



Sacramento Public Library Authority

April 23, 2009

Agenda Item 6.2: Facility Master Plan Biennial Update

TO: Sacramento Public Library Authority Board Members

FROM: Don Tucker, Director of Facilities

RE: Facility Master Plan Biennial Update Report

RECOMMENDED ACTIONS:

1. **Accept** the Facility Master Plan Biennial Update as described in the attached report.

REASON FOR RECOMMENDATION

The Library's Facility Master Plan (FMP) adopted in March 2007 has an established review and update process on both an annual and biennial basis. The annual update is presented to the Sacramento Public Library Authority Board each November. It focuses on the project status for each capital project. The biennial update focuses on trends and customer needs, specifically:

- A biennial review of demographic, societal, business, and library trends and projections affecting library services and facilities.
- A biennial system-wide assessment of changes in the service needs of the Library's customers.

The attached report is a result of a three month review process undertaken by a project team from several Sacramento Public Library departments: Administration, Public Services, Marketing and Facilities. The team looked at societal trends, benchmark measurements, customer data, IT developments and Facility trends. The result is a useful tool that will help shape the Library's FMP in the years to come.

FISCAL IMPACT

None.

ATTACHMENT

Exhibit A: Facility Master Plan Biennial Update Report

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FACILITY MASTER PLAN BIENNIAL UPDATE AND RENEWAL REPORT

Sacramento Public Library Authority

SACRAMENTO PUBLIC LIBRARY FACILITY MASTER PLAN

BIENNIAL UPDATE BACKGROUND

The Library's Facility Master Plan (FMP), released in 2007, provides for annual updates on the status of capital projects. These updates are typically provided in November to the Sacramento Public Library Authority Board. Biennial updates are also specified in the FMP to focus on:

- o A biennial review of demographic, societal, business, and library trends and projections affecting library services and facilities

- o A biennial system-wide assessment of changes in the service needs of the

Library's customers

This update will detail the findings of the staff project team that was created to study these trends, changes and projections.

OVERVIEW

As long as there is knowledge there will be libraries. This basic fact, articulated by one of the project team members, provides a context in which to view all trends and changes facing libraries. The question is: what form will those libraries take?

To answer that question the project team looked at five key areas for review:

- Societal trends as they affect Sacramento Public Library
- Demographics in the Sacramento region and beyond
- Benchmark comparisons to similar library systems across the country
- Information Technology trends as they affect libraries
- Facility trends in libraries

SOCIETAL TRENDS

Mass culture is fading and is being replaced by a series of niches. This creates challenges for any organization seeking to remain at the center of the public square. The square is much bigger and less defined than it used to be. Successful organizations do this by creating compelling experiences for their customers as evidenced by theme parks, Starbucks and Ikea. Each of these organizations has created a unique identity for itself that is easily recognized and often embraced.

We live in a time-starved society. Consumers want what they want, when they want it, often on a 24/7 basis. The Library must be equipped to meet those needs even when our facilities are closed. Self service is becoming more prevalent and is evidenced within the Library by more self check machines. Home is a prime location for service; no longer are people required to leave home to acquire the merchandise and information they need. Wireless technology and capