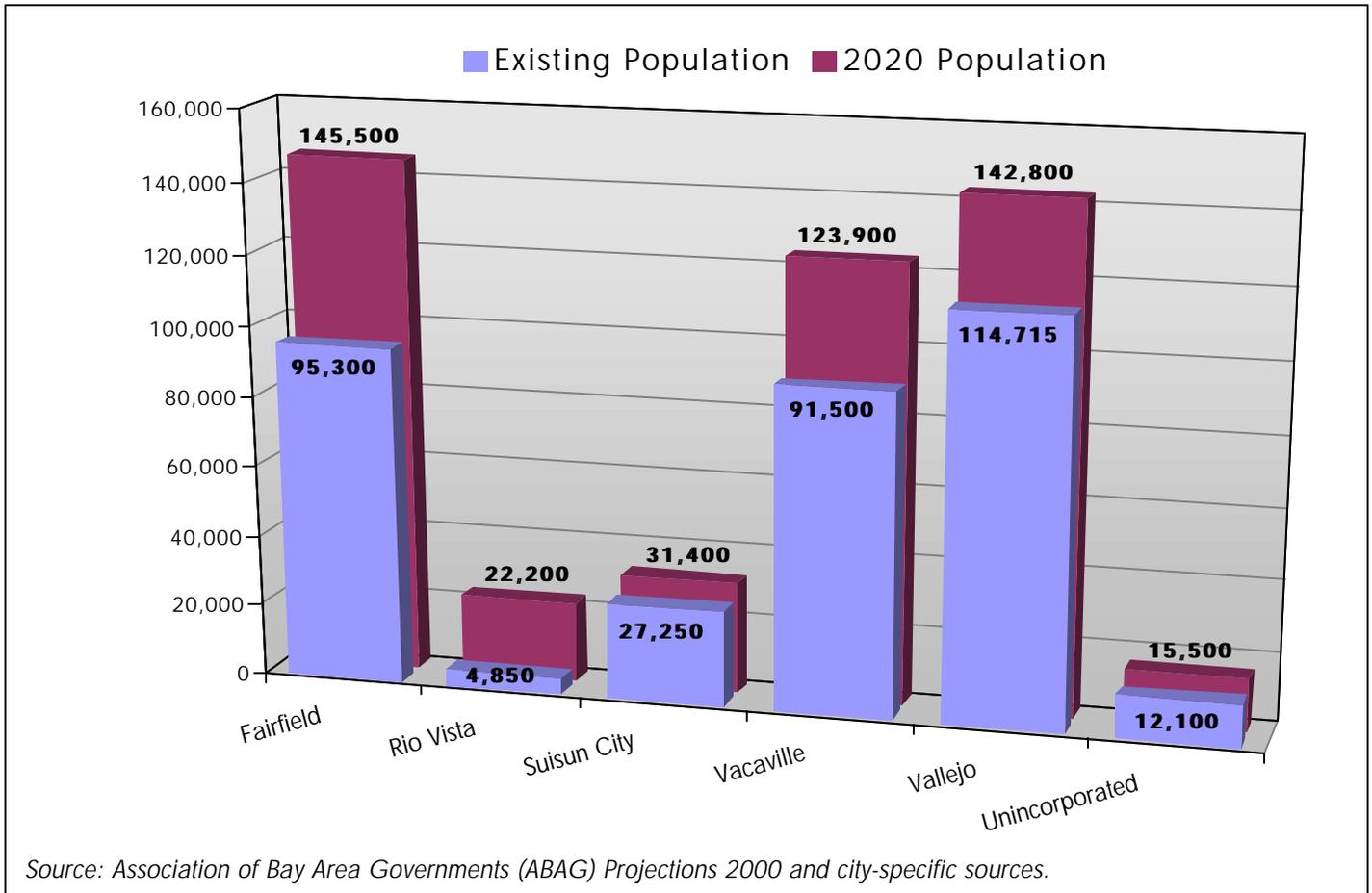
INTRODUCTION

...changing places and faces of Solano County communities present the Library with numerous challenges in its continuing effort to provide superior library services to county residents.

Solano County will continue to experience significant growth during the next 20 years.

Solano County Communities are Growing and Changing

As the Library charts a course for the 21st century, Solano County communities are experiencing significant changes. The population of the county has grown rapidly in the past decade to over 390,000 residents and is projected to grow to over 532,000 residents by the year 2020, an increase of 36%. As illustrated in the chart below, *the Library's service population (which includes the cities of Fairfield, Rio Vista, Suisun City, Vacaville, and Vallejo as well as the county's unincorporated areas) is projected to increase significantly over the next 20 years, growing 39% from 345,715 to 481,300.* And Solano County is not only growing in numbers. It is also becoming more culturally diverse, with an increasing need to serve residents who speak languages other than English. Recent population growth has led to increasing traffic congestion on corridors such as Interstates 80 and 680 as well as Highway 12, thereby restricting county residents' mobility and their access to library services during peak travel times. In addition, some population growth has occurred in areas that are not easily served by the existing library facilities in many communities. Clearly, the changing places and faces of Solano County communities present the Library with numerous challenges in its continuing effort to provide superior library services to county residents.



Source: Association of Bay Area Governments (ABAG) Projections 2000 and city-specific sources.

Budget Constraints Prevented the Library from Responding to the Changes Occurring in the Communities it Serves

The Library has long recognized the need to respond proactively and strategically to these challenges through long-range planning. Unfortunately, the economic downturn in the early 1990's and the state take-aways of local revenues beginning in 1992 curtailed the Library's efforts to respond to these changes. Consequently, the Library shifted its focus to immediate operational issues and was forced to cut operating hours and services:

- *Operating hours were reduced by 27%.*
- *The budget for improving the collection was cut by 58%.*
- *Children's reading programs and other valuable library services were scaled back.*

Measure B Allowed the Library to Restore Hours and Services

Thanks to the 1998 passage of Measure B (the sales tax increase dedicated to library services) with overwhelming support of Solano County residents and the general upturn in the economy, the Library has been able to expand hours, improve collections, and restore many other services countywide. In just the past two years:

- *Operating hours have been increased by 40%.*
- *Library collections have been revitalized with up to \$1,000,000 in annual expenditures.*
- *Most library services and programs have been restored to their pre-recession levels.*

The promises made during the campaign for Measure B have been kept.

Library customers have welcomed the expanded operating hours and the reinstatement of many services and programs: library visits are up 22% countywide since the passage of Measure B. By any standard, it is clear that the promises made during the campaign for Measure B have been kept.

Growth has Undermined Measure B Improvements

But even with the restoration of service levels made possible by Measure B, the Library has not been able to keep pace with the challenges of *recent* population growth, let alone formulate a strategic response to the challenges presented by *future* population growth. Indeed, feedback from both library customers and staff indicate a growing and unmet demand for larger and more diverse collections, more computers, and more space not only for reading and research uses, but also for specialized uses such as group study and technology training. ***These needs will only become more pressing as the population of Solano County continues to grow in the coming years.***

INTRODUCTION

The Library is changing the way it does business to both improve the delivery of traditional library services and to meet its customers' new expectations of the kinds of services that a modern library should provide.

The Library is doing everything it can to provide improved library services to more people and to do so more efficiently – but it is becoming increasingly clear that the Library's existing facilities are inadequate to meet today's needs, let alone the needs of tomorrow.

Changing Communities Need a Changing Library

In order to meet the increasing demand of growing Solano County communities with existing resources, the Library is considering several innovative initiatives to change the way it does business. One proposal being explored is the expanded use of technology to both improve the delivery of traditional library services (such as offering Express Check-out) *and* to meet customers' new expectations of the kinds of services that a modern library should provide (such as “one-stop” access to a variety of technology and information services).

These initiatives are being adapted from the best practices of private-sector information providers, including both ‘brick-and-mortar’ and Internet retailers (such as Barnes & Noble and Amazon), in order to meet the needs of today's customers. For example, analysis of library usage patterns revealed that many of the customers of Solano County libraries are very mobile in their use patterns, often living in one community and using a library located in another. Thus, one of the Library's goals in changing the way it does business is to make the library's materials and services more accessible to the mobile communities it serves. At the same time that the Library is revising its business model, however, it also recognizes that any new initiatives to improve library service should address the specific needs of each of the individual communities it serves.

Existing Facilities are Inadequate to Meet Community Needs

Even as the Library changes the way it does business in order to provide improved library services and to do so more efficiently, it is becoming increasingly clear that the Library's existing facilities are inadequate to meet today's needs, let alone the needs of tomorrow. ***Despite the best efforts of library staff, the population growth of the past decade has placed tremendous strain on the Library's ability to provide adequate services in existing library facilities.*** For example, the Fairfield-Suisun Community Library was constructed to serve a combined population of 50,000 for Fairfield and Suisun City. Today, Fairfield's population alone is currently over 95,000. In Vallejo, growth on the east side of the city and heavy use by students from 13 nearby schools has overwhelmed the small Springstowne Library, while the decline in the residential population of the downtown area means that the much larger John F. Kennedy Library is drastically underutilized. In Suisun City, the library is housed in leased space on the second floor of a commercial building that is difficult to access and much too small to provide adequate services to the number of people it serves. In Vacaville, the construction in 1993 of a new facility that is two and a half times bigger than the facility it replaced did not satisfy growing demand for library services in that community – it is now the norm to find all seats filled during major portions of the day. Only in Rio Vista is the existing library perhaps adequate to meet the community's needs for the next several years, but the small size of that facility means that important library services such as storytelling and group study have no dedicated space.

INTRODUCTION

As the preceding examples illustrate, many of the Library's existing facilities are not meeting the need for library services in the communities they serve. This is true for the following reasons:

- *Many existing libraries are simply too small to be able to adequately serve the growing population in their communities.*
- *Some existing libraries are difficult for community members to get to, either because the libraries are not located in the places where recent growth has occurred or because of transportation barriers (such as traffic congestion or limited transit access).*
- *Very few existing libraries were designed to support the new kinds of services and programs that the community expects of modern libraries. For example, the majority of existing libraries do not have enough dedicated space for community meetings or children's storytelling and also lack adequate data and electrical infrastructure needed for public access computers.*
- *In many existing libraries, crowded work spaces and poor visibility from service desk areas limit the ability of library staff to effectively deliver the highest quality service to library customers.*

The functionality of many of these library facilities is further compromised due to outstanding maintenance needs. Although some important deferred maintenance projects have been undertaken in the past five years, there are still significant issues relating to the Americans with Disabilities Act, energy efficiency standards, and other building code requirements that need to be addressed in many facilities.



Fairfield-Suisun Community Library
32,054 sf



John F. Kennedy Library (Vallejo)
46,874 sf



Springstowne Library (Vallejo)
3,024 sf



Rio Vista Library
5,370 sf



Suisun City Library
4,752 sf



Vacaville Public Library
24,266 sf

INTRODUCTION

In order to address immediate facility needs and to plan for future library improvements in a meaningful way, the Library undertook a comprehensive, year-long, community-based planning process.



Extensive stakeholder participation

Planning For Today and Tomorrow

In order to address immediate facility needs and to plan for future library improvements in a meaningful way, the Library undertook a comprehensive, year-long, community-based planning process. This planning process consisted of several components, including:

- *An evaluation and analysis of existing library service, programs, and facilities.*
- *A needs assessment which compared existing library services and facilities to community needs through the year 2020 based on future population growth and demographics, current library use patterns, appropriate collection sizes, and space needs in modern libraries.*
- *A strategic visioning workshop that explored current trends in library service and developed a vision of the future role the library should play in the communities it serves.*
- *An evaluation and analysis of potential library sites and the formulation of site development strategies for new and improved library facilities (along with corresponding implementation schedules and estimated project costs).*
- *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

This Facilities Master Plan is a Roadmap for the Future

This document, the Solano County Library Facilities Master Plan is the result of the comprehensive planning process described above. This Facilities Master Plan makes recommendations for meeting the need for library services and facilities through the year 2020 in all of the communities the Library serves. The Facilities Master Plan is organized into seven sections:

Introduction: *the need for and objectives of the Facilities Master Plan.*

The Need: *evaluation of existing library services and facilities.*

The Recommendation: *description of recommended improvements to existing library services and site development strategies for new and improved library facilities to meet both immediate and future needs.*

This Facilities Master Plan makes recommendations for meeting the need for library services and facilities through the year 2020 in all of the communities the Library serves.

Implementation: discussion of project phasing, estimated project costs, funding strategies, and next steps.

Community Participation: overview of the planning process and community feedback that was used to develop the Facilities Master Plan.

City Summaries: profiles of the specific opportunities and challenges in each of the communities that the Library serves.

Appendix: acknowledgements, listing of community members and resources consulted during the planning process, detailed summaries of findings from surveys, customer usage pattern mapping, and costs analysis of the Facilities Master Plan recommendations.

Summary of the Facilities Master Plan Recommendations

In order to meet immediate and future needs for library services in Solano County, **this Facilities Master Plan recommends that one existing facility be renovated, two existing facilities be expanded, three existing facilities be relocated, and seven new branches be constructed** over the next twenty years. These recommendations are summarized below:

- *Renovate the existing Fairfield-Suisun Community Library.*
- *Expand the existing Vacaville Public Library and Rio Vista Library.*
- *Relocate the Springstowne Library and John F. Kennedy Library in Vallejo as well as the Suisun City Library into newer and more strategically placed facilities.*
- *Add seven new branch libraries in areas where no library service currently exists but where recent community growth has occurred, or where future community growth is anticipated, including:*
 - Cordelia
 - North Fairfield
 - Northeast Fairfield
 - North Vacaville
 - Downtown Vacaville
 - Northeast Vallejo
 - Northwest Vallejo

This Facilities Master Plan recommends that one existing facility be renovated, two existing facilities be expanded, three existing facilities be relocated, and seven new branches be constructed to meet the need for library services over the next twenty years.

These recommendations were tailored to meet the specific needs of each of the communities that the Library serves. At the same time, the recommendations were formulated within a regional framework in order to bring library services throughout the county up to parity in a strategic and coordinated way. Finally, the recommendations are intended to be flexible so that they can be adjusted to respond to emerging opportunities and changing circumstances that arise in the future.

INTRODUCTION

The Facilities Master Plan will help the Library and its community partners improve library facilities and services throughout Solano County.

How the Facilities Master Plan Will Be Used

This Facilities Master Plan will be used in three different ways: to help the Library and its community partners improve library services and facilities, to help city leadership identify and secure funding for new and improved library facilities in their communities, and to help Library staff and customers evaluate the progress being made towards meeting the need for library services in Solano County.

A. Working Together to Improve Library Services and Facilities

The Facilities Master Plan will serve as a guide to help the Library and its community partners work collaboratively to improve library facilities and services throughout Solano County over the next 20 years. The Facilities Master Plan will need to be updated as necessary to respond to emerging opportunities and changing circumstances that may occur in the future.

B. Securing Funding for New and Improved Libraries

The Facilities Master Plan will help city leadership identify and secure the funding to construct new facilities or to expand existing facilities in their communities. For example, the Facilities Master Plan will be a critical piece of evidence for jurisdictions applying for Proposition 14 grant funding. This statewide library bond measure was approved by voters on March 7, 2000 and can potentially provide up to 65% of the funds needed for the construction, renovation and/or expansion of library facilities. It is assumed that those jurisdictions that present the most compelling documentation of the need for additional library facilities in their communities will be well-positioned in the competition for the \$350,000,000 in Proposition 14 monies.

C. Evaluating the Progress Being Made

The Facilities Master Plan will allow Library staff and customers to monitor the progress that the Library and its community partners are making in meeting the need for library services in Solano County as the Library strives to fulfill the mandate set forth in its mission statement: “to offer professional, innovative, cost effective service by providing library materials, resources, information, entertainment, and life-long learning opportunities to enrich the lives of the people of Solano County” both today and in the decades to come.



Solano County Library Branches Are In Need

Many Solano County Library branches are not able to meet the current demand for library services in the communities they serve. For example, when there is no library close to where they live or work, customers often have difficulty just getting to the library due to traffic congestion, lack of parking, or limited transit access. Once they get to the library, customers often discover that the book, video, or compact disc they wanted is already checked out. When customers browse the stacks, they notice that many of the shelves are so crowded that materials must be placed too low or too high to be easily accessed and that many materials are out of date. When customers use the library to do online research, they often encounter a lengthy wait for a computer. At peak times, customers are often unable to find a chair to sit and read, and the chairs that are available will likely be next to a boisterous children's storyhour or a lively group of teenagers doing homework. Finally, customers must often wait in long lines in order to check-out materials, pick-up a reserved book, or ask a reference question.

Judging from recent feedback received from library customers and staff, an increasing number of people are having library experiences like the ones described above. Simply put, most Solano County communities have "outgrown" their existing library facilities and are now making do with libraries that are in many ways inadequate to meet community needs. And if *today's needs* cannot be adequately met within existing facilities, how will the Library meet increasing *future demand* for library services as the population of Solano County continues to grow? The Library is currently pursuing several strategies to streamline the way it delivers services in order to provide more services to more customers with existing resources. But ***even as the Library changes the way it does business, its ability to provide superior library services in Solano County communities will still be severely hampered in the coming decades if existing library facilities are not improved and new facilities are not built.***

Why is the Need for New and Improved Facilities So Great?

How did the need for new and improved library facilities in Solano County communities become so great? One reason is that recent population growth has led to increasing demand for library services in Solano County. The population of Solano County has grown rapidly in recent years to over 390,000 residents. In addition, the population of Solano County is becoming more culturally diverse, with an increasing number of residents who speak languages other than English. This growing, more diverse population has meant increased demand in recent years for both traditional library services as well as for new kinds of library services. Thanks to the support of Solano County residents, the passage of Measure B in 1998 provided the Library with the resources to meet some of this growing demand. In just the past two years, the Library has increased the hours it is open by more than 40% and has revitalized library collections with the purchase of over \$1,000,000 in new books and audiovisual materials every year.



Vacaville Public Library

"[My library] is very populated and what I need is often checked out. [There] are not enough study rooms for tutoring."

–Vacaville Public Library Patron

The majority of Solano County communities have "outgrown" their existing library facilities.

THE NEED

Measure B improvements, coupled with a growing, more diverse population have meant a 22% increase in the number of people visiting the library in the past two years.

But these improvements, coupled with recent population growth, have resulted in a 22% increase in the number of people visiting the library countywide in the past two years. And after a decade of trying to meet the increasing demand for library services with limited operating budgets, ***Measure B has simply allowed the Library to play “catch-up” in order to meet the most pressing needs.*** While the passage of Measure B has meant that funds are once again available to keep branch libraries open longer hours and to buy more books and other materials, there is just not enough space inside the Library’s existing buildings to accommodate these additional materials or the increasing number of people who want and need to use them.

More Customers and Materials in the Same Amount of Space

More visitors to the library, more collection materials and new kinds of library uses and expectations have stretched the library’s available space to the breaking point. Although some progress was made during the 1990s – one additional facility was leased in Suisun City and two existing facilities were replaced with new district or city-owned facilities (one in Vacaville and one in Rio Vista), the amount of space available to library customers is still substantially less than the amount that is currently needed. Some indicators of the need for more library space countywide include the following:



John F. Kennedy Library (Vallejo)

Even with the restoration of library services made possible by Measure B, there is just not enough space in the Library’s buildings to accommodate the additional materials or the increasing number of people who want and need to use them.

- *More people visiting the library and an expanded collection in the same amount of space means that the space for people and books is increasingly crowded.*
- *Fewer seats are available for customer use as more space is set aside for shelving.*
- *Books and other materials that are still useful are withdrawn from the collection (or must be placed either too high or too low on the shelf to be easily accessible) simply to make room for new titles as they arrive.*
- *Incompatible uses must compete for the same space, leading to excessive noise in the library’s common areas (which occurs when toddlers participate in storytelling programs or groups of students work on collaborative homework assignments in the same space in which other users are trying to quietly read or do research).*
- *Designated, appropriate spaces for tutoring, help with homework or small group study are not available, even though these are major service priorities for the Library.*
- *A shortage of computers for public use often results in long wait times for computer use or Internet access, but the number of computers that can be added is limited by the lack of adequate data and electrical cabling in many facilities and by a lack of space.*

All Library Users are Negatively Affected

Solano County branch libraries offer a variety of services and programs to meet the diverse needs of the communities they serve: from providing access to books and other print materials to providing access to the Internet; and from offering literacy programs to offering technology training classes. As the preceding examples illustrate, inadequate library facilities in Solano County prevent community members from taking full advantage of library services. In such an environment, *all* groups of library users are negatively affected:

- *Students from the elementary grades through high school are deprived of quiet group study spaces as well as access to computers for research.*
- *Young children are deprived of the opportunity to discover the joy of reading.*
- *People of all ages are deprived of opportunities to find a quiet space to read and reflect.*
- *Immigrants and new arrivals are deprived of opportunities to learn about their new culture, study its language, and to appreciate their own heritage and culture.*
- *Families are deprived of opportunities to find books and other materials they can enjoy together.*
- *The entire community is deprived of a civic gathering place that could be a symbol of their city and a source of community identity and pride.*

Experiences such as these are not just isolated individual inconveniences. When people can't access the library services they want and need, the entire community suffers. In some cases, negative experiences like these may actually cause some community members to stop using the library altogether.

Existing Facilities' Service Area Boundaries are Outdated

A branch library's service area is the surrounding geographic area that the library serves; a library is responsible for providing services to the population that lives in this area. The service areas for many of the Library's branches were defined before the population growth of recent years and as a result, the number of people living in many of these service areas is larger than the existing facilities can serve. In addition, these outdated service areas don't reflect the annexations and freeway construction that have occurred during the past few decades. Consequently, there are areas in many Solano County communities that don't have practical access to library services due to traffic congestion, required travel distance, or other access barriers.

Inadequate library facilities prevent community members from taking full advantage of library services.



Suisun City Library



Springstowne Library (Vallejo)

When people can't access the library services they want and need, the entire community suffers.

THE NEED

The Association of Bay Area Governments has projected that the population of Solano County will increase an additional 36% by the year 2020 to over half a million residents; the Library's 'service population' will grow at an even faster rate, increasing by 39% during the next 20 years.

Future Growth will Increase the Demand for Library Services

The inability of existing facilities to meet the current demand for library services is essentially the result of recent population growth – existing branch libraries were built to serve communities much smaller than those same communities are today. But if existing facilities have been unable to keep pace with the population growth and demographic changes that have occurred in recent years, they will be completely ill-equipped to accommodate the population growth that is anticipated in Solano County during the next 20 years. The Association of Bay Area Governments (ABAG) has projected that the population of Solano County will increase an additional 36% by the year 2020 to over half a million residents. And as the table at the bottom of this page illustrates, the Library's service population (which includes the cities of Fairfield, Rio Vista, Suisun City, Vacaville, and Vallejo as well as the county's unincorporated areas) will grow at an even faster rate, increasing by 39% during the next 20 years.

As demand for library services has grown in recent years, it is only the hard work and creativity of staff and volunteers that has allowed the Library to bridge the gap – squeezing more books on already crowded shelves, and fitting more chairs into already crowded reading rooms. But as this demand continues to grow in the years to come, the need simply cannot be met through dedication alone – the Library will need more space. ***There is simply not enough space in the existing library facilities for all the additional books, chairs, computers, and group study and meeting rooms that will be needed.*** By every recognized measure of library space needs (including square feet per capita, collection size, and seating capacity), the Library's existing facilities have only one-half to two-thirds of the amount of space needed to provide quality library service.

City	Existing Service Population ¹	Projected 2020 Service Population	Projected 2020 Increase (%)	Source of Projected 2020 Population ²
Fairfield ³	95,300	145,500	53%	Traffic Zone/Planned Projects ⁴
Suisun City	27,250	31,400	15%	Water District ⁵
Rio Vista	4,850	22,200	358%	ABAG Projections 2000
Vacaville	91,500	123,900	35%	ABAG Projections 2000
Vallejo	114,715	142,800	24%	ABAG Projections 2000
Unincorporated	12,100	15,500	28%	ABAG Projections 2000
Service Population⁶	345,715	481,300	39%	

¹ Source: State of California Department of Finance.

² Sources for projected 2020 population varies according to the source that each of the cities uses for their long-range planning.

³ Traffic Zone/Planned and Association of Bay Area Governments (ABAG) population projections for Fairfield include the Cordelia/Green Valley area.

⁴ Includes probable General Plan amendments. Without these changes, the projected population of Fairfield based on Traffic Zone/Planned Projects would be 154,600.

⁵ Estimated to reach buildout in 2015.

⁶ The Library's service population includes Fairfield, Rio Vista, Suisun City, Vacaville, and Vallejo as well as the county's unincorporated areas. The projected 2020 population for the entire county is 532,000 including Benicia and Dixon – 2 communities not served by the Solano County Library.

But Won't the Internet Make Libraries Obsolete?

Many people have wondered whether the emergence of the Internet and the spread of home computers will reduce the need for “brick and mortar” libraries in the future. In fact, recent trends indicate the very opposite to be true. ***By providing access to the Internet, proprietary databases, and other computing resources, Solano County libraries are attracting new customers and seeing regular customers visiting more often and staying longer.*** This is true for a number of reasons. First, because the cost of new technologies is often beyond the financial means of many community members, the Library may provide some people with their only opportunity to access the Internet or use other computer resources. The Library thereby serves a vital role in bridging the “digital divide” that exists for many people. In addition, some county residents use the digital resources at the Library because they know they can call upon library staff for assistance. As a result, Solano County Library staff often serve as “digital ambassadors” to the community, from the “latchkey kid” who wants to do online research for a science project to the senior citizen sending her first e-mail to a grandchild. The digital revolution has not made Solano County libraries obsolete but instead has secured the continued importance of the branch library as an *information services center* and *learning destination* for the entire community.



John F. Kennedy Library (Vallejo)

The digital revolution has not made libraries obsolete but has instead secured the library's continued importance as an information services center and learning destination for the entire community.

The Need Has Been Documented and Confirmed

The input of library customers and staff was critical in documenting the need for new and improved library facilities in Solano County. This anecdotal evidence was further confirmed by a thorough functional and technical analysis of each Solano County Library facility.

A. The Input of Library Customers and Staff

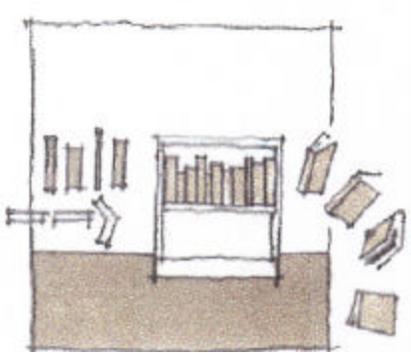
No one knows better than library customers and staff how great the need is for new and improved library facilities in Solano County. In numerous surveys and public meetings undertaken as part of this planning process, Solano County Library customers repeatedly identified problems with existing facilities that limited their ability to access the services they needed. To cite just two such comments, one library customer observed that the Suisun City Library “is small and doesn't offer many [of the] books I usually need for college-related work” while a customer of the Vacaville Public Library noted that there were “not enough study rooms for tutoring.” (Additional comments are included in the *Community Participation* and *City Summaries* chapters of this Facilities Master Plan). In addition, library staff who participated in several group interview sessions identified numerous deficiencies with existing library facilities that prevented them from effectively delivering library services to the public, such as poorly configured service areas and crowded work spaces. Indeed, the project team heard from hundreds of library customers, staff, and community leaders and one theme consistently emerged: *‘We need better library facilities in our communities!’*



Gathering input from stakeholders

In hearing from hundreds of library customers, staff, and community leaders, one theme consistently emerged: ‘We need better library facilities in our communities!’

THE NEED



Functional problems at many of the Library's existing facilities impacts services and programs currently being offered and hampers the Library's efforts to introduce new services and programs.

B. The Functional Analysis

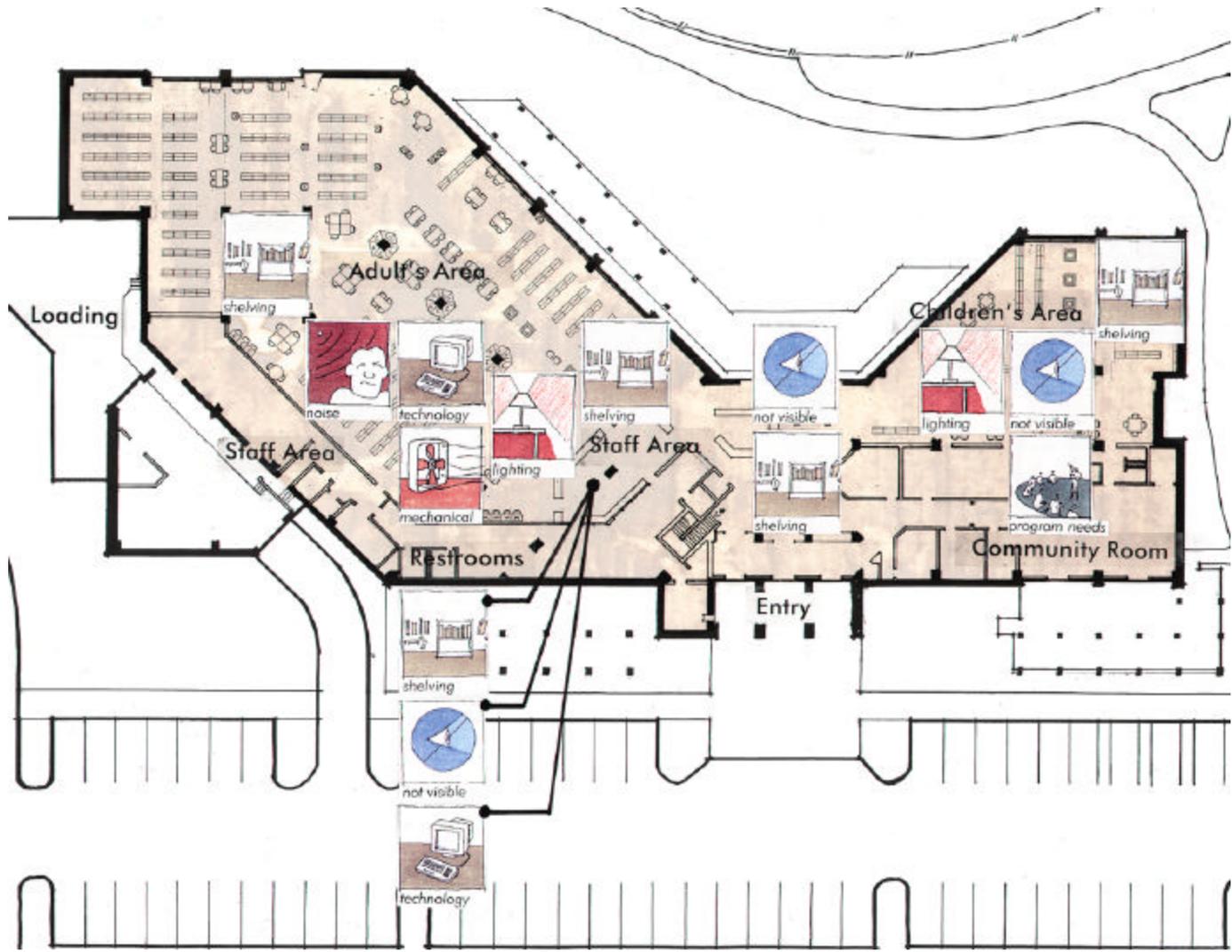
The functional analysis evaluated each branch library according to how well the existing facility “worked” for customers and staff. The project team examined each existing library facility, observed how customers and staff were using the library, and noted any functional problems that interfered with library services and programs, such as poor layout, acoustics or lighting, a shortage of seats or computers, crowding or long lines at service areas, or the library’s location. The functional problems found at the Fairfield-Suisun Community Library (illustrated in the floorplan on the next page) were representative of the problems at other Solano County Library facilities:

- *Lack of shelf space limits the collection and results in materials placed too high and too low on the shelf.*
- *Absence of group study space results in excessive noise in public areas when incompatible uses do not have their own spaces.*
- *There are not enough computers for community use.*

As the functional analyses of each of the Library’s facilities demonstrated, ***the functional limitations of many existing facilities means that these facilities do not adequately support services and programs currently being provided.*** A prime example of how the facilities’ functional limitations impede the ability of the Library to provide adequate services to the community can be found at the Springstowne Library. Because there is no dedicated storytelling space at this extremely small facility, even basic, traditional library programs such as children’s storytelling cannot be provided without negatively impacting other library customers.

In addition, ***functional limitations of many of the Library’s existing facilities have hampered the introduction of new services and programs.*** For example, providing computer access and technology training has been a challenge in the Library’s older facilities such as Fairfield-Suisun Community Library (due to insufficient data and electrical cabling) as well as at the Library’s smaller facilities such as the Rio Vista Library (due to lack of space). In fact, insufficient cabling, lack of space, and/or a poor layout has limited the number of general purpose computers that can be placed at many of the Library’s facilities and, with the exception of the John F. Kennedy Library in Vallejo, has not allowed computer training labs to be placed at all.

The functionality of many of the Library’s existing facilities is further compromised due to a location that is difficult to access. For example, young people and seniors are two of the prime user groups of Solano County libraries, but the mobility of these two groups is often limited. When library facilities are difficult to access for user groups with limited mobility, the facilities are in reality no longer serving the entire community and cannot be considered fully functional.



Functional analysis of the Fairfield-Suisun Community Library illustrating functional problems similar to those found at other Solano County branch libraries.

THE NEED

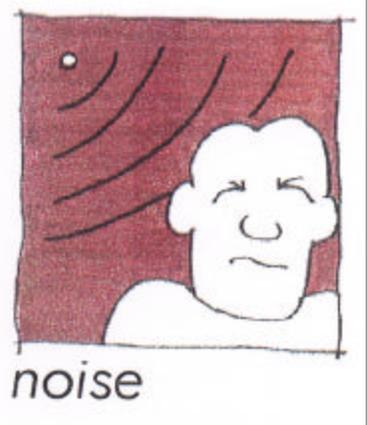
C. The Facilities Analysis

The facilities analysis documented the physical condition of each of the Library's existing facilities, including the building's exterior and interior condition, the mechanical and electrical systems, and general compliance with building code and Americans with Disabilities Act (ADA) requirements. This facilities analysis found that, despite the best efforts of maintenance staff, the majority of the Library's facilities are experiencing physical deterioration as a result of age and heavy public use. As these facilities continue to age, they will become increasingly inadequate to meet both the growing demand for traditional library services and the new expectations placed on modern libraries for such services as Internet access and technology training classrooms. The findings of the facilities analysis are more fully documented in the *Facilities Master Plan Technical Report*.

Summary of the Need at each Branch Library

Despite the best efforts of Library staff and the patience of customers, existing facilities are in many ways inadequate to meet the needs of today or tomorrow. The most pressing needs at each library facility are listed below:

- **Fairfield-Suisun Community Library:** *The facility is difficult to access from Cordelia; shelving is at capacity; there are not enough public computers; there is no dedicated space for group study or storytelling; there are major problems with the mechanical system.*
- **Suisun City Library:** *The library's 2nd floor location is difficult to access for many residents; the facility is too small to provide adequate services for the size of the community it serves; because the library is housed in leased space in a commercial building, the return on the public funds invested is minimized.*
- **Vacaville Public Library:** *The space for group study is insufficient; there are not enough computers for public use; the community meeting space is inadequate; the library's location is hard to access for residents in the north and west parts of the city.*
- **Springstowne Library (Vallejo):** *The facility is too small to serve the large number of customers from the east side of the city; the mechanical system performs poorly; facility is not ADA-compliant.*
- **John F. Kennedy Library (Vallejo):** *There is no group study space; poor acoustics leads to excess noise; there are operational/security issues due to the facility's layout and size; not ADA-compliant.*
- **Rio Vista Library:** *There is no dedicated space for storytelling or group study; staff work areas are extremely crowded which limits staff's ability to effectively serve Library customers.*



Guidelines to Meet Current and Future Needs

This Facilities Master Plan recommends that the library service level guidelines discussed below be used as *benchmarks* to help the Library and its community partners meet the current and future demand for library services in Solano County. These guidelines were developed for each of the service components required in a modern, functional library: books and other materials, chairs, computers, storytelling space, community meeting rooms, group study rooms, and adequate parking. These guidelines are not intended to be a “one-size-fits-all” solution. Rather, they are intended to serve as a flexible tool for the Library and its community partners to use in order to determine the best mix of library services needed in each of the unique communities it serves. For example, communities with a large student population may need more group study space in their libraries. Likewise, communities without adequate venues for community meetings may want their libraries to have large community rooms equipped with technology that will support video conferencing and multimedia presentations.

By following the recommended service level guidelines, the Library will be able to provide more library space countywide which will enable it to meet both current and future needs for library services in the growing and ever more diverse communities of Solano County. This additional space is needed to accommodate:

- *More people visiting the library because of population growth, expanded operating hours, and addition of new services.*
- *Changes in the needs and expectation of library customers.*
- *Flexibility to adapt to changing service and program needs.*
- *Larger collections that address a broader range of interests.*
- *More copies of commonly used library materials.*
- *More tables and chairs at which customers can read and study.*
- *More public access computers for general use and technology training.*
- *Rapid advances in technology hardware and media formats.*
- *Larger storytelling spaces.*
- *More community meeting rooms and group study rooms.*
- *More parking spaces.*
- *Adequate space for staff to be able to perform their jobs effectively and efficiently.*

These guidelines are not intended to be a “one-size-fits-all” solution. Rather, they are intended to serve as flexible benchmarks for the Library and its community partners to use in determining the best mix of library services needed in each community.



Crowded conditions at the Rio Vista Library

THE NEED

New and improved library facilities are needed soon in order to continue providing superior library services to the residents of Solano County.

Unfortunately, the Library’s existing facilities are too small to accommodate the additional services that are needed to meet current and future demand. Even if there was enough room in these facilities, each of the Library’s existing facilities has significant functional problems and some are experiencing physical deterioration as well. In addition, many of the Library’s existing facilities are difficult for community members to get to because of inconvenient location or transportation barriers. By any measurement, new and improved library facilities are needed soon in order to continue providing superior library services to the residents of Solano County.

Recommended Service Level Guidelines

These recommended service level guidelines were calculated to meet the needs of the Library’s “service population” (i.e., the number of people living in the areas that the library will serve) by the year 2020. The Library’s “service population” (which includes the cities of Fairfield, Rio Vista, Suisun City, Vacaville, and Vallejo as well as the county’s unincorporated areas) is expected to increase by 39% to 481,300 people over the next 20 years. The guidelines are based on service level indicators that were first developed by American library facility planners approximately fifty years ago. Since then, they have been refined and updated to reflect changing library services needs.

The recommended service level guidelines contained in this Facilities Master Plan are based on indicators that were first developed by library planners fifty years ago and have since been refined and updated to reflect changing library services needs.

Linked originally to libraries in the United States that were considered successful in serving their communities, the service level guidelines recommend planning targets for collection size, seating capacity, amount of programming and meeting room space as well as an overall recommendation for the amount of library square footage for every person in the population served by a given library. Each of these targets assumes that, to successfully meet its community’s needs, certain ratios must be maintained between the population served and the amount of material or seating or space available to that community.

For example, a given library’s collection of books, magazines, and audiovisual materials needs to be large enough for library customers to successfully find something to read, listen to or view at least 66% to 70% of the time; and customers should be able to successfully request the item they want from another library or successfully reserve the item from their home library the rest of the time. In general, a library collection should contain approximately 2.5 volumes per capita, with a well maintained and up to date collection on a diverse range of topics and formats, in order to provide adequate library services. This ratio needs to be higher in communities with large numbers of school age children or a community with a substantial population of non-English speakers.

Similarly, the seating capacity at each branch library should correspond to the size of that library's service population. Generally, the larger the community, the lower the ratio of seats to population required in order to provide an adequate number of seats for library customers to use. Public libraries that serve communities similar in size to most Solano County communities should meet the recognized library planning guideline of 3.0 seats per 1,000 population served. However, smaller Solano County communities like Rio Vista need a somewhat higher ratio of seats to service population to ensure that a baseline level of seating is provided in these rural areas.

The square footage per capita guideline represents the total amount of space required to house each of the library service components: collection size, seating, programming and meeting room space, computers and other equipment, service desks, staff work space, and storage needs. Public libraries that serve communities that are similar in population size and demographics to those in Solano County *and* that offer the full spectrum of print, programming, and electronic services need approximately 0.75 square feet per capita overall to meet the demand for library services in the communities they serve.

A. Improved Book and Audiovisual Collections:

Current library planning guideline:

2.5 volumes for every resident

Enhanced guidelines to meet the needs of Solano County:

2.875 volumes for every resident in metropolitan communities

3.2 volumes for every resident in rural communities

Libraries need to offer a range of books and other types of materials that meet the needs and interests of people of all ages, from toddlers to seniors. The collection needs to be broad enough to offer a variety of materials to customers from a variety of cultural groups and large enough to offer multiple copies of popular titles that are in high-demand. The Solano County Library's collection of books and audiovisual media has been growing in size and diversity in recent years and ***there are now close to 570,000 volumes countywide to serve over 390,000 residents. This represents an average of 1.6 volumes per capita.*** Unfortunately, this is much lower than the 2.5 volumes per capita that current library planning guidelines recommend in order to provide a sufficient number of books and other materials to meet community needs. And because of the growing multicultural and multilingual population as well as the rapidly increasing school age population in Solano County, the number of volumes per capita should be even higher than the standard library planning recommendation of 2.5 volumes per capita.



Vacaville Public Library

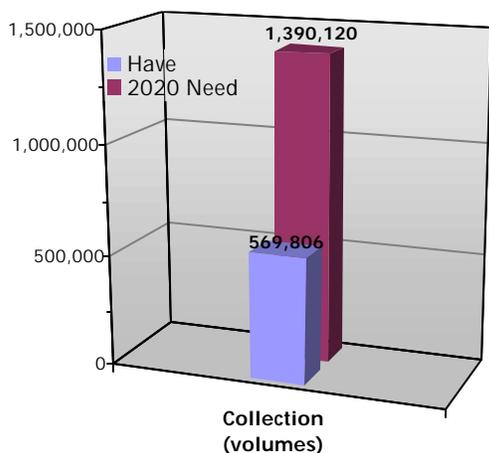
THE NEED

Collections Guidelines

2.875 volumes per capita in metropolitan communities and 3.2 volumes per capita in rural communities.



Rio Vista Library



The Facilities Master Plan recommends that by the year 2020, libraries in Solano County metropolitan communities have collections that reach 2.875 volumes per capita. This recommended guideline of approximately 2.9 volumes per capita exceeds the most commonly used library planning guideline of 2.5 volumes per capita in order to meet the unique needs of metropolitan Solano County communities. These needs include a burgeoning school age population, a growing number of residents whose primary language is not English, and many people who want and need information in audio or video formats. In addition, this level of service ensures that there will be more copies of materials on hand to support students’ class assignments as well as copies of selected material in English and other languages to meet the needs of the county’s multilingual residents. This level also includes sufficient audiovisual titles in various formats to serve the needs of people who speak limited English, people with learning differences, people with vision or hearing loss, and people of all ages who prefer to access information in audio or visual formats rather than in print.

Libraries in rural, geographically isolated communities (such as Rio Vista) should have a slightly higher number of volumes per capita than libraries in metropolitan communities. This is because less mobile persons in geographically isolated communities, particularly the young and the elderly, often cannot easily travel to other libraries if the library in their community does not have the materials they need. *The Facilities Master Plan recommends that by the year 2020, libraries in Solano County’s rural communities have collections that reach 3.2 volumes per capita in order to meet the unique needs of these communities.*

As illustrated by the graph to the left, *these guidelines will allow the Library to add 820,000 volumes to the countywide collection of books and audiovisual materials, bringing the total collection to nearly 1.4 million volumes.* These guidelines translate into *144% more books and audiovisual materials countywide.* These additional materials will enable libraries in both metropolitan and rural areas to provide high-quality library services to all their customers and to respond to the unique needs of the individual communities they serve.

The Library’s membership in the highly successful SNAP (Solano, Napa and Partners) Consortium, which allows library customers to borrow books from five other libraries throughout Solano County and Napa County, currently accounts for approximately 5% of the Library’s total circulation. These collection guidelines assume that the Library will continue to participate in the SNAP consortium and that SNAP materials will continue to account for a similar share of the Library’s total circulation. If, in the future, Solano County Library customers are borrowing a significantly higher or lower share of materials from SNAP libraries, the collection guidelines for Solano County Library branches could be adjusted accordingly.

B. More Seats for Library Customers:

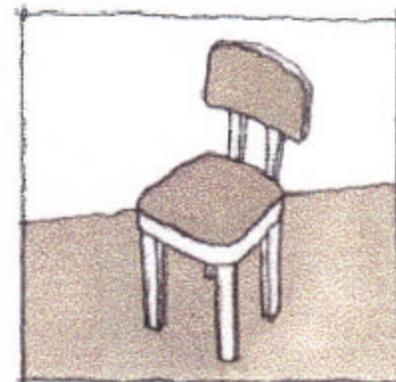
*3 seats for every 1,000 residents in metropolitan communities
5 seats for every 1,000 residents in rural communities*

The majority of customers require a place to sit and an appropriate work surface to use when they come to their local Solano County branch library, whether to read a book, work on homework assignments, do business-related research, or surf the Internet. On the customer satisfaction surveys that were administered as part of this planning process, many customers commented that they often had difficulty finding a place to sit when they visited their libraries, especially during peak use times.

Currently there are only 668 “general purpose” seats in the Library’s six facilities for over 390,000 residents, or 1.9 seats for every 1,000 people in the population. These “general purpose” seats include a variety of seating types, such as 4-person reader tables, single-person study carrels, and lounge seating, but do not include seats designated for computer use, storytelling, community rooms or group study rooms.

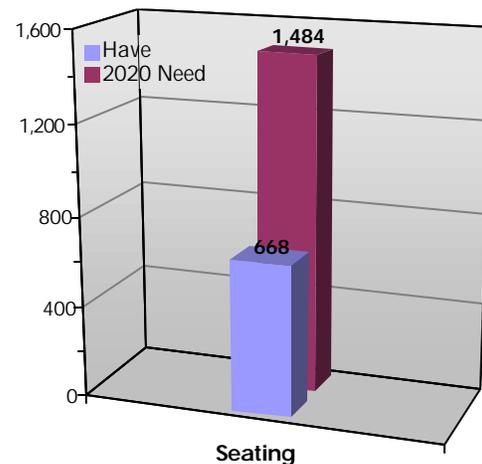
The existing number of seats is far fewer than what is needed based on current library planning guidelines, which call for 3 general purpose seats per 1,000 people in larger communities and 5 general purpose seats per 1,000 in smaller communities. Library planning guidelines recommend a higher number of seats per capita in rural communities (such as Rio Vista) in order to ensure that smaller libraries in such communities don’t fall below the baseline number of seats a library needs to be successful.

The Facilities Master Plan recommends that by the year 2020, libraries in metropolitan communities offer 3 general purpose seats per 1,000 people in their population and libraries in rural communities offer 5 general purpose seats per 1,000 people in their population. As illustrated by the graph to the right, ***these guidelines will enable the Library to add 816 general purpose seats countywide, bringing the total number of seats to 1,484.*** This means that the Library will be able to ***more than double the number of seats available countywide*** for community members to use. This guideline will also allow the Library to accommodate the unique seating needs of each of the communities it serves.



Seating Guidelines

3 general purpose seats per 1,000 people in metropolitan communities and 5 general purpose seats per 1,000 people in rural communities.



THE NEED



John F. Kennedy Library (Vallejo)

Computer Guidelines

1 public access computer for every 1,000 people (with a minimum of 20 at each library) and 4 to 12 technology training computers at each library.

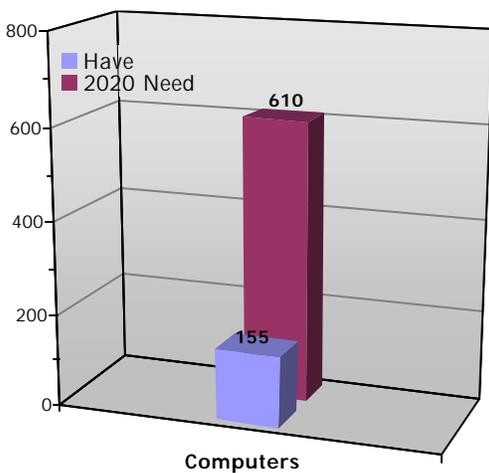
C. Additional Public Computers and Technology Training

- 1 public computer for every 1,000 residents*
- (with a minimum of 20 public computers in each library)*
- 4 to 12 dedicated technology training computers in each library*

While traditional library services continue to play a major role in modern libraries, the digital revolution that has taken place in recent years means that community members increasingly look to their local branch library for access and assistance with computers and other technology. People of all ages now come to the library to use a computer, check the Library’s online catalog, search the Internet, send e-mail, consult an online reference source, use a word processing program, or use an educational game in the children’s area.

The demand for publicly accessible computers and other digital resources is constant and ubiquitous. This demand is expected to remain high well into the foreseeable future for a number of reasons. First, the cost of computer hardware, software and Internet service is still prohibitive for many people. Even among those people who do have their own equipment, many do not have access to newer high speed computers or Internet service. In addition, the Library often plays a central role in introducing new technology to the community and offering opportunities for community members to expand and update their technological skills. By providing access to computers and training on new technology and electronic resources, the Library will continue to serve as the community’s primary bridge across the “digital divide.”

Currently, the Library has 155 computers available to the public and only 20 computers dedicated for technology training (all located in one computer lab at the John F. Kennedy Library in Vallejo). This is far less than what is necessary to meet the community need for adequate access to computers and for ongoing technology training. ***The Facilities Master Plan recommends that by the year 2020, the Library provide one public access computer for every 1,000 people in the population – with a minimum of 20 such computers at each library – as well as 4 to 12 dedicated technology training computers at each library.*** As illustrated by the graph to the left, ***these guidelines will allow the Library to add 455 computers countywide, bringing the total number of computers available for public use to 610.*** Of these 610 computers, 498 would be dedicated for general purpose computer use and 112 would be available for technology training. These guidelines will ***nearly quadruple the number of computers available for public use at the Library*** and enable the Library to serve as the primary “community portal” into the information age.

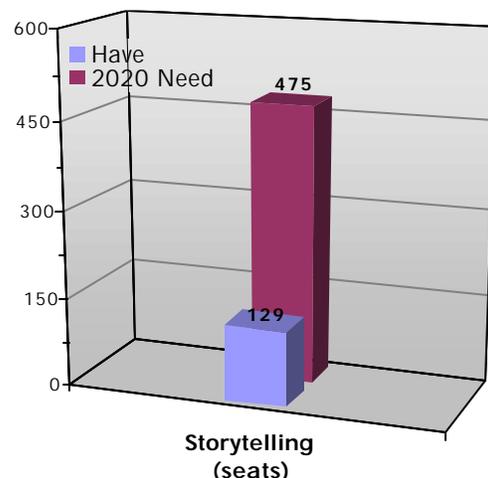


D. More Space for Children’s Storytelling Programs:

- 25 seats in smaller libraries*
- 50 seats in larger libraries*

Storytelling programs introduce children to the joy and wonder of the written word and provide them with early exposure to language and literature that is generally considered critical for school readiness. Storytelling programs are often a library’s most popular program and are an integral part of the services offered to children and their parents. Each facility needs a dedicated space in which to offer storytelling programs so that the noise associated with these activities won’t interfere with other customers’ use and enjoyment of the Library.

The Facilities Master Plan recommends that by the year 2020, smaller libraries have a dedicated storytelling space with floor seating for up to 25 children and larger libraries have a dedicated storytelling space with floor seating for up to 50 children. As illustrated by the graph to the right, these guidelines will enable the Library to increase the dedicated seating space it is able to provide for storytelling from seating for 129 children to seating for 475 children. This translates into 368% more capacity for storytelling programs and ensures that every branch library will be able to meet the continuing demand for this invaluable service to families with young children without compromising their ability to provide services to other community members.



Storytelling Guidelines
Dedicated storytelling space for 25 children in smaller libraries and 50 children in larger libraries.

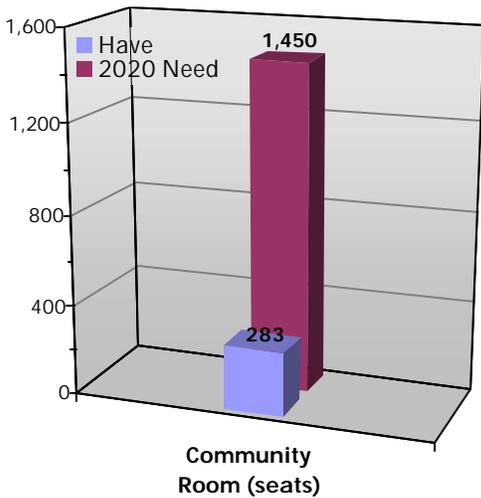
E. Additional Space for Community Meetings and Other Events

- 50 seats in smaller libraries*
- 150 seats in larger libraries*
- With at least one 150-seat room in metropolitan communities*

Many Library customers have come to view their local branch libraries as a center of civic and social life rather than just a repository of books and knowledge. This is particularly true for those Solano County communities with large numbers of residents who commute to jobs outside the communities in which they live. In these communities, the library plays an important role as the “community commons” – a place for residents to come together for community meetings, workshops, and other events. Because these activities typically involve verbal communication and multimedia presentations for large groups of people, every branch library should have a dedicated space for community meetings and similar programs so that such events do not conflict with other library uses. ***Currently, there are only four Solano County Library branches with dedicated space for community meetings, and three of these four community rooms are inadequate to meet the constant demand.***

Community Room Guidelines
Dedicated community meeting room space for up to 50 people in smaller libraries and up to 150 people in larger libraries.

THE NEED



The demand for this type of program space is only expected to increase as the population of Solano County continues to grow in the coming decades. *The Facilities Master Plan recommends that by the year 2020, all of the County Library facilities have a dedicated community meeting room: smaller libraries should have a dedicated community meeting room with seating for up to 50 people and larger libraries should have a dedicated community meeting room with seating for 150 people.* If a particular metropolitan community has only smaller library branches, at least one of these branches should have dedicated community meeting room space for up to 150 people. As illustrated by the graph to the left, *these guidelines will allow the Library to increase the dedicated space it is able to provide for community events from 283 seats to 1,450 seats, an increase of more than five-fold in seating capacity.*

F. Increase in Dedicated Space for Group Study/Tutoring:

Baseline: 4 to 16 seats in each library

Mid-range: 24 seats in each library

Maximum: 32 seats in each library

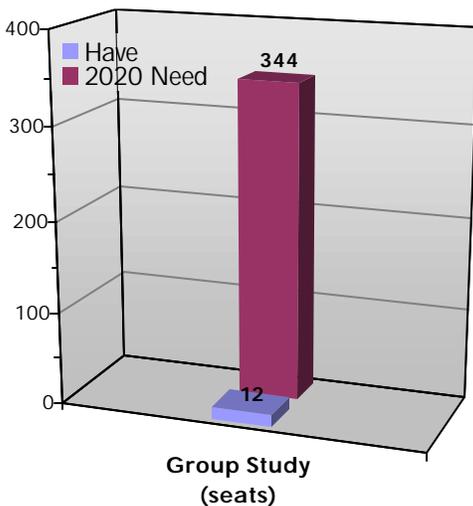
Group Study Guidelines

Dedicated group study space for at least 4 people and up to 32 people, depending on community need.

In addition to providing community meeting rooms where large groups of people can gather, Solano County branch libraries are finding an increasing need in their communities for places where small groups of people can meet. Such dedicated group study rooms provide students with a quiet place to work on school projects, get help with homework, or participate in a tutoring program without disturbing other library users. In addition to use by students, group study rooms are also used by other community members for a wide variety of activities, including book discussion groups, home schooling, investment clubs, and the Library’s Literacy Program.

Currently, the Library only has dedicated group study space to accommodate 12 people countywide, far less than what is needed to meet even current demand for these kinds of spaces. The Facilities Master Plan recommends that by the year 2020, each library should have enough dedicated group study space to accommodate at least 4 people and up to 32 people, depending on community need.

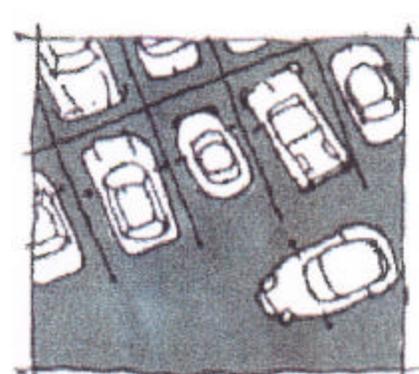
As illustrated by the graph to the left, *these guidelines will allow the Library to increase the dedicated seating space it is able to provide for group study and similar uses from seating for 12 people to seating for 344 people.* While this represents a dramatic increase, it will ensure adequate group study space in every Solano County community the Library serves.



G. Enough Parking to Ensure Community Access to Libraries:

Adequate parking at every library per city regulations and community needs

The Library is committed to ensuring that all the residents of Solano County have convenient access to library services, whether they get to the library by driving, taking transit, riding a bicycle, or by walking. While many school age children walk or ride bicycles to their local community library, a majority of adult library customers drive to the library. When a library has limited parking or is difficult to get to because of traffic congestion or other transportation barriers, community members' access to library services is restricted. Because a lack of parking limits library use, providing enough parking for all library customers will be a critical challenge as the population of Solano County continues to grow in the decades to come. ***The Facilities Master Plan recommends that the Library provide an adequate number of parking spaces at all of the libraries it operates based on each city's parking regulations and the needs of its customers.*** Customers' parking needs will vary depending on facility size, facility location, and shared parking opportunities in the vicinity. For example, a library that is centrally located and is well served by transit might require less parking than a library that is more remotely located or one that is easily accessed only by automobile.



Parking Guideline

Adequate parking spaces at every library per each city's parking regulations and the community needs.

H. Bigger and Better Library Space Countywide:

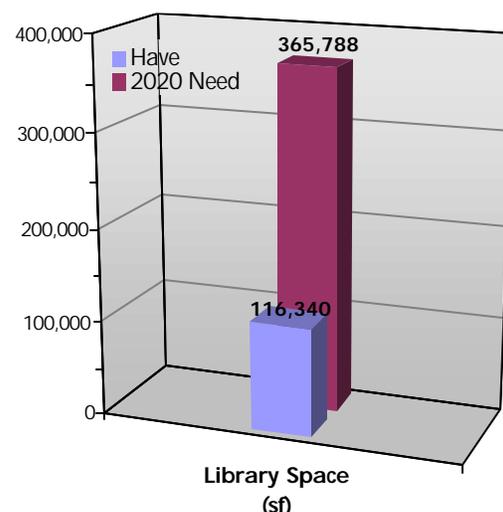
0.76 sf of library space for every resident the Library serves

Each of the library service components described above (such as books and other materials, computers, and seating) takes up a certain amount of floor space. By adding together the amount of space required for each of these and other necessary components (such as service desks, entrance lobbies, restrooms, and staff work areas), library planners determine how big a library needs to be in order to meet the needs of the community it serves. In order to meet the current and future need for library services in the growing communities of Solano County, the Library needs to provide these services at the levels recommended above.

Library Space Guideline

0.76 square feet of library space for every resident of the communities the Library serves.

But the Library does not have enough space countywide to provide the recommended level of library services. ***The Facilities Master Plan recommends that by the year 2020, the Library provide 0.76 square feet of library space for every resident of the Solano County communities the Library serves.*** As illustrated by the graph to the left, ***this guideline will enable the Library to increase the total amount of library space it is able to provide countywide from 116,340 gross square feet to 365,788 gross square feet by the year 2020.*** This three-fold increase in the overall amount of library space will ensure that the people of Solano County have the space they need to use and enjoy the services available at their local community library for decades to come.



THE NEED

Summary of the Library Service Level Guidelines

Each of the service level guidelines recommended in this Facilities Master Plan to meet both immediate and future needs for library services in Solano County is illustrated in the chart below:

	EXISTING SERVICE COUNTY-WIDE	RECOMMENDED SERVICE LEVEL GUIDELINES	RECOMMENDED 2020 SERVICE LEVELS
 COLLECTION	569,806 vol. 1.6 volumes/capita	Metro areas: 2.875 volumes/capita Rural areas: 3.2 volumes/capita	1,390,120 vol. 2.9 volumes/capita
 SEATING	668 seats 1.9 seats/1000 pop.	Metro areas: 3 seats/1000 pop. Rural areas: 5 seats/1000 pop.	1,484 seats 3.1 seats/1000 pop.
 COMPUTERS/ TRAINING LAB	155 computers 0.4 comp./1000 pop.	General Use: 1 comp./1000 pop. or 20 comp./facility min. Tech Training: 4 to 12 comp./facility	610 computers 1.3 comp./1000 pop.
 STORYTELLING	129 seats 0.4 seats/1000 pop.	Small libraries: 25 seats/facility Large libraries: 50 seats/facility	475 seats 1.0 seats/1000 pop.
 COMMUNITY ROOM	283 seats 0.8 seats/1000 pop.	Small libraries: 50 seats/facility Large libraries: 150 seats/facility One 150-seat room in cities >100,000	1450 seats 3.0 seats/1000 pop.
 GROUP STUDY/ TUTORING	12 seats .03 seats/1000 pop.	Baseline: 4 to 16 seats/facility Mid-range: 24 seats/facility Maximum: 32 seats/facility	344 seats 0.7 seats/1000 pop.
 PARKING	1151 spaces	Per city regulations & community needs -- spaces/s.f.	Adequate parking to ensure access -- spaces/s.f.
 BUILDING SIZE	116,340 s.f. 0.3 s.f./capita	Lower range: 0.6 s.f./capita Higher range: 1.0+ s.f./capita	365,788 s.f. 0.76 s.f./capita

Leveraging Resources to Meet the Need

The Library has identified three strategies that will allow it to leverage its regional resources in order to provide local communities with the increased level of library services being recommended in this Facilities Master Plan. These three strategies call for the formation of strategic partnerships, collaboration on Proposition 14 funding applications, and revisions to the Library’s business model.

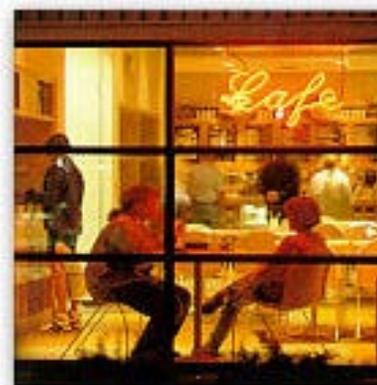
A. Forming Strategic Partnerships

In order to improve library services and facilities in the most cost-effective means possible, the Library will be pursuing *new partnership opportunities with city, county and school district leadership*. In addition, the Library will be pursuing *partnerships with the private sector when appropriate*. Potential partnership opportunities include:

- *Joint-use facilities (such as a school & library facility or a community center and a library facility).*
- *Mixed-use facilities (such as a library facility with a café or other commercial business that would appeal to library customers).*
- *Co-sponsoring library programs (such as homework help, summer reading programs, and distance learning classes).*
- *Sharing computers and other technology resources.*
- *Other appropriate partnerships benefiting community members.*

B. Collaborating on Proposition 14 and Other Grant Applications

While each of individual city or library district is ultimately responsible for identifying and securing funding for improved library facilities in their communities, the Library is eager to support these efforts. For example, the Library has committed to assist any city or library district seeking Proposition 14 funding for their eligible library construction projects. ***From sharing the latest information about application criteria to providing help with grant writing, the Library wants to serve as a resource for any city or library district applying for Proposition 14 funding or any other appropriate grant opportunities.***



Novel Café
Bettendorf (IA) Public Library

The Library wants to serve as a resource for any city or library district applying for Proposition 14 grants or any other grant opportunities.

THE NEED



Express Check-Out
Richmond (BC) Library

Customers may soon be able to participate in a distance-learning class, pick up a best-selling novel that was reserved online, work on a research project with the help of a roving technology trainer, and meet a friend at a cozy café – all without ever leaving their local community library.

C. Changing the Way the Library Does Business

The Library is also considering several innovative initiatives to change the way it does business in order to expand library services *and* operate additional library facilities with existing resources. ***By revising its operational model based on the best practices of private-sector retailers and information providers, the Library anticipates realizing significant savings in operating costs while simultaneously improving customer service.*** Because this new operational model will also allow the Library to use its facilities more efficiently, it will be possible to dedicate a larger proportion of library space for public use while still providing adequate space for library staff.

One such proposal being pursued is the use of technology to improve the delivery of traditional library services, such as using “express check-out” stations to give Library customers the option to check-out materials themselves, rather than waiting in line, or allowing customers to pay any fees or fines with a credit card. ***The Library is also considering ways it can provide added value to its customers by offering one-stop shopping for information, technology, training, and entertainment.*** In the near future, for example, customers may be able to participate in a distance-learning class, pick up a best-selling novel that was reserved online, work on a research project with the help of a roving technology trainer, and meet a friend at a cozy café, all without ever leaving their local community library. By pursuing these and other innovative initiatives, the Library is working both to improve the delivery of traditional library services and to become an information service center and learning destination in each of the communities it serves.

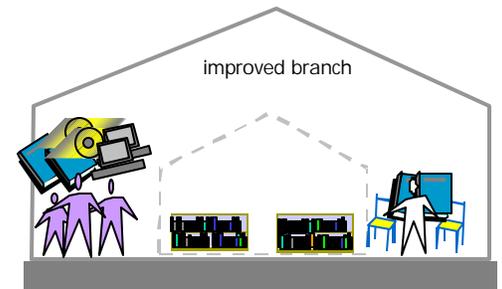
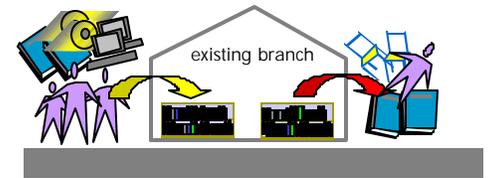
RECOMMENDATION

How are We Going to Fix This Problem?

The needs of the Solano County Library do not represent a minor deficiency. As discussed in the previous chapter, additional library space is needed countywide in order to provide adequate library services to the growing population of Solano County. This chapter recommends strategies to allow the Library and its community partners to meet immediate and future needs in each of the communities the Library serves. These recommendations are summarized below:

- *Renovate the existing Fairfield-Suisun Community Library.*
- *Expand the existing Vacaville Public Library and Rio Vista Library.*
- *Relocate the Springstowne Library and John F. Kennedy Library in Vallejo as well as the Suisun City Library to newer and more strategically placed facilities.*
- *Add seven new branch libraries in areas where no library service currently exists, including:*
 - Cordelia
 - North Fairfield
 - Northeast Fairfield
 - North Vacaville
 - Downtown Vacaville
 - Northeast Vallejo
 - Northwest Vallejo

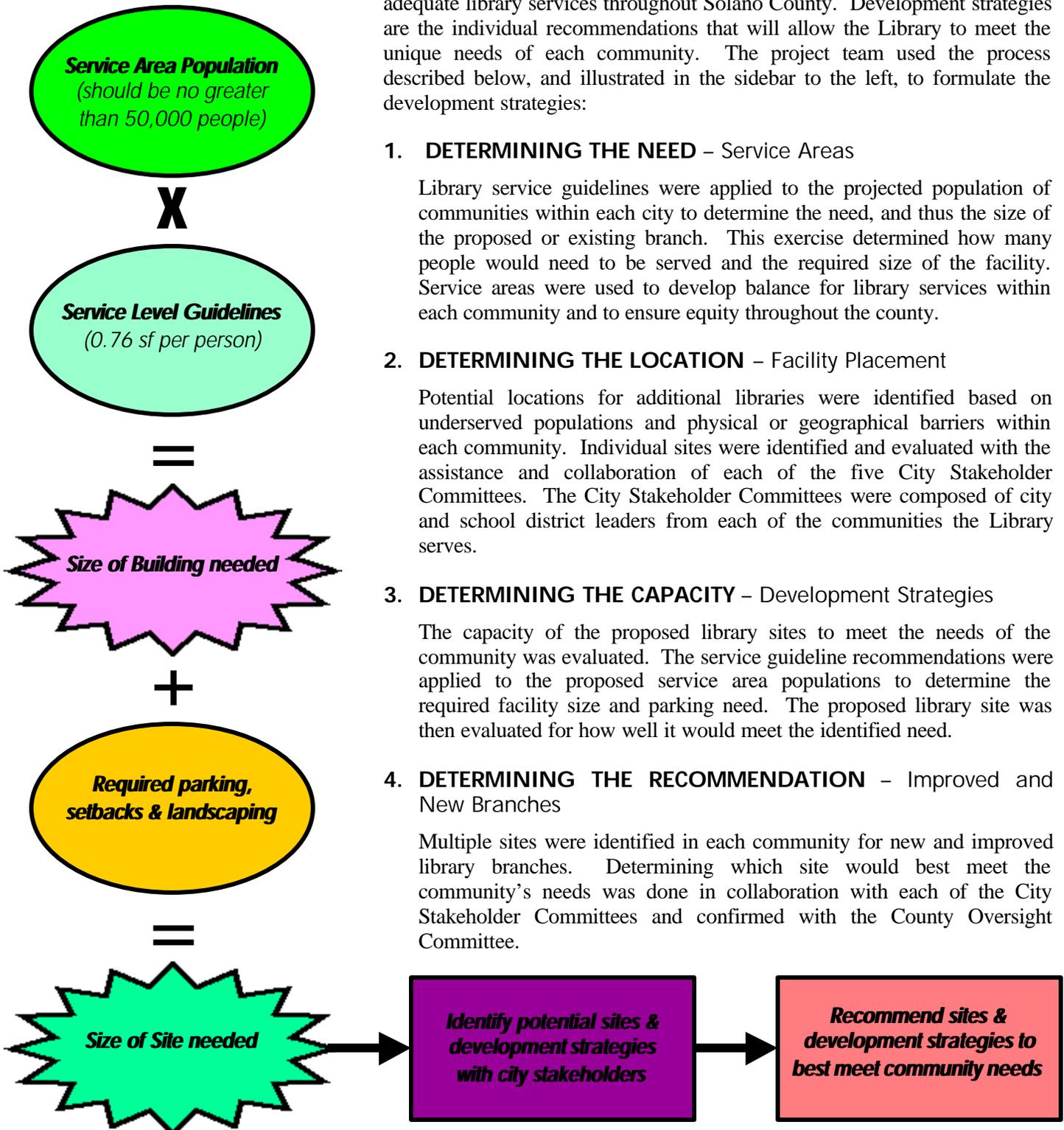
In addition, the Facilities Master Plan recommends that all new and improved library facilities be located where recent community growth has occurred, or where future community growth is anticipated, and that all facility improvements and new branches be built and funded over the next twenty years. ***By following these recommendations, the Library will be able to meet the specific needs of each of the communities it serves and bring library services throughout the county up to parity.***



To house the increased demand of a growing population, more library space is needed countywide.

RECOMMENDATION

Where should new libraries be located to best meet the need?



Determining the Best Strategy to Meet Community Needs

This Facilities Master Plan has established service level guidelines to provide adequate library services throughout Solano County. Development strategies are the individual recommendations that will allow the Library to meet the unique needs of each community. The project team used the process described below, and illustrated in the sidebar to the left, to formulate the development strategies:

1. DETERMINING THE NEED – Service Areas

Library service guidelines were applied to the projected population of communities within each city to determine the need, and thus the size of the proposed or existing branch. This exercise determined how many people would need to be served and the required size of the facility. Service areas were used to develop balance for library services within each community and to ensure equity throughout the county.

2. DETERMINING THE LOCATION – Facility Placement

Potential locations for additional libraries were identified based on underserved populations and physical or geographical barriers within each community. Individual sites were identified and evaluated with the assistance and collaboration of each of the five City Stakeholder Committees. The City Stakeholder Committees were composed of city and school district leaders from each of the communities the Library serves.

3. DETERMINING THE CAPACITY – Development Strategies

The capacity of the proposed library sites to meet the needs of the community was evaluated. The service guideline recommendations were applied to the proposed service area populations to determine the required facility size and parking need. The proposed library site was then evaluated for how well it would meet the identified need.

4. DETERMINING THE RECOMMENDATION – Improved and New Branches

Multiple sites were identified in each community for new and improved library branches. Determining which site would best meet the community’s needs was done in collaboration with each of the City Stakeholder Committees and confirmed with the County Oversight Committee.

1. DETERMINING THE NEED

Service Areas

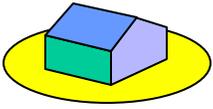
A library's service area is the surrounding geographic area, or neighborhood, in which that branch's primary service population lives. The population of this service area represents the library's 'service population' – the number of people that the branch library should serve. Service areas are one of the primary ways to measure the geographic equity of the distribution of library services.

In every city except Vallejo, the service area of the existing branch library is the entire city. In Vallejo, the city is divided into two service areas ('east' and 'west' as defined by I-80). These existing service areas were established before the population growth of recent years. Consequently, ***the service population of many of the Library's existing facilities has grown beyond the number of people that these facilities can reasonably be expected to serve.*** For example, the Fairfield-Suisun Community Library was built in 1975 to serve a combined population of approximately 50,000 people but the population of Fairfield is currently 95,300 and is projected to grow to 145,500 by the year 2020. In addition, ***these outdated service area boundaries do not reflect the annexations and freeway construction of the past few decades that have created large pockets of Solano County communities that do not have practical access to any library branch.*** The Cordelia area illustrates both these issues: the area was previously farmland before being annexed by the City of Fairfield and the I-80/I-680 interchange there creates significant access challenges for Cordelia residents needing to use the library in downtown Fairfield. Because of traffic congestion, it is extremely difficult for Cordelia residents to use I-80 between Cordelia and Fairfield after 2 p.m. on Monday through Thursday and anytime after 12 noon on Friday. And asking school aged children to travel the distance from Cordelia to downtown Fairfield is neither practical nor safe.

The service areas of all the existing branch libraries were defined before the population increases, annexations, and freeway construction of the past 20 years.

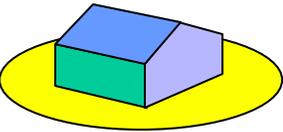
In response to these considerations, the project team defined new service area boundaries with a maximum service area population of 50,000 people for each branch library. The Library had determined that the maximum desirable size for a library facility was 40,000 sf in terms of operational efficiencies and customer services. This facility size translates into a maximum service area population of approximately 50,000 people using the 0.76 sf per capita service level guideline proposed in this Facilities Master Plan. The addition of new branches and the redefinition of service areas will greatly reduce the distance that many residents must travel to access library services.

RECOMMENDATION



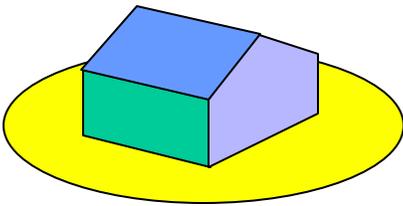
Small Service Area – Rio Vista

Service area population 22,200
Building size 16,872 sf
0.7 sf/cap



Med. Service Area – D'town Vallejo

Service area population 26,316
Building size 20,000 sf
0.76 sf/cap



Large Service Area – Springtowne

Service area population 47,368
Building size 36,000 sf
0.76 sf/cap

As illustrated in the sidebar to the left, the balance of service area population to building size is key to designing a branch system that is accessible to all residents of Solano County. A small service area such as Rio Vista's has approximately the same ratio of building size to people as a larger service area in Vacaville or Vallejo. Adjustments in the service level guidelines (for metropolitan versus rural areas and small versus large libraries) account for the small variation in square foot per capita. The result is that *every proposed branch is appropriately sized for the number of people it serves.*

When an existing branch was too small for its service area population but the expansion possible at its present site resulted in a facility that was still too small, relocation of the branch was considered. For example, the Springtowne Library in east Vallejo is a wonderfully located, highly used, and well-liked facility; however, it is drastically undersized and there is no room for expansion on the existing site. Because expansion onto an adjacent site was also not feasible (due to the residential nature of the sites and the costs of procuring privately owned land), relocating the branch to a larger site was recommended. By relocating to a larger site, it also is possible to increase the size of the library so that it can meet all of the recommended service level guidelines and be operationally efficient.

2. DETERMINING THE LOCATION

Facility Placement

The preliminary steps in formulating the development strategies was to analyze the existing libraries in relation to their current service areas, identify underserved populations, and identify areas where future population growth is anticipated. By working with the planning departments of the county and each of the individual cities, current and future population figures as well as anticipated areas of growth within each city and for the county as a whole were established. These figures provided the basis for determining the need when the service level guidelines were applied to them.

Areas were identified within the cities where new service areas could be defined for new or relocated branches, always keeping in mind the library needs of Solano County as a whole as well as the Library's goal to provide *service to all*. In addition, it was determined that centrally located libraries could better serve as social and educational catalysts in their communities.

The development strategy sites were identified in the City Stakeholder Committee meetings where city representatives and other existing and potential community partners of the Library, such as school districts, worked collaboratively to identify and evaluate potential sites. One of the immediate benefits of the existing and emerging partnerships that have been developing since the planning process was initiated concerns the issue of land for library sites. In some areas, such as north Vacaville and possibly Springtowne in Vallejo, the availability of school district land could make a significant difference in the feasibility of building the proposed libraries.

Identifying potential sites for new and improved libraries will be one of the first steps in implementing this Facilities Master Plan. The recommendation of specific sites for projects beyond the first phase of implementation is not part of the Facilities Master Plan, except where the land is already available to the Library (such as the addition to the Vacaville Public Library). The Library will strive to locate branches in the areas where they are most needed and at sites that will provide additional community benefits. For example, a library could directly benefit the revitalization efforts occurring in a downtown area (such as the ‘Town Square’ site in downtown Vacaville) and could create the opportunity for forming partnerships to deliver community services (such as the Heritage Park site in Suisun City). ***Most of the cities the Library serves are pursuing “smart growth” strategies in planning for future growth and the recommendations contained in this Facilities Master Plan are intended to further those efforts.*** In addition, whenever areas were identified for branches and potential sites were discussed, every effort was made to have the proposed branch location included in the long-range plans of the city or the school district.

The Library will strive to locate branches in the areas where services are most needed and at sites that will provide additional benefits to the communities they serve.

Land Ownership Issues

Land ownership issues fall into three general categories:

A. City-, County-, or Library District-Owned Land

City-owned land is land under the control of a city and currently, or possibly in the future, available to be used by the Library. Currently 4 of the 6 library branches are on city-owned land. The Vacaville Public Library is on land that is owned by the Library District and the Fairfield-Suisun Community Library is on land that will be owned by the county by the end of 2001.

B. School District-Owned Land

Some of the recommendations are for joint-use projects between the school districts and the Library; in such cases the school districts either already have control of the sites or have the intention of purchasing the sites. Because the school districts are taking the lead for the procurement of the sites over which they currently do not have control, money for land costs for these branches are not included in cost models for the proposed sites.

C. Privately Owned Sites

Preliminary research was done on a few privately owned sites where the city or the school districts had no appropriate sites available. This research was very limited and has only been used for discussion purposes. None of the recommendations in this Facilities Master Plan call for privately owned sites. The primary downside of siting public facilities on privately owned land is the cost factor. The range in cost for centrally-located commercial land across Solano County currently varies from \$4/sf to \$23/sf, which if calculated for a 20,000 sf library building with generic setbacks and 40,000 sf of parking (88 spaces), could range in cost from \$240,000 to \$1,380,000.

RECOMMENDATION

These criteria were developed to aid in the selection and evaluation of future library sites.

Site Evaluation Criteria

The following site evaluation criteria were developed with City Stakeholder Committees (composed of city and school district leaders from each of the communities the Library serves) and the County Oversight Committee (composed of community leaders from throughout the county) to be used as a tool in future site selections.

A. Site Capacity

- *Is the square footage and shape of the site sufficient to accommodate a building of an appropriate size and configuration, as well as necessary parking spaces and other site amenities according to the applicable regulations (including zoning codes and Code, Covenants & Restrictions) of any authority having jurisdiction?*
- *Is there room for future expansion?*

B. Site Infrastructure

- *Is there adequate infrastructure (electrical, sewer, communications and other utilities) at the site?*

C. Location

- *Is the proposed library use compatible with the city's general plan?*
- *Is the site in close proximity to other community services?*
- *Are there compatible land uses on adjacent properties?*
- *Will the potential increase in pedestrian, bicycle and vehicular traffic and/or parking pose an undue burden on surrounding property owners?*
- *Are there environmental and/or economic liabilities or nuisance factors associated with the site?*
- *Will the site allow for the operation of a safe and secure library building?*
- *Is the site centrally located to the residents of the proposed service area (so that all residents of the proposed service area would have easy and convenient access to the library)?*
- *Is there easy and safe pedestrian, bicycle and vehicular access to the site?*

Site Evaluation Criteria (continued)

- *Is the site easily accessible by the differently abled community?*
- *Does the public transit system provide service within a reasonable distance of the site?*

D. Visibility

- *Does the site have a high profile in the community?*

E. Cost and Availability

- *Is the site affordable?*
- *Is the site available or anticipated to become available within a reasonable amount of time?*
- *Are there cost-prohibitive existing conditions that will require expensive mitigation measures?*

F. Partnerships

- *Does the site offer an opportunity for partnerships in the development of the facility with school districts, cities or other appropriate parties?*
- *Are the goals, missions and requirements of potential partnering agencies compatible with those of the Library?*

G. Aesthetics

- *Does the site offer any aesthetic value to the proposed library building?*

H. Community Perception and Interest

- *Has the community shown interest in having library services provided at this site?*
- *If so, is this interest consistent with the need documented by the facilities planning process?*

I. Library Service Goals

- *Do the site and the site's location allow the library to better meet its service objectives?*

RECOMMENDATION

3. DETERMINING THE CAPACITY

Development Strategies

Each of the proposed library sites was evaluated to determine its development capacity. There were two approaches taken to evaluate site capacity. If a specific site was identified, its capacity was determined by analyzing zoning ordinances, planning guidelines and adjacent land uses. If the need for a branch was identified because of an underserved population, the service area was used to determine the required building size and parking spaces. Allowances were then added for generic setbacks and landscaping to produce a preliminary determination of the size of site required for that branch. Two scenarios were looked at for each branch: a 1-story branch and a 2-story branch (with 60% of the building on the ground floor and 40% of the space on the second floor).

Development Strategy Policies

The following policies provided a framework in determining the appropriate improvement strategy for each of the branch libraries and ensured that recommendations were in the interest of library customers throughout the county.

The recommended development strategies will provide all the residents of the cities and unincorporated areas that the Library serves with equal access to quality library services.

A. "Libraries for All"

Equal access to quality library services will be provided to everyone throughout each of the cities and unincorporated areas the Library serves.

B. Balanced Service Areas

The balance between the ratio of library size to population served will be approximately equal throughout the communities, achieving a standard of +/- .76 sf per capita. If a branch's size is constrained due to its location, then the service area population or service area it is assigned to serve will be sized accordingly. The result is that every branch will be appropriately sized for the number of people it serves.

C. Community-Scale Libraries

The new and expanded library system will continue to be comprised of community-scale branches. The optimum size of the branches in terms of service delivery and operational efficiencies is in the 20,000-40,000 sf range, although this recommendation was deviated from slightly in response to the unique needs of smaller communities such as Rio Vista. The 20,000-40,000 sf model takes into consideration the mobile commuter profile of the residents of Solano County, as suggested by community input and corroborated by the Library's analysis of customers' usage patterns. ***The community-scale library model allows the Library to respond to customers' need for branch libraries to be centrally located within their communities and conveniently accessible as part of their daily routines.***

D. Single Story Branches

This Facilities Master Plan recommends single-story branch libraries wherever possible due to issues of operational efficiency, accessibility, and programmatic flexibility. Two-story libraries will be considered on a case-by-case basis where sufficient land for a single-story library is not available. If a second story is necessary, it will be primarily used for staff work areas, meeting rooms, and other program spaces that have limited operational impact.

E. Partnership Opportunities

Whenever such opportunities exist, branch libraries will be planned and developed to be adjacent to or integrated into other community facilities (such as community centers and schools) in order to gain programmatic synergies and to better serve Solano County residents.

Every effort will be made to integrate new and improved branch libraries with other community facilities (such as community centers and schools) when such opportunities exist.

F. Service Delivery Strategies

In response to the ongoing need to provide better and more efficient library services to the residents of Solano County, the Library is implementing new service delivery models. ***The motivation for changing the way the Library does business is to use 21st century technology to streamline staff operations and improve customer service.*** By providing opportunities for such services as express check-outs, self-serve hold pick-ups, online reservations and booking abilities for computers, credit card payments of fines and fees, self-monitoring technology and extended hours, the Library wants to increase the accessibility and availability of library resources for all the residents of Solano County.

RECOMMENDATION

Definition of the Development Strategies

Each proposed new branch or addition to an existing facility was evaluated in collaboration with the City Stakeholder Committees to determine the best solution to meet the unique needs of that community. Once specific strategies were identified with the City Stakeholder Committees, they were then reviewed and confirmed with the County Oversight Committee. Each development strategy falls into one of four categories: **renovation**, **addition**, **relocation**, and **new branch**. The definition of each development strategy is as follows:

A. Renovation:

Renovating an existing facility. This strategy was applied when the size and location of the existing facility was appropriate to meet community needs, but the facility required renovations in order to provide the level of service recommended by this Facilities Master Plan. The renovated building will, to the extent possible, be completely brought up to current code requirements and will incorporate contemporary library design and planning concepts to better serve library customers.

B. Addition:

Constructing an addition to an existing facility at the library's present site. This strategy was applied when the existing branch library was well located but needed to be larger in order to provide the recommended level of service *and* when there was adequate capacity at the present site for an addition. The expanded building will complement the existing facility and allow the library to meet community needs at its present site.

C. Relocation:

Relocating an existing branch to a new facility within the same service area of the existing branch. This strategy was applied when there was a disparity between the size of the existing facility and the size of the population in the facility's service area *and* there was not adequate capacity at the present site for an addition. When an existing branch was too small to adequately serve the population of its proposed service area, relocation was proposed. Alternatively, when an existing branch was too large to efficiently serve the residents of its proposed service area, relocation was also proposed. The existing branch will be relocated to a more appropriately sized facility that will meet the needs of community members in the branch's service area. The existing branch will remain open until the new facility is completed.

D. New:

Constructing a completely new branch. This strategy was applied in those areas where the current population is underserved by the existing branch library in the community *or* where anticipated growth in the area will warrant a new library branch in the future.



Renovation: *Renovating an existing facility to better serve customers.*



Addition: *Constructing an addition to an existing facility on the present site.*



Relocation: *The current branch will be relocated to a new facility on a new site within the same service area of the existing branch.*



New: *A completely new branch will be added to the Library system.*

4. DETERMINING THE RECOMMENDATION

The specific development strategy recommended for each community is summarized below (and addressed in greater detail in the *City Summaries* chapter). In summary, the addition of **7 new** libraries, **3 relocated** libraries, **2 additions** to existing libraries, and **1 renovated** library will bring the Solano County Library system up to 365,788 sf countywide, or 100% of the recommendation for the year 2020. The decision of whether or not to pursue leased or owned library facilities will be left to each individual city or library district to determine.

Improved Branches

Renovation: The Fairfield-Suisun Community Library is currently in the design stage for a major renovation. The facility will be brought up to current code requirements and designed, to the extent possible, to meet the service level guidelines recommended in this Facilities Master Plan. This facility will also be the model for new service delivery strategies.

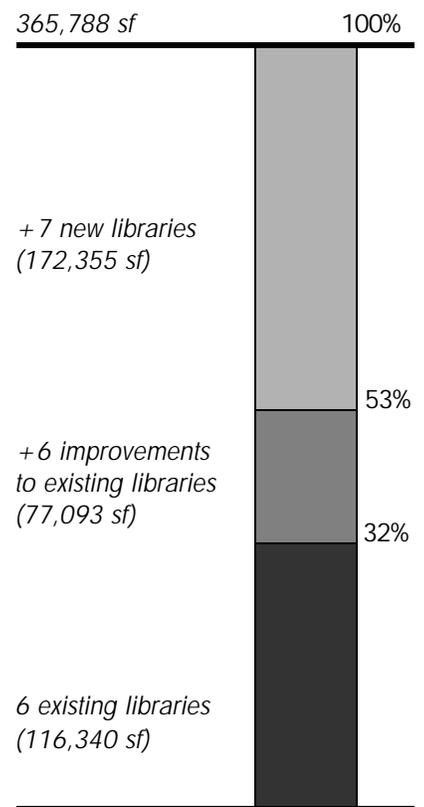
Addition: Of the two branches where an addition has been recommended, the current Vacaville Public Library was built with a 15,000 sf expansion planned. The recommendation for the Rio Vista Library is to consider either an addition to the existing facility, or if that is not feasible, a new branch in conjunction with a school-owned site north of Highway 12.

Relocation: The three libraries where relocation is recommended are the John F. Kennedy Library and the Springstowne Library in Vallejo and the Suisun City Library. The John F. Kennedy Library is located in the downtown area of Vallejo but the majority of the residential population there has migrated to the east side of the freeway where the extremely small Springstowne branch is located. Even with the future growth projected in downtown Vallejo, the anticipated need for the proposed service area can be met by a facility that is less than one half the size of the existing John F. Kennedy branch. Meeting the need for the Springstowne service area, however, will require a facility that is 12 times the size of the existing 3,000 sf branch. The recommendation for the Suisun City Library calls for relocation to a joint-use facility at Heritage Park, where the City is currently planning the construction of a new community center. The City and the Library are exploring opportunities for joint operations and programming.

New Branches

The balance of the facility service needs not met by improvement or relocation of existing branches will be met by the addition of seven new branches. Two of the seven new branches are currently in the early planning stages: a new downtown branch in Vacaville is being integrated into a redevelopment project that the city is pursuing with a private developer, and a new Cordelia branch is being investigated by the City of Fairfield.

The completion of 7 new libraries, 3 relocated libraries, 2 additions to existing libraries, and 1 renovated library will bring the Library up to 100% of the total library space needed by the year 2020!

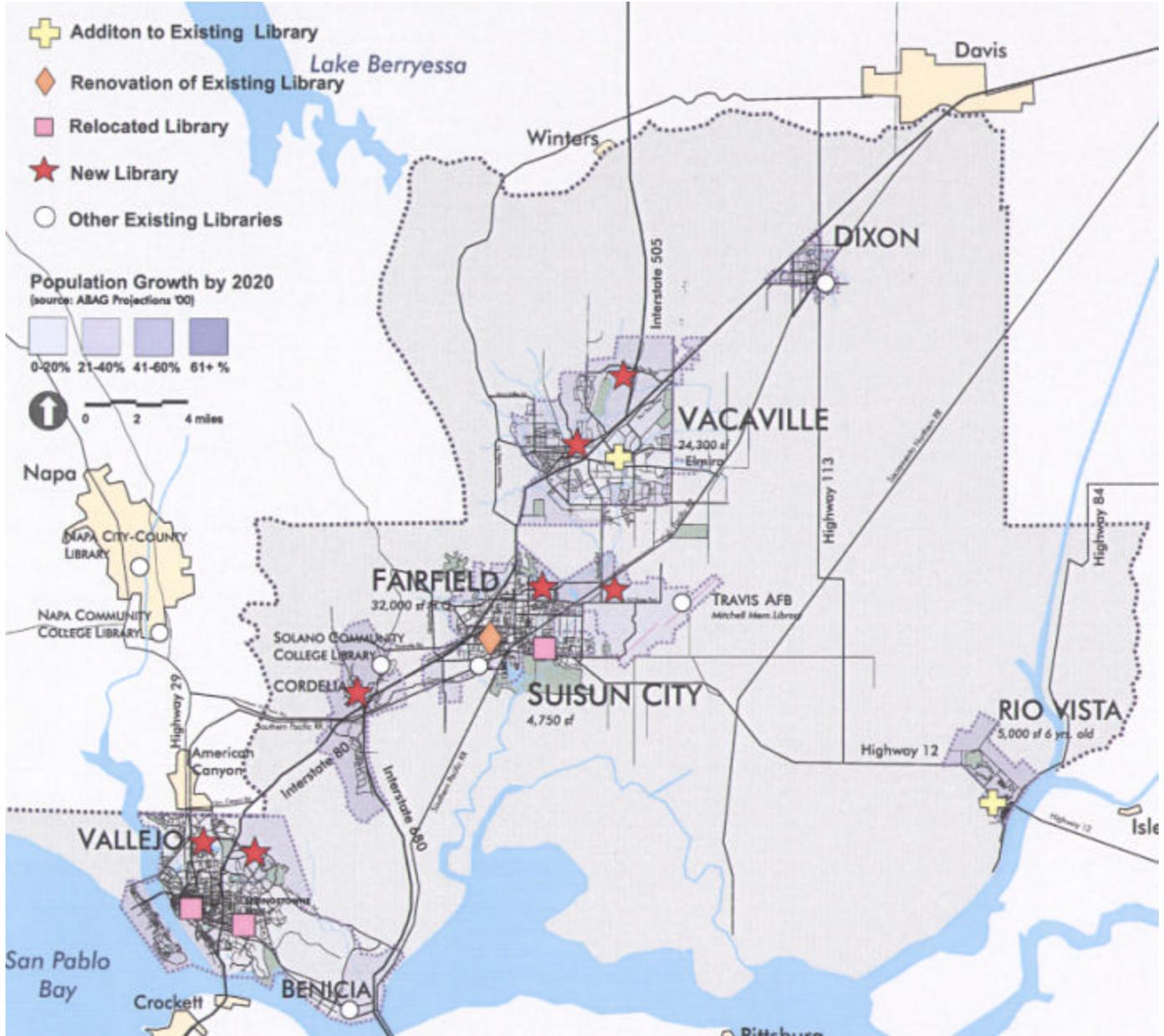


Development Strategies
(as a % of 2020 Need)

RECOMMENDATION

New and Improved Library Libraries throughout the County

The map below shows the location of each of the recommended development strategies in all the communities the Library serves and illustrates how *new and improved library facilities will be distributed throughout Solano County.*



Summary of Recommended Development Strategies

The table below compares the proposed improvements to library facilities in each of the cities the Library serves to the existing conditions in those cities. The calculation of the square foot of library space per capita is included as an indicator of *the future equity of library services throughout Solano County* if the development strategies recommended by the Facilities Master Plan are implemented in full.

City	Existing Conditions			Proposed Improvements (by 2020)		
	Area (sf)	Population	sf/capita	Area (sf)	Population	sf/capita
Fairfield	32,054	98,330*	0.3	113,172	148,910*	.76
Renovate Existing Fairfield-Suisun Community Library	32,054			32,054		
New Cordelia	-			22,000		
New North Fairfield	-			30,000		
New Northeast Fairfield	-			29,118		
Rio Vista	5,370	4,850	1.1	16,872	22,200	.76
Existing Rio Vista Library	5,370			5,370		
New or Addition to Existing Library	-			11,502		
Suisun City	4,752	27,250	0.2	23,864	31,400	.76
Existing Suisun City Library	4,752			-		
Relocate Existing Library (to Heritage Park)	-			23,864		
Vacaville	24,266	98,700*	0.2	100,643	132,425*	.76
Existing Vacaville Public Library	24,266			24,266		
Addition to Existing Library	-			15,377		
New Downtown Vacaville	-			25,000		
New North Vacaville	-			36,000		
Vallejo	49,898	114,715	0.4	111,237	146,365*	.76
Relocate Existing JFK Library (within West Vallejo)	46,874			20,000		
Relocate Existing Springstowne Library (within East Vallejo)	3,024			36,000		
New Northwest Vallejo	-			30,000		
New Northeast Vallejo	-			25,237		

* Includes population of surrounding unincorporated areas.

Implementing the Facilities Master Plan

The implementation of this Facilities Master Plan is critical to the ongoing success of the Solano County Library. The needs of Solano County residents for library services are great and will continue to grow at an even greater pace than the population. Implementing the recommendations of the Facilities Master Plan will require serious commitment from all of the Library's community partners. Both the capital costs of the recommendations and the increased operational costs require that improvements be made over time in order to allow for funding to be identified and revenue increases to occur. The impact of the phasing plan on financing both capital and operational costs must be carefully understood and planned for. Therefore, the phasing recommendations of the Facilities Master Plan and its financial impact merit a detailed analysis. The costs of Phase 1 projects are more fully defined than projects in later phases because the costs of earlier projects can be projected more accurately. This section discusses the implementation plan and several strategies for funding the recommended projects.

PHASING PLAN SUMMARY

- *A total of 13 projects to bring new and improved libraries in every community.*
- *A 20 year build-out to be accomplished in three phases: Phase 1(2001-2005), Phase 2 (2006-2010), and Phase 3 (2011-2020).*
- *Significant improvements in every phase.*

Criteria Used to Develop the Phasing Plan

The following five criteria were used to develop the recommendations for the phased implementation plan.

A. Geographic Equity and Fairness

The phasing plan will distribute new services and facilities evenly throughout the county and the cities and will raise service levels in all cities in an equal and consistent manner. Equity within the cities will be considered and implementing projects in areas where there are underserved populations will generally take precedence over improvements in communities that already have library service.

B. Emerging Opportunities

The phasing plan prioritizes emerging opportunities (i.e., projects which can be acted on sooner or require immediate action to be realized) over projects where no immediate opportunities exist.

C. Operation Cost Management

The phasing plan will gradually distribute the costs associated with increased staff and maintenance needs.

D. Capital Cost Management

The phasing plan will allow project funding to be distributed over time. The costs of the recommendations are significant and phasing the improvements over 20 years will help each community plan for capital costs.

E. Project Oversight

The phasing plan provides for effective oversight by city and Library staff, as well as community participation in the design process. The building of a library is a considerable undertaking for a city or district, the Library, and most importantly, the community. A phased schedule will allow for the appropriate dissemination of information.

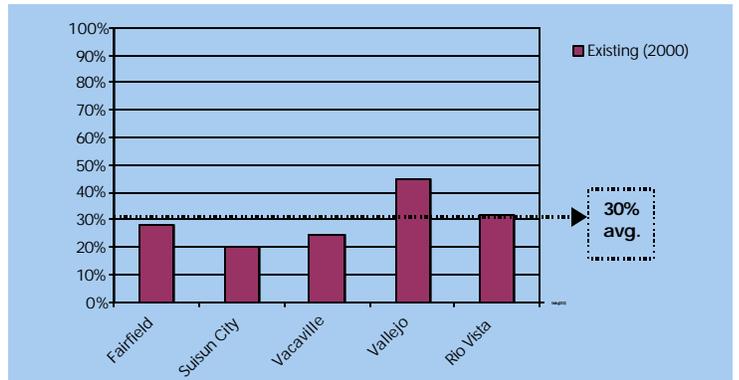
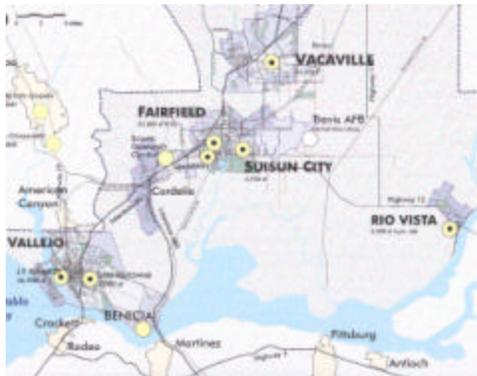
IMPLEMENTATION

	Project Timeline	Project Description
Current (2000)	Fairfield.....32,054 sf Suisun City.....4,752 sf Vacaville.....24,266 sf JFK (West Vallejo).....46,874 sf Springstowne (East Vallejo).....3,024 sf Rio Vista.....5,370 sf ----- Current Total.....116,340 sf	The <i>six existing branch libraries</i> in the Solano County Library system provide an average of 30% of the countywide need for library space by the year 2020. The need is based on the relationship between the cities’ and the county’s projected 2020 population and the total area (measured in square feet) of all the existing library branches.
Phase 1 (2001 – 2005)	Fairfield: New Cordelia.....22,000 sf Fairfield: Renovate existing.....[same 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 end of Phase 1.....178,554 sf	At the end of the Phase 1 (2001-2005), <i>the first six projects</i> recommended by the Facilities Master Plan will have opened. These six projects, including one renovated, three relocated, and two new libraries, will have significantly improved library facilities countywide. The one city not affected, Rio Vista, had no immediate need for improved facilities based on the planning process but will need and receive improvements in Phase 3 (2011-2020). Total library space countywide will have increased to meet 54% of square footage needed by the year 2020.
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 end of Phase 2.....263,931 sf	At the end of Phase 2 (2006-2010), <i>four additional projects</i> recommended by this Facilities Master Plan will have been completed, including two new libraries and two additions to existing libraries. Total library space countywide will have increased to meet 69% of square footage needed by the year 2020.
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 end of Phase 3.....365,788 sf	GOAL MET! By the end of Phase 3 (2011-2020), <i>the final four projects</i> recommended by this Facilities Master Plan will have been completed, including three new branches and one addition to an existing library. Total library space countywide will now be 100% of the square footage needed by the year 2020 and all improvement goals will have been met.

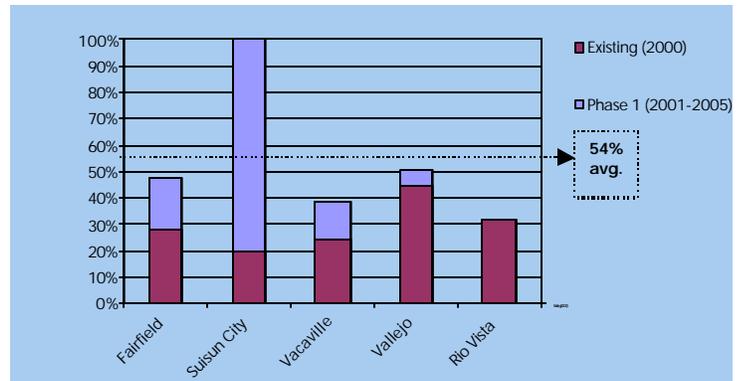
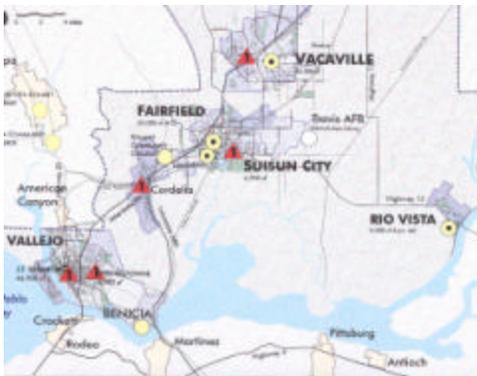
Phasing Plan

Phased Improvements (as a % of 2020 library sf needs)

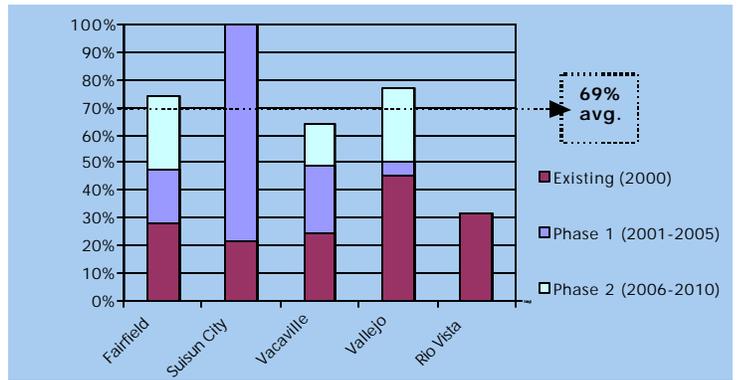
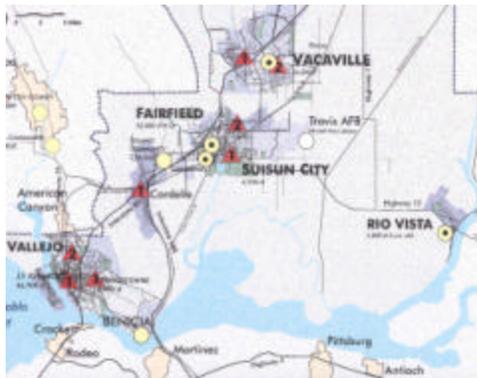
Current (2000)



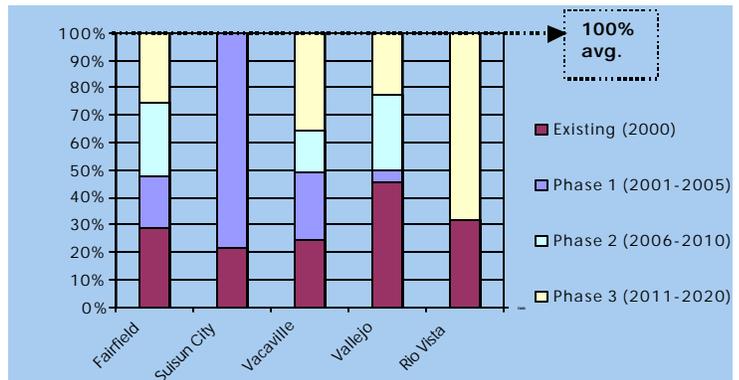
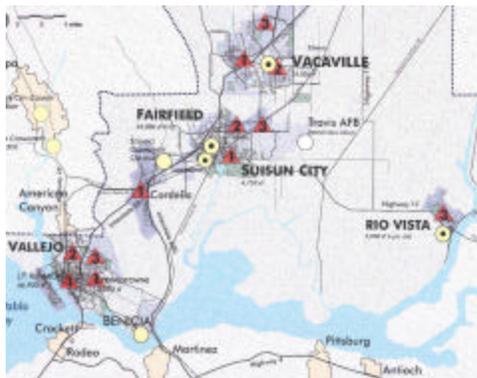
Phase 1 (2001 - 2005)



Phase 2 (2006 - 2010)



Phase 3 (2011 - 2020)



IMPLEMENTATION



Analysis of the costs of the recommended projects must address both one-time capital funds necessary to construct or improve library facilities and on-going funds to maintain and operate them.

FINANCIAL ANALYSIS

An integral part of the Facilities Master Plan process was the development of project costs. It was mandated from the onset of this study that the Facilities Master Plan be developed with a comprehensive project budget including construction, operating and maintenance costs, as well as financing options and recommendations. The project costs can be broken down into two categories: *capital project budget* and *operating and maintenance budget* (which includes both personnel costs and service costs such as new collection materials and technology, utilities, custodial care, supplies, and postage).

Both of these elements are essential to the success of the project. A premier library system requires excellent materials, talented professional staff, convenient hours of operation, and facilities that support the Library's mission. A financial analysis of the Facilities Master Plan is therefore necessary to find the correct balance between these competing financial needs. A thorough analysis of the costs of the Facilities Master Plan recommendations must address both the one-time capital funds necessary to construct or improve library buildings and the on-going funds to maintain and operate them.

CAPITAL PROJECT BUDGET

The purpose of this budget is two-fold: 1) to identify realistic project costs that can be used in the planning stage of a project, at which point most public project budgets are established, and 2) to serve as a tool that can be customized to any of the Facilities Master Plan projects once the opportunity to move ahead with a project occurs.

Components of the capital project budget include both hard and soft costs. Hard costs include land acquisition, demolition, renovation, new construction, site improvements, furniture, fixtures and equipment, and technology. Soft costs include design and engineering, project management, plan check, inspection and moving costs. Contingencies and escalation have been applied to both hard and soft costs.

Some costs have been excluded from the capital project budgets because they could not be clearly defined at this point in the facilities planning process. These costs include utility fees, school district impact fees, and special development fees. These fees are nonetheless very real costs associated with development and will therefore need to be defined and incorporated into the capital budgets as the projects become better defined.

Land costs have also been excluded from the capital project budgets. Because of the significant costs of developable land, the Library will be actively working with its community partners to identify potential library sites that are owned by a city, school district, or the county. All of the development strategies currently being considered are on such sites.

Capital Cost Model Methodology

The approach to developing the hard costs had several built-in checkpoints. The cost models were developed by the Facilities Master Plan consultants and an estimating specialist who has experience with both construction and renovation of similarly sized branch libraries. Proposed projects were classified into five budget categories: *small branch library* (8,000-15,000 sf) *medium branch library* (15,000-25,000 sf), *medium main library* (15,000-25,000 sf), *large main library* (25,000-40,000 sf), and an *addition to an existing library*.

Budgets are comprehensive. Construction budgets are based on per square foot costs for building, landscape, and parking appropriate to public buildings of the size and type proposed and are based on traditional (design/bid/build) project delivery by a public sector entity. Furniture budgets are also based on square foot costs and are for new items to replace and augment the existing furniture. Soft costs utilize a budget of 30% of the hard costs, which includes design and engineering fees, construction management costs, and a 5% contingency. The implementation plan proposes a 20-year schedule. Hard and soft costs will rise over the course of building the projects and escalation is included in the budget.

IMPLEMENTATION

PHASED CAPITAL BUDGET

The following chart provides a breakdown of the major capital costs of the Facilities Master Plan projects. The costs shown are in 2001 dollars and escalated dollars per the phasing recommendations.

Cost Analysis Summary					
City	Development Strategy	Building Size (sf)	Project Budget (2001 dollars)	Escalated Project Budget ¹	Proposed Phase
Fairfield					
	Renovate Existing Fairfield-Suisun Community Library	32,054 sf	\$ 4,500,000	\$ 4,500,000	1 (2001-2005)
	New Cordelia	22,000 sf	\$ 9,173,634	\$ 10,366,207	2 (2006-2010)
	New North Fairfield	30,000 sf	\$ 12,868,566	\$ 17,115,193	2 (2006-2010)
	New Northeast Fairfield	29,118 sf	\$ 12,488,628	\$ 20,606,236	3 (2011-2020)
<i>City Total</i>	<i>4 projects</i>	<i>113,172 sf</i>	<i>\$ 39,030,829</i>	<i>\$ 52,587,636</i>	<i>-</i>
Rio Vista					
	New Rio Vista Library OR	11,502 sf	\$ 5,502,729	\$ 9,079,503	3 (2011-2020)
	Addition to Existing Library	11,502 sf	\$ 6,332,554	\$ 10,448,714	3 (2011-2020)
<i>City Total²</i>	<i>1 project</i>	<i>16,872 sf</i>	<i>\$ 5,916,729</i>	<i>\$ 9,762,603</i>	<i>-</i>
Suisun City					
	Relocate Existing Library (to Heritage Park)	23,864 sf	\$ 10,089,756	\$ 11,401,425	1 (2001-2005)
<i>City Total</i>	<i>1 project</i>	<i>23,864 sf</i>	<i>\$ 10,089,756</i>	<i>\$ 11,401,425</i>	<i>-</i>
Vacaville					
	New Downtown Vacaville	15,000 sf	\$ 3,900,000	\$ 3,900,000	1 (2001-2005)
	Expand Downtown Vacaville ³	10,000 sf	n/a	n/a	2 (2006-2010)
	Addition to Existing Library	15,377 sf	\$ 8,349,677	\$ 11,105,070	2 (2006-2010)
	New North Vacaville	36,000 sf	\$ 15,462,153	\$ 25,512,553	3 (2011-2020)
<i>City Total⁴</i>	<i>3 projects</i>	<i>100,643 sf</i>	<i>\$ 27,711,830</i>	<i>\$ 40,517,123</i>	<i>-</i>
Vallejo					
	Relocate Existing JFK (in West Vallejo)	20,000 sf	\$ 8,633,934	\$ 9,756,345	1 (2001-2005)
	Relocate Existing Springstowne (in East Vallejo)	36,000 sf	\$ 15,845,630	\$ 17,905,562	1 (2001-2005)
	New Northwest Vallejo	30,000 sf	\$ 13,268,839	\$ 17,647,556	2 (2006-2010)
	New Northeast Vallejo	25,237 sf	\$ 10,801,551	\$ 17,822,559	3 (2011-2020)
<i>City Total</i>	<i>4 projects</i>	<i>111,237 sf</i>	<i>\$ 48,549,954</i>	<i>\$ 63,132,022</i>	<i>-</i>
County Total	13 projects	365,788 sf	\$ 131,299,098	\$ 177,400,809	-

¹ Escalation factor is 5% for the first year (2001) and 4% for each year thereafter. All project budgets are escalated to the January midpoint of the proposed implementation phase (i.e., Phase 1 to 1/03; Phase 2 to 1/08; Phase 3 to 1/16).

² Budget totals for Rio Vista are the averaged project budgets for the two alternatives (only one project will be implemented).

³ Purchase of additional 10,000 sf at the new library proposed for downtown Vacaville will be tied to the purchase option clause in the contract between the City of Vacaville and the Vacaville Library District.

⁴ Budget totals for Vacaville do not include costs associated with the purchase of additional 10,000 sf at the new library proposed for downtown because those costs cannot be defined at this time.

CAPITAL BUDGET FUNDING STRATEGIES

Implementation of the full recommendations described in this Facilities Master Plan has an escalated capital cost of approximately \$177 million dollars over a twenty-year period. There are many different approaches to fund the capital cost of the thirteen Facilities Master Plan projects. Every city/library district currently has an agreement with the county for the delivery of library services; however, historically cities have addressed the costs for capital improvements on an individual project basis.

Implementation of the full recommendations described in this Facilities Master Plan has an escalated capital cost of approximately \$177 million dollars over a twenty-year period.

This Facilities Master Plan investigated several debt financing alternatives available to the cities including development impact fees, general obligation bonds, certificates of participation, benefit assessment districts, parcel taxes, Mello-Roos special tax bonds, and Proposition 14. The following is a brief synopsis of each of these financing alternatives.

1. Development Impact Fees

When a jurisdiction looks at existing revenues and they are not adequate to support the development of a capital improvement program on a pay-as-you-go basis or cash basis, an alternative available to the jurisdiction is to implement new fees. One vehicle that has been used by several jurisdictions for the construction of new library facilities is a development impact fee. The fee is typically charged against new residential housing projects. It is based on the number of housing units to be developed, the timing of the build-out of those housing units, and the total amount of money needed. Solano County presently has four cities collecting development impact fees for library improvements (Fairfield, Rio Vista, Suisun City, and Vallejo) and all are specifically targeted to address growth-related issues.

2. General Obligation Bonds

Since the passage of Proposition 46 in 1986, cities have been able to issue general obligation bonds to acquire, construct, or improve real property. General obligation bonds are the most efficient form of long-term debt financing because they require neither a reserve fund nor funded interest (i.e., capitalized interest) during construction or acquisition of the project. Therefore, general obligation bonds are smaller in size and annual total debt is correspondingly lower than any other form of long term debt financing. The major challenge of a general obligation bond is the required two-thirds majority voter approval and the inequities created by Proposition 13 in the assessed valuations among property owners/homeowners. Another is the time necessary to educate voters about the need for the financing program, holding an election, paying for the election, and selling the bonds. A final consideration is that a city election for the issuance of general obligation bonds must receive city council approval and can only occur three times a year as stipulated by state regulations.

IMPLEMENTATION

3. Certificates of Participation

Certificates of participation 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 period of time. 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 city or district, through this financial instrument, has accessed the tax-exempt debt market. 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 library district board) is empowered to enter into lease/purchase financing.

4. Benefit Assessment and Parcel Tax

Proposition 218, passed in 1996, now prohibits the creation of Benefit Assessment Districts. Parcel taxes require super majority (67%) voter approval. Both parcel taxes and benefit assessments have been used throughout California to finance emergency and paramedic services and improvements. The advantage of these types is that the actual amount levied per household, business, etc. can be structured so that it is reflective of the benefit derived from the improvement or service (i.e., the assessment is based on the proportion of the benefit received by each member of the District). This is in contrast to the general obligation bond tax, which can only be based on assessed valuation. In the case of a parcel tax, the amount can be based on anything *except* assessed valuation.

5. 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, or 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.

6. Proposition 14 – State Library Bond

This statewide library bond measure was approved by voters on March 7, 2000. It will provide \$350,000,000 for financing a library construction and renovation program to be administered by the State Librarian. First priority will be given to joint-use projects in which the agency that operates the library and one or more school districts have a cooperative agreement. Second priority will be given to all other public library projects.

All grants will be made on a competitive basis instead of a per capita allocation. Grant recipients must provide matching funds for least 35% of the costs of the project. This bond potentially could provide 65% of funds for construction, renovation and/or expansion of branch library facilities, as presented in this Facilities Master Plan. Recipients may use the funds for the following purposes:

- *Acquisition or construction of new facilities or additions to existing public library facilities.*
- *Acquisition of land necessary for the purposes listed above.*
- *Remodeling or rehabilitation of existing public library facilities or of other facilities for the purpose of their conversion to public library facilities.*
- *Furniture, fixtures, and equipment to make a facility fully operational if the project is funded through this bond.*

7. Other Funding Strategies

Other funding strategies for the capital costs of the projects recommended in this Facilities Master Plan include projects led by private developers, redevelopment agency projects, and any other appropriate financing mechanisms that will facilitate project implementation.

OPERATING AND MAINTENANCE BUDGET

Since the approval of Measure B, a 1/8-cent sales tax measure in June 1998, the majority of the Library's operating and maintenance budget has been supported by both a dedicated portion of property tax and a dedicated portion of the sales tax. The sales tax will sunset in 2014 as voted upon in the June 1998 election.

The Library's operating budget is comprised of two parts, ***Personnel*** and ***Services***:

- *Personnel includes all costs (i.e., salaries and benefits) associated with the people part of the organization – the staff needed to provide the array of library services offered to the general public.*

Proposition 14 monies can potentially fund 65% of the funds needed for construction, renovation, and/or expansion of library facilities. Grant recipients must provide the matching funds for at least 35% of project costs.

IMPLEMENTATION

- *Services include those costs associated with the day-to-day operation of the system. Those costs include, but are not limited to, purchases for the collection, technology, utilities, custodial care, supplies, and postage. Service costs do not include costs associated with the operation and maintenance of the facilities or capital renewal costs (other than routine cleaning and maintenance).*

Implementation of the Facilities Master Plan is based upon a phased construction plan that distributes increased personnel and services costs over a twenty-year period.

The operating and maintenance costs schedule for implementation of the Facilities Master Plan establishes a steady and gradual growth in costs associated with the operating and maintenance budget. Implementation of the Facilities Master Plan is based upon a phased construction plan that will distribute increased personnel and services costs over a twenty-year period. In addition, staffing projections were based upon maximizing efficiencies through the application of technological innovations over time.

FUNDING OPERATING & MAINTENANCE COSTS

The following are financing options for consideration by the county and the cities the Library serves for funding the increased operating and maintenance costs associated with this Facilities Master Plan:

1. City Contributions

The operating and maintenance schedule associated with the phased implementation plan provides a gradual and steady increase in funds needed to support the Facilities Master Plan. Most cities already provide some supplementary funding for library services, but the additional library facilities proposed by this the Facilities Master Plan will require new or enhanced contributions.

2. Community Facilities District

Community Facilities Districts requires establishing a city-wide district with two-thirds approval of voters. The funds generated by such a district can be used to finance increased operating costs *on the condition* that these costs are for services above and beyond the services provided before the district was created *and* the services do not supplant services already available within the district. Community facility district funds can be used for capital costs but cannot be based on assessed valuation.

3. Sales Tax

The current sales tax apportionment sunsets in 2014. Renewing the sales tax in 2014 would enable the library to continue to pay for operating and maintenance costs. Renewal would require two-thirds voter approval.

Extensive Community Participation

Solano County residents played an important role in shaping the recommendations contained in this Facilities Master Plan. Throughout the course of the year-long, community-based planning process, the Library sought input and guidance from hundreds of library customers, library staff, and community leaders in each of the cities the Library serves. This extensive public outreach effort consisted of customer satisfaction surveys, analysis of customer use patterns, focus groups, meetings with community leaders, a strategic visioning workshop, and presentations to library staff, city council members, school board trustees, and county supervisors.



Community participation provided the foundation upon which this Facilities Master Plan was built.

A. Customer Satisfaction Surveys

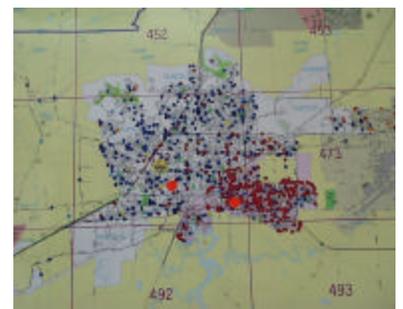
In order to capture a “snapshot” of how library customers use their local community libraries and how satisfied they are with the library services offered, the Library randomly distributed approximately 250 customer satisfaction surveys at each of the libraries it operates. These surveys asked a variety of questions about customers’ library use, such as how often they came to the library, how they got there, what services they came to the library for, and whether they found the services they needed.

“It [the JFK Library] is the only library in Vallejo that has everything you need. The people could use another one like this.”

–JFK Library Customer

B. Mapping Customer Use Patterns

In order to learn more about how Solano County residents use their branch libraries, the Library generated a random sample of nearly 4000 customer addresses which were then mapped with colored dots to indicate which branch each customer visited. Comparing these customers’ addresses with the location of the branch library each customer had used suggested two general patterns. First, the customers in the sample were very mobile in their library use, with many living in one community and using a library located in a different community. Secondly, there were several areas in Solano County which appeared to be underserved in terms of library services, suggesting that the nearest branch library is either difficult to access for residents of these areas or is otherwise inadequate to meet these residents’ needs.



Map of customer use patterns in the Fairfield and Suisun City area.

C. Focus Groups

The purpose of the focus groups was to gain a more in-depth understanding of the issues faced by different groups of Library customers. Over 500 people, including youth, civic, business, and school leaders, library advisory board members, general community members, parent groups, and senior citizens, participated in the 20 focus groups convened by the Library to discuss library services in Solano County. In addition to expressing their opinions in the full group discussions, 133 of the participants completed surveys designed to measure their satisfaction with their local community library, including the collection, the availability of technology, the programs offered, the library’s location, and the library building itself.

“[The Rio Vista Library is] a bit noisy. . . i.e., no separation of children’ activities and heavy computer use tends to interfere with sitting and reading.”

–Rio Vista Public Library Customer

COMMUNITY PARTICIPATION



Library staff shared their ideas on ways to improve library facilities.



The Library met with community leaders from each city it serves.



Community leaders from throughout the County worked to develop a shared vision for the future at the Strategic Visioning Workshop.

D. Staff Interview Sessions

The Library conducted a total of seven staff interview sessions attended by over 65 staff members. At these roundtable discussions, staff members from each of the County's six library branches were asked to share which features of their branches "worked" well and which features needed to be improved.

E. City Stakeholder Committees and County Oversight Committee

The Library met with nearly 50 community leaders in order to formulate ideas for improving library services and facilities in their communities. In thirteen meetings with the five separate City Stakeholder Committees, the Library worked with city and school district leadership to develop strategies for meeting the current and future demand for library services in Solano County. The Library then clarified and confirmed these strategies at three meetings with the County Oversight Committee. The County Oversight Committee was composed of community leaders from throughout the county and served as a sounding board for the project team by providing input and feedback during the planning process.

F. Strategic Visioning Workshop

In order to develop a vision of what roles the library should play in the rapidly changing communities of Solano County, the Library conducted a Strategic Visioning Workshop attended by approximately 25 city and county leaders. In developing a shared vision for future library services and facilities, participants developed a series of vision statements centered around three principal themes: the 'Library and Community,' the 'Library and Technology,' and the 'Library and Partnerships.'

G. Presentations of the Facilities Master Plan

By the time this planning process is completed, the Library will have made several presentations to key groups of stakeholders including library staff, city council members, school board trustees, and county supervisors. In addition, the Library intends to make additional presentations to these and other stakeholders as the Facilities Master Plan moves forward.

This Plan was Developed & Confirmed with Community Input

Throughout the planning process, the Library made a comprehensive effort to hear from as many different voices and vantage points as possible. The residents of Solano County responded to this effort with insightful and passionate ideas on how to improve library services and facilities in their communities. Indeed, community participation provided the very foundation upon which the Facilities Master Plan was built – it helped the Library to identify the needs and to develop the recommendations to meet those needs. In addition, community leaders from each city and throughout the county validated these findings and recommendations.

Ongoing Community Participation

Simply because this Facilities Master Plan has been written does not mean that the door has been closed to the community to help shape the future of library service in Solano County. Opportunities for community members to provide input will be ongoing as the Library and its community partners work to implement the recommendations contained in this Facilities Master Plan:

This Facilities Master Plan is a “living document”: community members will have ongoing opportunities to help shape the future of library service in Solano County.

- *As the implementation of the Facilities Master Plan moves forward, the Library will make additional presentations at meetings of the County Board of Supervisors and the respective city councils and school district board meetings in each community.*
- *As new library facilities are constructed and existing library facilities are improved in the years to come, the Library will solicit input and feedback from customers via surveys, focus groups, and other methods.*
- *The construction of new library facilities will require a site selection process in which community members will be able to provide feedback to help the Library and city leaders determine which of the available sites might best meet the unique needs of their community.*
- *The Library will continue to work collaboratively with library customers to develop customized services that meet the specific needs of each of the individual communities it serves.*

Indeed, the Library considers the Facilities Master Plan to be a “living document” and encourages every resident of Solano County to join with them to continue the conversation that this planning process has begun.

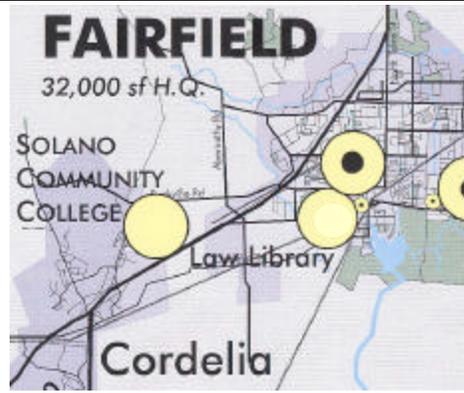


The Library encourages Solano County residents to join with them to continue the conversation that this master planning process has begun.

Specific Opportunities and Challenges in each of the Cities

Thus far, this Facilities Master Plan has focused on strategies for improving library facilities countywide. But the Library knows that each of the communities it serves is unique and therefore has unique needs for library services. This chapter summarizes the specific opportunities and challenges in each of the cities the Library serves and highlights specific strategies for meeting existing and future needs for library services in these communities.

FAIRFIELD



Growth in Fairfield

Population	Current	2020
	98,330	148,910

- Population is expected to grow by more than 50% in the next twenty years. Growth areas include Cordelia and Northeast Fairfield.

Existing Library:

- Fairfield-Suisun Community Library: 32,054 sf

Future Needs for Fairfield:

- City square footage:
 - 353% increase
 - 32,054 sf to 113,172 sf
- City collection:
 - 304% increase
 - 140,911 vol. to 428,116 vol.

Fulfilling Fairfield’s Needs:

- Renovate existing Fairfield-Suisun Community Library: 32,054 sf
- New Cordelia branch library: 22,000 sf
- New north Fairfield branch library: 30,000 sf
- New northeast Fairfield branch library: 29,118 sf

1. CITY NEEDS AND OPPORTUNITIES

The second largest community in Solano County, Fairfield has only one library, the Fairfield-Suisun Community Library. The building is centrally located within the older part of town towards the southern end of Fairfield. Cordelia is a relatively new part of town, and is geographically separated from the rest of the City by a stretch of rural land. I-80 is the major connector between Fairfield and Cordelia. The traffic created by the I-80/I-680 interchange creates a major barrier for Cordelia residents and furthers the geographical separation between this part of the city and the town proper.

The opportunities for partnerships, both new and continued, are promising in Fairfield and include the City, Travis Unified School District, and Fairfield-Suisun City Unified School District. The common goal of the partners is to provide the residents of Fairfield with outstanding community services. Many of the development strategies discussed at the City Stakeholder Committee meetings were those that these partners had brought to the table.

2. EXISTING SERVICES AND FACILITIES

Currently the existing library facility in Fairfield has many inadequacies. The service points have poor visibility, the shelving is at capacity, there are not enough computers for the public, and there are major issues concerning the existing heating/ventilation/air conditioning (HVAC) system. The main floor of the library is one large space which doesn’t accommodate the variety of activities needed, such as group study spaces and children’s activities. The resulting noise levels in this space are quite high and disturb those customers requiring quiet work areas. The second floor of the building, which is used for staff operations and County Library Headquarters, is much too small compared to the amount of workspace needed. The interior of the building is dated and some of the finishes, such as the carpeting, are worn and need to be replaced.

None of the existing library components meet the recommended service level guidelines; all aspects are in need of improvements. The deficiencies of the building and services are especially apparent on busy afternoons: students are sprawled on the floor because there are no available chairs and there is a two-hour wait for the computers.

Service Levels	Have	2020 Need
Collection	140,911 volumes	428,116 volumes
Seating	181 seats	447 seats
Computers/Training Lab	37 computers	185 computers
Storytelling	33 seats	150 seats
Community Room	88 seats	450 seats
Group Study/Tutoring	0 seats	104 seats
Parking	59 spaces	212 spaces
Building	32,054 sf	113,172 sf
Population Served	98,330 people	148,910 people

1. COMMUNITY PARTICIPATION

A. Customer Satisfaction Surveys

The approximately 250 Fairfield-Suisun Community Library customers that completed customer satisfaction surveys had three major concerns: 1) the small size of the collection and its lack of variety, 2) the conflicts, such as noise, that arose when the library hosted incompatible activities, and 3) the shortage of computers. Customers also expressed a desire for more children's materials in the library and felt that the library would better serve them if there were more spaces for group study, eating and drinking, and studying with laptops.

B. Focus Groups

A total of 123 people attended the 7 focus groups convened to specifically discuss library services in Fairfield and the Cordelia/Green Valley area. Seventy-two of the focus group participants also completed surveys that asked about their level of satisfaction with various aspects of the Fairfield-Suisun Community Library. One-third of focus group survey respondents noted that they were unsatisfied with the collection while another one-third were not satisfied with the availability of computers. Satisfaction with parking at the library was split, with 32 satisfied and 30 not satisfied. Three-fourths were satisfied with the current location of the library; however, two-thirds of Cordelia residents were dissatisfied with the location of the library.

C. City Stakeholder Meetings

The Library met with 14 community leaders from the Fairfield metropolitan area at three separate City Stakeholder Committee meetings in order to formulate strategies for improving library services and facilities in Fairfield.

4. RECOMMENDATIONS

The specific recommendations for Fairfield were developed with the city stakeholders and are intended to address the unique needs in Fairfield.

Renovating the existing Fairfield-Suisun Community Library and bringing it up to the recommended service level guidelines will enable this facility to meet the community members' need for 21st century library services.

The Cordelia area is remote from the rest of the City and is sorely lacking in many community services. A full-service branch library that is accessible to school-aged children and residents within the area and that can serve as a social center for the community is vitally needed.

The north Fairfield branch will serve the residents on the side of town where most of the city's recent growth has occurred (new development has increasingly occurred farther away from the existing library branch). The northeast Fairfield branch will be centrally located in this area that has yet to be developed but is slated for future growth. Development strategies for north/northeast Fairfield may be modified pending revisions to the City's General Plan that may affect the future population of northeast Fairfield.

"It's really nice for my granddaughter for storytime, only I feel that sometimes it's too noisy."

– Fairfield-Suisun
Community Library customer

"When there are long assignments on the computer, they don't give you enough time."

– Fairfield-Suisun
Community Library customer

"I wish for a branch in North Fairfield...if only to return books to."

– Fairfield-Suisun
Community Library customer

"It does not have many titles in Spanish, for books that really have literary relevance."

– Fairfield-Suisun
Community Library customer

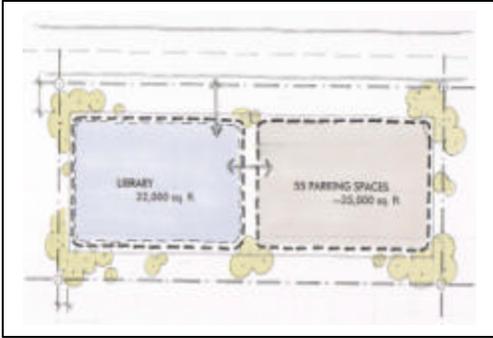


Fairfield-Suisun Community Library



Children's Collection Area

FAIRFIELD



Development Strategy 1 for the proposed Cordelia branch library (a 22,000 sf, one-story facility on a 1.5 acre site)

5. DEVELOPMENT STRATEGIES

Total City Need for 2020	113,172 sf
Proposed Cordelia branch library	– 22,000 sf
Existing Fairfield-Suisun Community Library	– 32,054 sf
Remaining City Need for 2020	59,118 sf

Proposed North Fairfield branch library:

- Development Strategy 1
 - 30,000 sf one-story library with 73 parking spaces
 - Required site: 2.0 acres
- Development Strategy 2
 - 30,000 sf two-story library with 73 parking spaces
 - Required site: 1.7 acres

Proposed Northeast Fairfield branch library:

- Development Strategy 1
 - 29,000 sf one-story library with 68 parking spaces
 - Required site: 1.5 acres
- Development Strategy 2
 - 29,000 sf two-story library with 68 parking spaces
 - Required site: 1.2 acres

Phase 1 Recommendations:

- **Renovate existing Fairfield-Suisun Community Library: 32,054 sf (same sf as existing)**

Budget Data:

Total Project Budget \$4,500,000

- **New Cordelia branch library: 22,000 sf**

Budget Data:

Construction Cost \$5,948,723

Furniture Cost \$1,016,400

Soft Cost \$2,089,537

Subtotal Project Budget \$9,054,660

Public Art \$118,974

Total Project Budget \$9,173,634

Total Escalated Budget \$10,366,207
5% escalation
to midpoint of Phase 1 (Jan. 2003)

Phase 2 Recommendations:

- **New north Fairfield branch library: 30,000 sf**

Phase 3 Recommendations:

- **New northeast Fairfield branch library: 29,000 sf**

6. IMPLEMENTATION

Implementation is proposed in three phases: Phase 1 (2001-2005), Phase 2 (2006-2010), and Phase 3 (2011-2020):

Phase 1 (2001-2005)

The first project for Fairfield is the renovation of the existing Fairfield-Suisun Community Library. The sooner the improvements can be made, the sooner community members can enjoy the benefits. This project promises substantial, immediate improvements for relatively minimal costs.

As exemplified by the focus groups, the Cordelia community is literally demanding that community services be provided to them. The isolation that the I-80/I-680 interchange creates for Cordelia is truly a hardship for the community and physically cuts off access to the existing library branch in Fairfield. The central location and good access within Cordelia, as well as for commuters on I-80, make the recommended site adjacent to the County Office of Education desirable.

Phase 2 (2006-2010)

The north Fairfield branch will alleviate the gap in library services in north Fairfield and will provide better access to school children in the community.

Phase 3 (2011-2020)

The northeast Fairfield branch will meet the need for the anticipated growth that will occur in this area. Current sites under consideration include a joint-use facility with a high school and the Travis Unified School District.

7. NEXT STEPS

The recommendation to renovate the existing Fairfield-Suisun Community Library allows the library to remain at a location familiar to the community. The most immediate next steps are to educate customers on alternate sources of library services during construction and to identify the appropriate balance of services for the improved Fairfield-Suisun Community Library.

Step 1: Design and Implementation

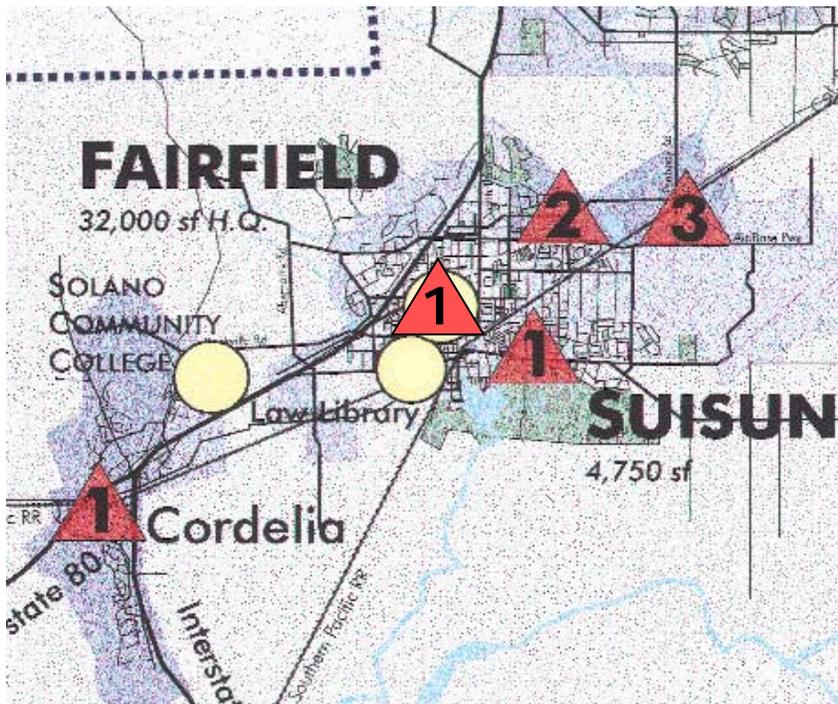
Once the design and renovation of the existing branch are complete, Fairfield residents will benefit from the modernized facility as well as the new, more efficient model of service delivery. The development of the Cordelia branch will also be forthcoming.

Step 2: Partnerships

The City of Fairfield continues to be an invaluable community partner, as are the school districts of Travis and Fairfield-Suisun City. Continuing to cultivate these relationships will help to ensure the ongoing success of the Library in providing the services that Fairfield residents want and need.

Step 3: Additional Opportunities

The implementation of this Facilities Master Plan is an ambitious endeavor due to the nature of partnerships; it also has the potential of being more successful because of the partnerships. The Library and its community partners will need to continue to respond to and create additional opportunities for the successful implementation of this Facilities Master Plan.



Phasing Plan implementation for Fairfield

Phased Improvements (as a % of 2020 Need)

	2020	100%
Phase 3		
2010		74%
Phase 2		
2005		48%
Phase 1		
2000		28%
Current		

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RIO VISTA



Growth in Rio Vista

Population	Current	2020
	4,850	22,200

- Population is expected to grow by 458% with the addition of many new retirement communities, the largest expected growth rate in the County.

Existing Library:

- Rio Vista Library: 5,370 sf

Future Needs for Rio Vista:

- City square footage:
 - 314% increase
 - 5,370 sf to 16,872 sf
- City collection:
 - 208% increase
 - 33,770 vol. to 70,208 vol.

Fulfilling Rio Vista’s Needs:

- Existing Rio Vista Library: 5,370 sf
- Addition to the existing library OR a new, second branch on a school site: 11,502 sf

1. CITY NEEDS AND OPPORTUNITIES

Rio Vista is the smallest city in Solano County and is relatively isolated in a rural area of the county along the Sacramento River. Although it is the smallest community, it has the largest anticipated growth rate in the county, more than quadrupling its existing population by 2020. Since a large portion of this projected population is attributed to new retirement communities, it should be noted that senior citizens are major users of public libraries.

Highway 12 runs through the middle of Rio Vista and creates a physical barrier between the two sides of town. Theoretically, navigating the town on foot should be easy, however the busy highway makes moving across town difficult.

The existing library, built in 1995, is the newest in the county, and currently exceeds the square footage per capita recommended by this Facilities Master Plan for the city. However, because of the relatively small size of the community, the branch is not a full service branch and does not include spaces such as group study rooms or a computer lab.

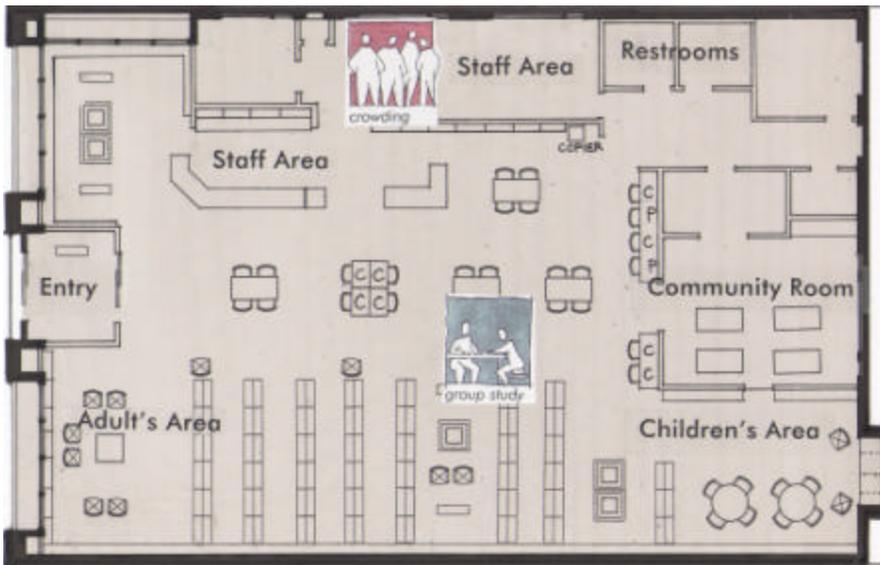
2. EXISTING SERVICES AND FACILITIES

The functional analysis of the facility reveals a well-functioning branch that has a few minor issues. The acoustics in the building are loud and distracting to customers, the staff area is very small and inhibits service, and the shelves are completely filled.

Library programs are also limited by the facility: there is no dedicated storytelling area, the community room is too small for many programs, and there is no space for a computer lab to accommodate technology training classes. Because Rio Vista is a smaller community, the Library will need to increase the square footage per capita in order to have sufficient space for the library programs the community wants and needs.

Service Levels	Have	2020 Need
Collection	33,770 volumes	70,208 volumes
Seating	35 seats	110 seats
Computers/Training Lab	10 computers	48 computers
Storytelling	0 seats	50 seats
Community Room	24 seats	150 seats
Group Study/Tutoring	0 seats	32 seats
Parking	4 spaces	67 spaces
Building	5,370 sf	16,872 sf
Population Served	4,850 people	22,200 people

CITY SUMMARIES



Functional Analysis of the existing Rio Vista Library

3. COMMUNITY PARTICIPATION

A. Customer Satisfaction Surveys

Approximately 250 customers of the Rio Vista Library completed customer satisfaction surveys. Many of these customers felt that the collection at their library needed to be enlarged and improved. Further, while several customers noted that they appreciated the recently extended hours, many were eager for the library to be open even more hours.

B. Focus Groups

A total of 13 people attended the one focus group convened to specifically discuss library services in Rio Vista. These thirteen focus group participants also completed surveys that asked about their level of satisfaction with various aspects of the Rio Vista Library. Several of these customers expressed a similar desire for a larger, more diverse collection at their library. This group of customers were generally happy with the size, space and atmosphere of the existing library building, but were concerned with how well this library would serve their community's future needs based on the population growth projected for Rio Vista.

C. City Stakeholder Meetings

Because the need for additional library facilities in Rio Vista is several years out, the Library only met once with the 8 community leaders on the Rio Vista City Stakeholder Committee. The Library committed to continue the dialogue that was begun at this meeting concerning strategies for improving library services and facilities in Rio Vista.

"Not open enough hours. Need more selection/rotation."

– Rio Vista Library customer

"At times it can get pretty crowded; that isn't a bad thing, it's more the noise level."

– Rio Vista Library customer

"A bit noisy...i.e. no separation of children activities and heavy computer use tends to interfere with sitting and reading."

– Rio Vista Library customer

"Not as many titles as larger libraries; some things that are not as mainstream are hard to get."

– Rio Vista Library customer



Existing Rio Vista Library



Children's Collection area

RIO VISTA

FUNCTIONAL ANALYSIS Rio Vista Library	
ICON	EXPLANATION
 <p>crowding</p>	<p>The staff area at the Rio Vista Library is too crowded.</p>
 <p>group study</p>	<p>There are no group study spaces at the Rio Vista Library.</p>

Functional limitations of the existing Rio Vista Library

4. RECOMMENDATIONS

The recommendations for Rio Vista were developed with the City Stakeholder Committee, which included city officials and representatives from the River-Delta School District. The two options discussed were: 1) expanding the existing Rio Vista Library building or 2) constructing a new, second library branch on a school site. Constructing a second branch on a school site could take advantage of a potential partnership opportunity with the River-Delta School District for a joint-use facility. However, the cost inefficiencies of operating two small branches in Rio Vista were of concern to both the Stakeholders and the Library. No matter which of the development strategies is pursued, Stakeholders gave the highest priority to keeping the main library facility in the downtown area.

5. DEVELOPMENT STRATEGIES

Total City Need for 2020	16,872 sf
Addition to existing or new branch library	11,502 sf
Existing Rio Vista Library	5,370 sf

- Development Strategy 1
 - Addition to the existing Rio Vista Library.
 - The City does not currently own any additional land onto which it can expand and the site of the current library is land-locked. It is, however, in a very central location in downtown Rio Vista.
- Development Strategy 2
 - New, second branch library on a school site.
 - Possible partnership with school district or community park.

6. IMPLEMENTATION

Because Rio Vista's existing library is relatively new and currently exceeds the square footage recommendation of this Facilities Master Plan and because most of the city's growth is not expected until the middle years of this document's planning horizon, implementation is proposed for Phase3 (2011-2020):

Phase 3 (2011-2020)

Rio Vista currently has 1.1 square feet of library space per capita and is the only city that exceeds the 0.76 square feet per capita recommended by this Facilities Master Plan. Based on the projected timing of Rio Vista's growth, improvements are being proposed for Phase 3 of the implementation plan, when more population growth has occurred and additional library space is needed to meet the recommended service level guidelines.

Phase 3 Recommendations:

- **Addition to existing Rio Vista Library: 11,502 sf**
- OR
- **New, second branch library on a school site: 11,502 sf**

7. NEXT STEPS

Either the recommendation to expand the existing building or to build a second branch requires additional land. Working towards securing the relationship and the site for the future library is one of the next steps.

Step 1: Partnerships

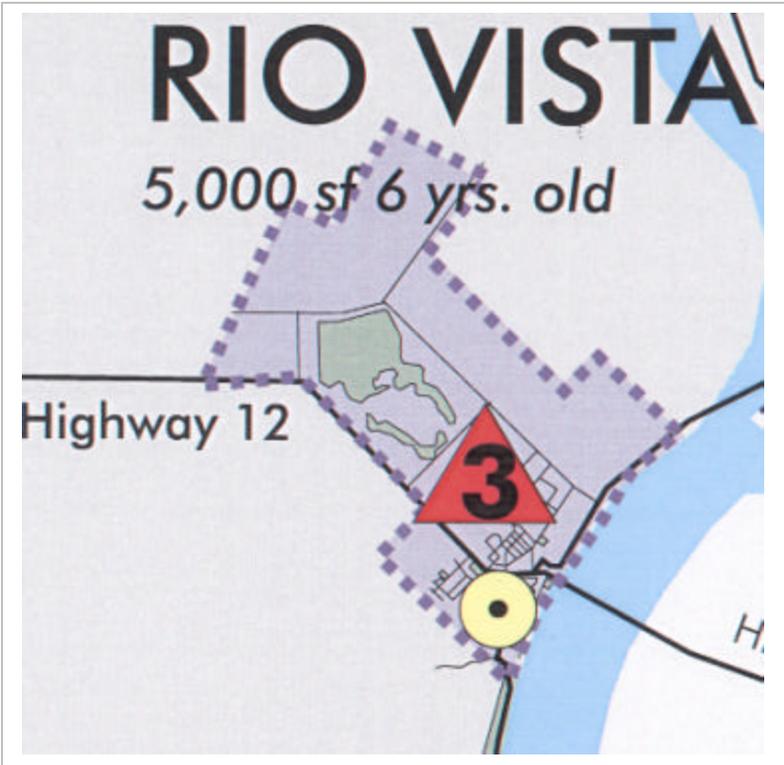
Exploring and creating the opportunity to expand the partners in Rio Vista to include the River-Delta School District is an ongoing task for the Library.

Step 2: Services and Programming

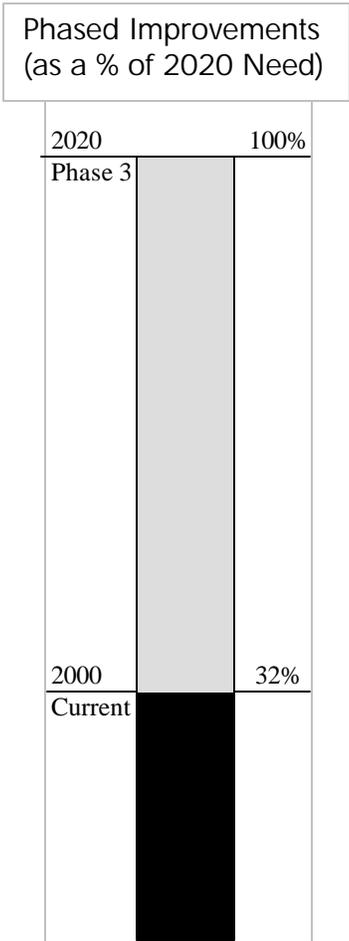
Identifying ways to incorporate the new service model to provide more efficient and varied services to the residents of Rio Vista is another task. In the future, this may help defray potentially prohibitive operational costs of a second branch. Minor changes in the existing building could have major impacts in library services.

Step 3: Planning for Future Change

Continued work toward a healthy partnership between the City, the School District, and the Library will help to ensure coordination in strategizing to meet future needs. Developing funds for Rio Vista’s future need should be considered, through efforts such as developer impact fees, library impact fees, etc., to ensure funding is in place when changes are needed.



Phasing Plan implementation for Rio Vista showing Development Strategy 2 (a new, second branch on a school site.)



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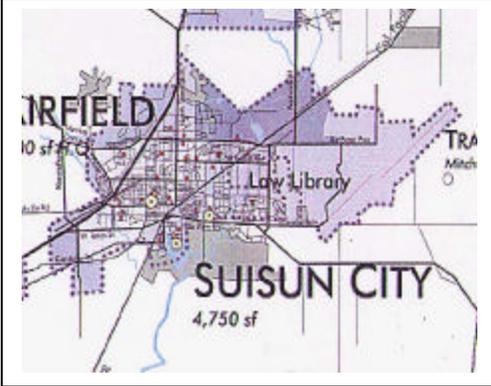
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3.

SUISUN CITY



Growth in Suisun City

Population	Current	2020
	27,250	31,400

- The City is currently almost built-out but the population is expected to increase by 15% over the next 20 years.

Existing Library:

- Suisun City Library:
4,752 sf

Future Needs for Suisun City:

- City square footage:
 - 502% increase
 - 4,752 sf to 23,864 sf
- City collection:
 - 208% increase
 - 43,415 vol. to 90,275 vol.

Fulfilling Suisun City's Needs:

- New branch library at Heritage Park: 23,864 sf (a joint-use facility planned in conjunction with a new community center will provide opportunities for both operating and programming partnerships).

1. CITY NEEDS AND OPPORTUNITIES

The City of Suisun City houses its library on the second floor of a commercial building. The library is centrally located within the community; however, being on the second floor results in a very low profile with no visual presence in the community. Before the current branch was created, the residents of Suisun City used the Fairfield-Suisun Community Library and a bookmobile. The mapping study of library patrons indicated a high level of user crossover from Suisun City to Fairfield. With a new, larger, and more accessible branch, a better balance of customer crossover can be expected.

Suisun City plans to build a joint-use library and community center in Heritage Park. The opportunity created for the City Park and Recreation Department and the Library to build a joint-use facility will provide the residents of Suisun City with community services that are located adjacent to other shopping amenities, creating a convenient one-stop destination for users. This facility will also help provide a strong civic focus for the City.

2. EXISTING SERVICES AND FACILITIES

The existing library space is undersized for the community. The facility is relatively new and comfortable, with nice natural light providing a warm ambience. However, the location of the branch on the second floor of the commercial building creates problems attracting customers and functioning as a community center due to its poor visibility. Functionally, there are no program spaces in the library except for an open area in the children's area that is used for story hour, resulting in little acoustical separation. The computers are usually fully occupied, and the seating and shelving are severely insufficient; though only seven years old, it is crowded. The size and location of this branch are huge hurdles for the library in terms of providing a full complement of library services.

The cost of operating this branch is also very expensive per square foot of library service. The City currently pays the expensive lease payment and the Library pays the relatively high operating costs.

Service Levels	Have	2020 Need
Collection	43,415 volumes	90,275 volumes
Seating	40 seats	93 seats
Computers/Training Lab	9 computers	35 computers
Storytelling	0 seats	25 seats
Community Room	0 seats	100 seats
Group Study/Tutoring	0 seats	24 seats
Parking	300 spaces*	80 spaces
Building	4,752 sf	23,864 sf
Population Served	27,250 people	31,400 people

*Shared spaces

3. COMMUNITY PARTICIPATION

A. Customer Satisfaction Surveys

Approximately 250 customers of the Suisun City Library completed customer satisfaction surveys. These customers were happy with the location of their library. Many mentioned that they liked the collection and the atmosphere of the library as well. However, many of these customers noted that the location of the library on the second floor limited accessibility and that the small size of the library resulted in crowded conditions.

B. Focus Groups

A total of 10 people attended the focus group convened to specifically discuss library services in Suisun City. Seven of the focus group participants also completed surveys that asked about their level of satisfaction with various aspects of the Suisun City Library. The majority of these customers were satisfied with the collection, programming, atmosphere and parking at their library, as well as the library's location. However, satisfaction with the computers, seating, and meeting space at the library was mixed, with several survey respondents expressing dissatisfaction with these services at the Suisun City Library.

C. City Stakeholder Meetings

The Library met with 6 community leaders from Suisun City at two separate City Stakeholder Committee meetings in order to formulate strategies for improving library services and facilities in their community.

4. RECOMMENDATIONS

The recommendation is for the library to be built in conjunction with the community center at Heritage Park. The location is central to the residential areas of the City, and its placement in Heritage Park is a very compatible use for the park and the community center. It will provide consolidated and efficient community services to the residents. The opportunity also exists for the City to apply for Proposition 14 funding for assistance with the capital costs of the project. If the complete recommendation of 23,864 sf cannot be met, a phased project should be considered. The original concept for the Community Center project allotted 10,000 sf for the library facility, and both fit and budget are of concern to stakeholders. Although the need for a 23,864 sf library facility is more than expected by the City, the programming for a joint-use facility has not been looked at in depth and a reduction in 10-20% of the required space could be realized. This could occur from efficiencies gained by sharing support and program spaces, such as entries, restrooms, and multi-use rooms.

"Too small, not enough materials, and not open on Sundays."

– Suisun City Library customer

"Not enough access to book search catalogs and don't like that it is on the second floor."

– Suisun City Library customer

"Sometimes it's full because it's small."

– Suisun City Library customer

"I don't like it being on the second floor, especially if you have small children."

– Suisun City Library customer

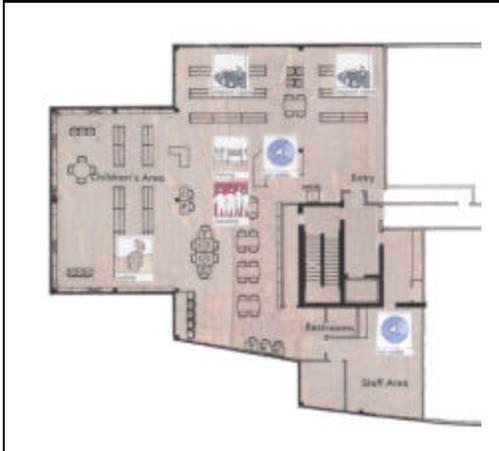


Suisun City Library



Circulation Desk

SUISUN CITY



Functional Analysis of the Suisun City Library



Development Strategy 1 (10,000 sf)

5. DEVELOPMENT STRATEGIES

Total City Need for 2020	23,864 sf
Development Strategy 1	10,000 sf
Development Strategy 2	23,864 sf
Development Strategy 3	23,864 sf

- Development Strategy 1
 - 20,000 sf community center and a 10,000 sf library addition with an additional 34 parking spaces.
 - Balance of library space to be built in the future.

- Development Strategy 2
 - 16,500 sf community center and a 23,864 sf library addition with an additional 80 parking spaces.
 - Joint-use with the community center could include shared uses such as lobby, restrooms, storytelling area, and community rooms. A shared computer lab with the school district as a partner is another possibility for sharing resources in the joint-use center.

- Development Strategy 3
 - 16,500 sf community center and two-story 23,864 sf library with 80 parking spaces.
 - Also has the same benefits as Development Strategy 2 concerning joint-use efficiencies.

Phase 1 Recommendations

- **New branch library at Heritage Park: 23,864 sf**

Budget Data:

Construction Cost	\$6,557,943
Furniture Cost	\$1,102,517
Soft Cost	\$2,298,138
Subtotal Project Cost	\$9,958,597

Public Art	\$131,159
Total Project Cost	\$10,089,756

Total Escalated Budget \$11,401,425
*5% escalation
to midpoint of Phase 1 (Jan. 2003)*

6. IMPLEMENTATION

Implementation is proposed for Phase 1 (2001-2005):

Phase 1 (2001-2005)

The new library in Heritage Park is being recommended for Phase 1 of the implementation plan because of the severe need and the available opportunities for this branch. The City has recently completed the design of the community center with allotment for an adjacent library facility. This plan may need to be revised to better align with available funding. The timing of this may allow for the integration of the library into the community center project as well as the pursuit of additional funding from Proposition 14 grant funding.

7. NEXT STEPS

The recommendation to build a joint-use facility will require the Library and the City to expand on their current partnership model. The residents of Suisun City will welcome the efficiencies and programming opportunities available with a joint-use program.

Step 1: Positioning and Implementation

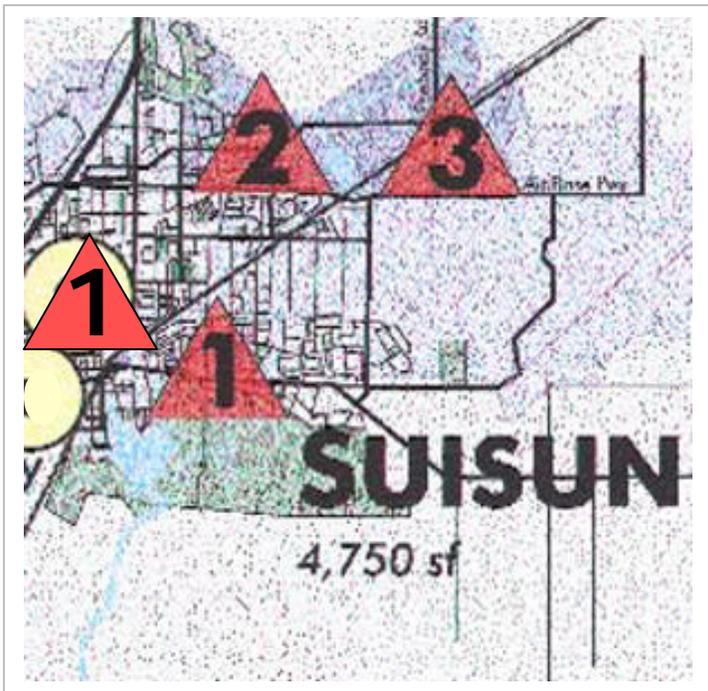
The immediate next step is to position the project for a Proposition 14 grant application, which will most likely require program development and preliminary design work. The State is developing the regulations for the grant applications and the City and Library are tracking them in order to provide their input where applicable.

Step 2: Programming

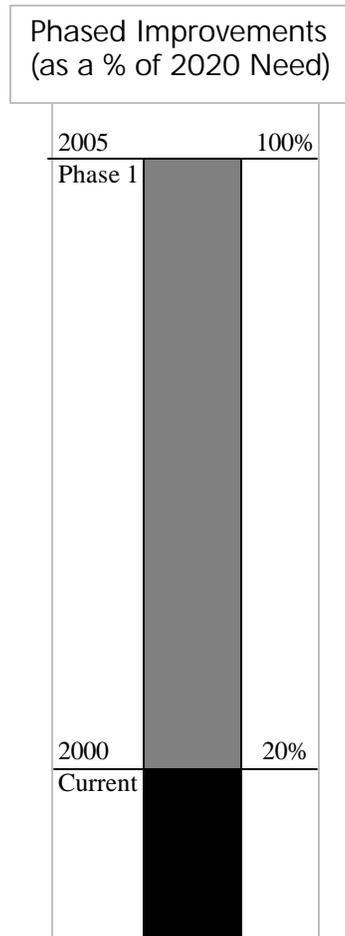
The Library and the City will need to work together to develop the program for the joint-use facility in order to determine the operational model that will be used for the facility. It will be important to identify the physical requirements of the spaces in conjunction with the operations in order to meet functional requirements for the library.

Step 3: Proactive Approach

The potential for this project is great, as much planning has already taken place for this project; this proactive approach should be continued to ensure that all opportunities for this joint-use facility are fully pursued.



Phasing Plan implementation for Suisun City



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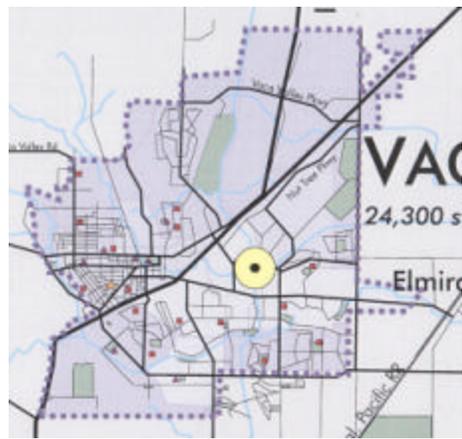
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VACAVILLE



Growth in Vacaville

Population	Current	2020
	98,700	132,425

- Population is expected to grow 34% with most of this growth occurring in north Vacaville.

Existing Library:

- Vacaville Public Library: 24,266 sf

Future Needs for Vacaville:

- City square footage:
 - 415% increase
 - 24,266 sf to 100,643 sf
- City collection:
 - 300% increase
 - 127,028 vol. to 380,722 vol.

Fulfilling Fairfield’s Needs:

- Existing Vacaville Public Library: 24,266 sf
- Future addition to existing library: 15,377 sf
- New downtown branch library: 15,000 sf
- Future addition to new downtown library: 10,000 sf
- New north Vacaville branch library: 36,000 sf

1. CITY NEEDS AND OPPORTUNITIES

The current Vacaville Public Library most closely meets the recommendations of the service level guidelines of the Facilities Master Plan. It is a new facility built in 1993 and one that offers a full complement of library services. The old downtown library closed upon the opening of the new library in the Cultural Center because of operational cost deficits. Library services are provided by the county, through a contract with the Vacaville School District/Library District, which is the governing body; the District is one of the few remaining school/library districts in the state.

Anticipated growth areas in Vacaville are to the north of the existing community. Mapping of library patrons showed that, while the Library was used by residents throughout Vacaville, more library customers in the sample lived south of I-80 than north of I-80. As the City continues to grow and expand to the north, there will be a substantial population located there that will require library services.

The School District/Library District is currently building a reserve fund for the opportunity to expand library services to the community. It will be this fund, in part, that will help to implement the recommendations for the Phase 1 project.

2. EXISTING SERVICES AND FACILITIES

As mentioned previously, the existing Vacaville library comes closest to meeting the service level guidelines of the Facilities Master Plan for a single facility. However, it is not large enough, nor does it provide equal access, to serve the entire community of Vacaville. Its location in a cultural complex serves to consolidate the library with other community services. Its location lacks easy access by foot or bicycle, especially important to children. This is especially significant for those residing to the north and west of I-80, because of the barrier to movement that the freeway presents in this community.

The building itself has been used as a benchmark for other cities in this planning process. The light and inviting design of the building is much appreciated by its customers. The deficiencies in the building are associated with inadequate space, such as insufficient group study areas, the lack of a computer lab, not enough computers, and inadequate program area space.

Service Levels	Have	2020 Need
Collection	127,028 volumes	380,722 volumes
Seating	131 seats	396 seats
Computers/Training Lab	28 computers	160 computers
Storytelling	47 seats	100 seats
Community Room	36 seats	300 seats
Group Study/Tutoring	12 seats	80 seats
Parking	388 spaces*	Per Project
Building	24,266 sf	100,643 sf
Population Served	98,700 people	132,425 people

*Shared Spaces

3. COMMUNITY PARTICIPATION

A. Customer Satisfaction Surveys

Approximately 250 customers of the Vacaville Public Library completed customer satisfaction surveys. The majority of these customers liked the atmosphere of their library and the special areas for children and group study. Approximately one-fifth of these customers were dissatisfied with the lack of variety in the collection and the library's relatively inaccessible location.

B. Focus Groups

A total of 70 people attended the 5 focus groups convened to specifically discuss library services in Vacaville. Fourteen focus group participants also completed surveys that asked about their level of satisfaction with various aspects of the Vacaville Public Library. The majority of these customers were happy with most aspects of their library, including the atmosphere, seating, programming, location, and parking. However, nearly a third of these focus group participants responded that they were not satisfied with the library's collection and one-fourth expressed concern with both the computers and meeting room space available at the Vacaville Public Library.

C. City Stakeholder Meetings

The Library met with 12 community leaders from Vacaville at three separate City Stakeholder Committee meetings in order to formulate strategies for improving library services and facilities in their communities.

4. RECOMMENDATIONS

The recommendations for Vacaville include a new downtown branch, an addition to the existing library, and a new north Vacaville branch. The recommendations were developed with the City Stakeholder Committee and provide a comprehensive plan to meet the library needs of Vacaville.

The construction of a downtown branch is appealing, not only because of the underserved population, but also because of the opportunity to support the City's revitalization efforts for the downtown area. A 15,000 to 25,000 sf branch library will provide an anchor for commercial businesses, as it will be a destination for residents. This strategy is also especially appealing because of the commitment that the City and the School District/Library District made to return library services to downtown when they could afford it.

The addition to the existing library will build upon a good foundation and make it even better. The land for expansion is available and the location is fairly central and is generally easily accessed by the community. The north Vacaville branch could be located in conjunction with the new high school and opportunities exist for joint operations and programming that will provide more efficient and centralized community services.

"Children's storytime is too noisy; would like to have more Internet classes..."

– Vacaville Public Library customer

"Old location was better for me to walk to."

– Vacaville Public Library customer

"Very populated and what I need is often checked out."

Not enough study rooms for tutoring."

– Vacaville Public Library customer

"Not enough books on different subject types."

– Vacaville Public Library customer



Existing Vacaville Public Library



Check-out Desk

VACAVILLE



Development Strategy 2 for the Vacaville Public Library

5. DEVELOPMENT STRATEGIES

Total City Need for 2020	100,643 sf
Development Strategy 1	25,000 sf (new library)
Development Strategy 2	24,266 sf (existing) 15,377 sf (new addition)
Development Strategy 3	36,000 sf (new library)

- Development Strategy 1: New downtown branch library
 - Two-story library (25,000 sf) with shared parking.
 - Built in collaboration with City and private developer.
 - Depending on funding, the square footage will be fully constructed and occupied in Phase 1 *or* partially fulfilled and occupied with future expansion to the recommended square footage.
 - Fulfills Library’s commitment for service to the downtown area while providing a “destination” in downtown, and consolidating community service locations.
- Development Strategy 2: Addition to existing branch library
 - 24,266 sf existing library with a 15,377 sf addition and shared parking.
 - Expands and improves existing building while strengthening consolidated community services at this site.
- Development Strategy 3: North Vacaville branch library
 - 36,000 sf new library adjacent to the future high school site.
 - Built in collaboration with the high school.
 - The location will be coordinated with the School District Master Plan.

Phase 1 Recommendations:

**New Downtown branch library
15,000 sf**

Budget Data

Construction Cost	\$2,500,000
Furniture Cost	\$500,000
Soft Cost	\$900,000
Total Project Budget	\$3,900,000

Phase 2 Recommendations:

- **Expansion of new downtown library: 10,000 sf**
- **Addition to existing library: 15,377 sf**

Phase 3 Recommendations:

- **New north Vacaville library: 36,000 sf**

6. IMPLEMENTATION

Implementation of Phase 1 (2001-2005) and Phase 2 (2006-2010) recommendations is summarized below:

Phase 1 (2001-2005)

The Phase 1 project for Vacaville is the downtown branch. The opportunity currently exists for this library to be built with the City working jointly with a private developer and the School District/Library District. The incentives for all parties are apparent and the biggest beneficiary of this project will be the community, which will get a beautifully situated library in an area of need that will support the revitalization efforts in downtown by the City.

Phase 2 (2006-2010)

The addition to the existing library is the current Phase 2 project because the site is available. The north Vacaville branch and the addition to the existing library may switch places in the implementation plan if the opportunities for the north branch occur and the population growth supports it. An expansion of the downtown library is also slated for Phase 2 to bring the size of this library to the needed 25,000 sf, should the library choose to partially occupy the building initially during Phase 1.

7. NEXT STEPS

The next steps for Vacaville are the continuation of the work they are doing. The partnership that is emerging on the downtown branch is one that will serve the community well and all initial efforts should see the realization of that branch.

Step 1: Determining the Feasibility

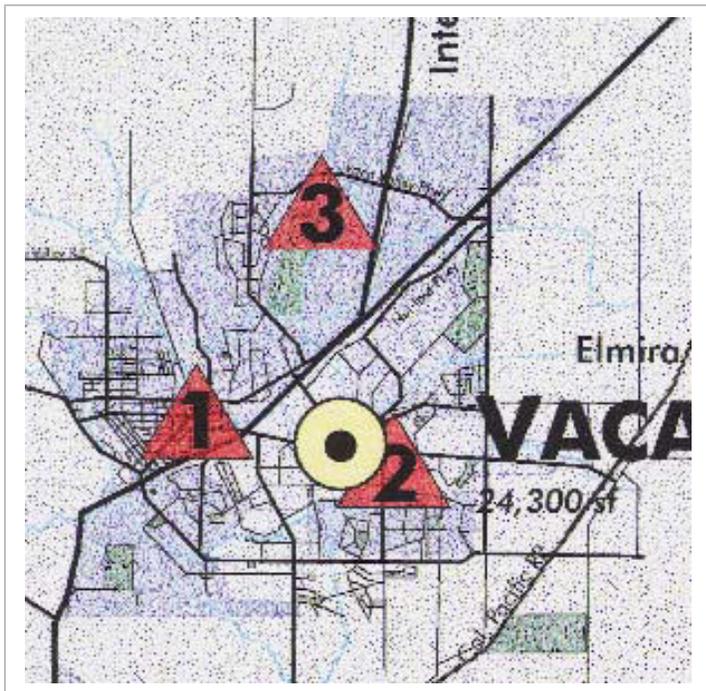
The School District/Library District, the City and the developer discussed the feasibility of the downtown library project. Adequate funding for the capital cost was of concern as was ongoing funding for operating and maintenance costs. However, all issues were satisfactorily addressed and in February 2001, the School District/Library District Board voted to proceed with a 15,000 sf downtown library branch.

Step 2: Programming

Now that the downtown library branch is a reality, the Library will need to develop a detailed building program for the branch and work with the developer on the design of the building.

Step 3: Opportunity for Innovation

The Library, City, and the developer have a unique opportunity in the downtown branch to provide innovative delivery of library and retail services in conjunction with revitalization efforts. The potential opportunities for the other projects in Vacaville are also present, and a proactive approach from the partners will ensure that all possible opportunities are pursued.



Phasing Plan implementation for Vacaville

2020	100%
Phase 3	
2010	65%
Phase 2	
2005	39%
Phase 1	
2000	24%
Current	

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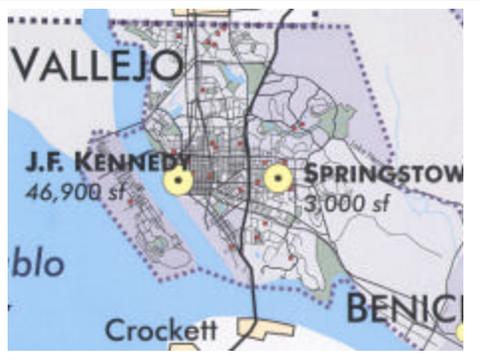
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3.

VALLEJO



Growth in Vallejo

Population	Current	2020
	114,715	146,365

- Population is expected to grow 28%. Much of the growth will occur in the north and northeast areas with some growth occurring with the development of Mare Island.

Existing Libraries:

- John F. Kennedy Library: 46,874 sf
- Springstowne Library: 3,024 sf

Future Needs for Vallejo:

- City square footage:
 - 223% increase
 - 49,898 sf to 111,237 sf
- City collection increase:
 - 187% increase
 - 224,682 vol. to 420,799 vol.

Fulfilling Vallejo's Needs:

- Relocated Springstowne Library: 36,000 sf
- Relocated downtown branch library: 20,000 sf
- New northwest Vallejo branch library: 30,000 sf
- New northeast Vallejo branch library: 25,000 sf

1. CITY NEEDS AND OPPORTUNITIES

The existing libraries in Vallejo include the John F. Kennedy Library downtown and the Springstowne branch in east Vallejo. The John F. Kennedy library is located in the City's Civic Center Complex and is somewhat remote from the existing residential areas. The majority of the residential growth in Vallejo has occurred to the east of I-80 and the downtown area is beginning to see some redevelopment activity.

In terms of meeting the recommended library square footage, Vallejo is second only to Rio Vista (which exceeds the service level guideline of 0.76 sf per capita). Vallejo currently has 0.4 sf of library space per capita. However, the major issue in Vallejo is not the *amount* of square feet, but the *location* of the square footage: the 3,024 sf Springstowne branch does one-third of the circulation that the 46,864 sf John F. Kennedy branch does.

The opportunities for partnerships have significantly improved since the outset of the master planning process. One of the emerging major partnerships that has been identified is with the Vallejo Unified School District. Land is at a premium and the School District has access not only to land, but land that is located in key service areas. Three of the four development strategies recommended are for sites that will be joint-use projects. This is especially important for the Springstowne branch, where identifying a large enough centrally located site was very challenging. The other two branches where joint-use facilities were discussed are the northeast and northwest branches.

2. EXISTING SERVICES AND FACILITIES

Both of the existing facilities in Vallejo have major service delivery issues in terms of their buildings. The Springstowne branch, at just over 3,000 sf, is seriously undersized and has inadequacies at every level except location. The facility completely limits the services and the programs that the Library can offer. Meanwhile, the John F. Kennedy library operates essentially as two branches due to the physical separation between the children's library on the first floor and the remainder of the library on the second floor. A third floor for staff use and storage, along with the City's Fighting Back offices, further contributes to both operational inefficiencies and security concerns. Because the building houses other (and not necessarily compatible) tenants, library service is compromised.

Service Levels	Have	2020 Need
Collection	224,682 volumes	420,799 volumes
Seating	281 seats	438 seats
Computers/Training Lab	71 computers	182 computers
Storytelling	49 seats	150 seats
Community Room	134 seats	450 seats
Group Study/Tutoring	0 seats	104 seats
Parking	400 spaces*	487 spaces
Building	49,898 sf	111,237 sf
Population Served	114,715 people	146,365 people

*Shared Spaces

3. COMMUNITY PARTICIPATION

A. Customer Satisfaction Surveys

Approximately 500 library customers in Vallejo completed customer satisfaction surveys. Customers of the John F. Kennedy Library were generally satisfied with the collection and the library's location. Over 10% of the customers surveyed wanted more and newer computers, and/or computers dedicated to searching the card catalog. John F. Kennedy Library customers did not like the library building: 14% mentioned problems with acoustics, the restrooms, the elevator, or the building in general. Customers of the Springstowne Library overwhelmingly liked the location and atmosphere of their library, but felt that the building was too small: 20% commented that the small size resulted in crowding. Lack of parking was the second largest concern at the Springstowne Library.

B. Focus Groups

A total of 63 people attended the 6 focus groups convened to specifically discuss library services in Vallejo. Twenty-seven of these participants also completed surveys that asked about their level of satisfaction with various aspects of either the John F. Kennedy Library (19 participants) or the Springstowne Library (8 participants). John F. Kennedy customers were generally satisfied with their library, but one-half were unsatisfied with the computers available. Springstowne customers were satisfied with their library's location but a majority were unsatisfied with the small collection, inadequate seating, and lack of parking.

C. City Stakeholder Meetings

The Library met with 14 community leaders from Vallejo at three separate City Stakeholder Committee meetings in order to formulate strategies for improving library services and facilities in their communities.

4. RECOMMENDATIONS

The recommendations to relocate both the John F. Kennedy branch and the Springstowne branch, and to build two new branches in northeast and northwest Vallejo, were developed with the city stakeholders. The relocation of the John F. Kennedy branch is expected to relieve the Library of expensive operating costs associated with the inefficiencies of running the current facility. The relocation of the Springstowne Branch will relieve the severe space limitations currently experienced by this branch.

The consideration of redevelopment funding for the relocated downtown site was discussed, as was the application for Proposition 14 funds for the relocated Springstowne branch. The recommendations distribute library services across the city in centrally located, easily accessible areas that have well-balanced service areas.

"It is the only library in Vallejo that has everything you need. The people could use another one like this."

– JFK Library customer

"There is no place designated just for group study."

– JFK Library customer

"Not enough computers to type reports."

– JFK Library customer

"It's very small and there is not as much information available or programs that I need."

– Springstowne Library customer

"It is small, but rather small than move."

– Springstowne Library customer

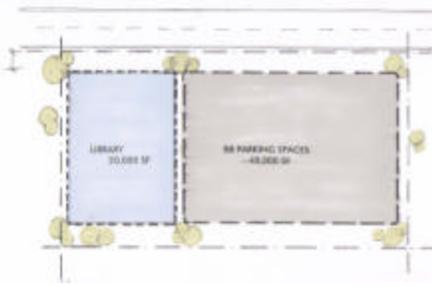


Existing John F. Kennedy Library



Existing Springstowne Library

VALLEJO



Development Strategy for the new downtown branch library

Phase 1 Recommendations:

- **New Springtowne library:**
36,000 sf

Budget Data:

Construction Cost	\$10,366,265
Furniture Cost	\$1,663,200
Soft Cost	\$3,608,840
Subtotal Project Budget	\$15,638,305

Public Art	\$207,325
Total Project Budget	\$15,845,630

Total Escalated Budget \$17,905,562
5% escalation to midpoint of construction (Jan. 2003)

- **New Downtown library:**
20,000 sf

Budget Data:

Construction Cost	\$5,630,859
Furniture Cost	\$924,000
Soft Cost	\$1,966,458
Subtotal Project Budget	\$8,521,316

Public Art	\$112,617
Total Project Budget	\$8,663,934

Total Escalated Budget \$9,756,345
5% escalation to midpoint of construction (Jan. 2003)

Phase 2 Recommendations:

- **New northwest Vallejo library:**
30,000 sf

Phase 3 Recommendations:

- **New northeast Vallejo library:**
25,237 sf

5. DEVELOPMENT STRATEGIES

Total City Need for 2020	111,237 sf
Proposed Springtowne branch	– 36,000 sf
Proposed Downtown branch	– 20,000 sf
Remaining City Need for 2020	55,237 sf

Springtowne Branch

- Development Strategy:
 - 36,000 sf building area with 159 parking spaces.
 - Required site: 3.3 acres for one-story or 2.8 acres for two-story.

Downtown branch

- Development Strategy:
 - 20,000 sf building area with 88 parking spaces.
 - Required site: 1.9 acres for one-story or 1.8 acres for two-story.

Northwest Vallejo branch

- Development Strategy:
 - 30,000 sf building area with 132 parking spaces.
 - Required site: 2.9 acres for one-story or 2.5 acres for two-story.

Northeast Vallejo branch

- Development Strategy:
 - 25,237 sf building area with 110 parking spaces.
 - Required site: 2.2 acres for one-story or 1.8 acres for two-story.

6. IMPLEMENTATION

Implementation is proposed in three phases: Phase 1 (2001-2005), Phase 2 (2006-2010), and Phase 3 (2011-2020):

Phase 1 (2001-2005)

The relocation of the John F. Kennedy and the Springtowne branches has been identified for the first phase of the project because of existing opportunities for the City and possible funding from Proposition 14 for the joint-use facility to replace the Springtowne branch. The relocated branches will provide centrally located branch libraries while Phase 2 and 3 projects are built to supplement the City's library network.

Phase 2 (2006-2010)

The new northwest branch is identified for Phase 2 and is currently recommended to be a joint-use facility with Vallejo Unified School District.

Phase 3 (2011-2020)

The new northeast branch is identified for Phase 3 and is currently recommended to be a joint-use facility with Vallejo Unified School District.

7. NEXT STEPS

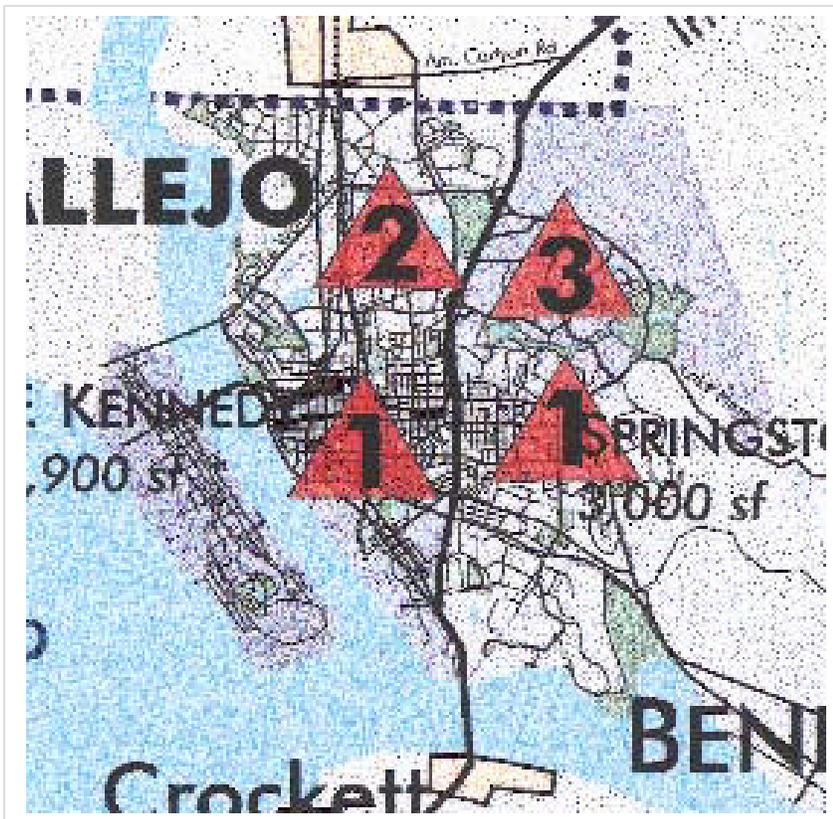
Proceed with the investigation into the feasibility of the relocation of the John F. Kennedy branch and the Springstowne branch. Continue working with both the City and the School District on the site development strategies and actively pursuing funding opportunities.

Step 1: Funding Revenues

Capital funding sources will need to be secured for both the relocated JFK and the Springstowne branches. The impetus for funding the downtown branch is the feasibility of using the existing building as a public safety facility for the police and fire departments. Initial programming and conceptual design work will need to be completed for the Springstowne branch application for Proposition 14 funds.

Step 2: Fostering Partnerships

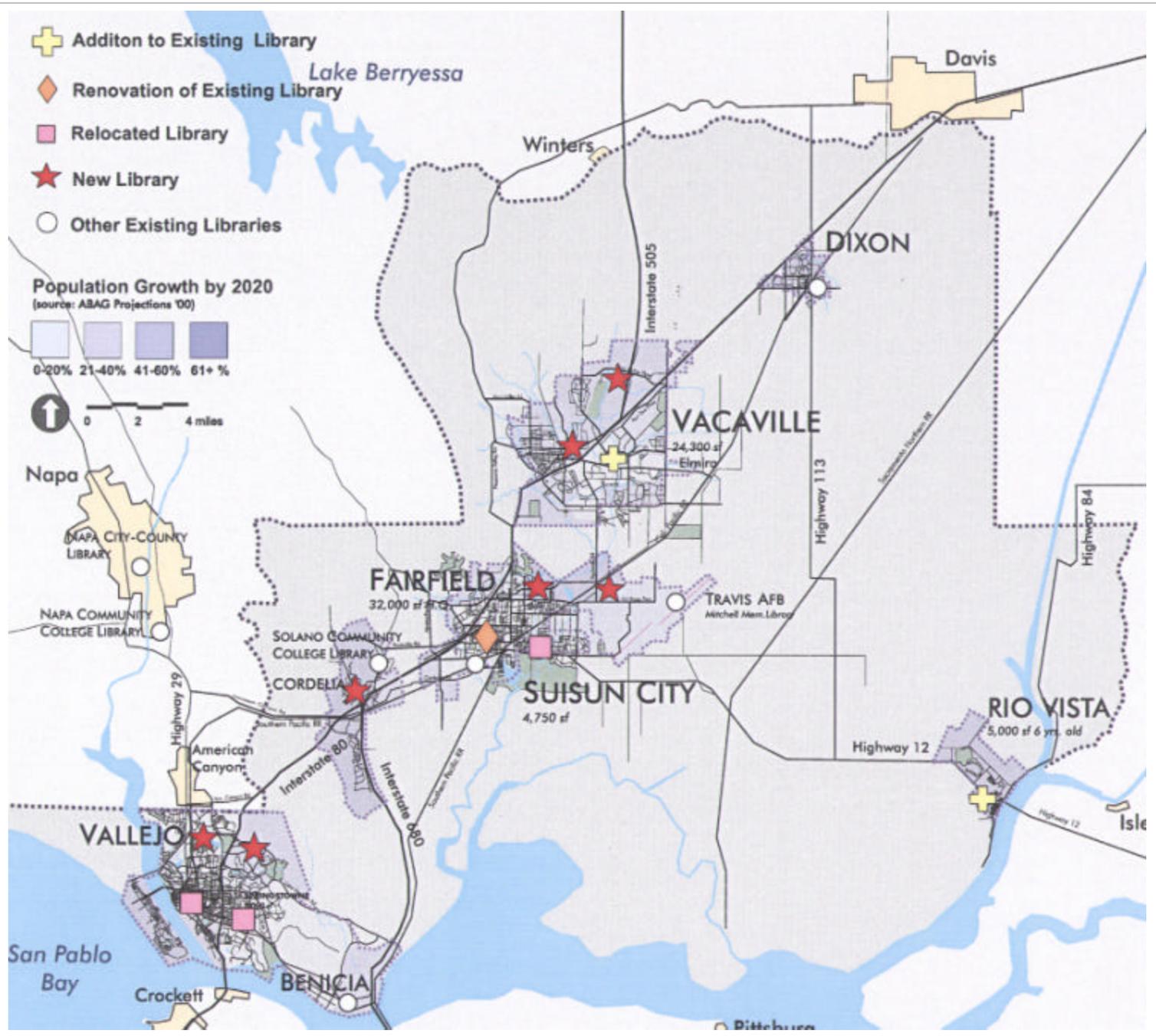
The City, Library, and School District are beginning this process through a planned joint study session with the City Council to initiate collective strategizing and partnerships. This relationship should be fostered throughout the process to ensure that all possible funding and siting opportunities are pursued for the library needs of Vallejo.



Phasing Plan implementation for Vallejo

Phased Improvements (as a % of 2020 Need)

	2020	100%
Phase 3		
2010		77%
Phase 2		
2005		50%
Phase 1		
2000		46%
Current		



"Unlock the doors to your mind"

Solano County Library



GROUP 4

ARCHITECTURE
RESEARCH +
PLANNING, INC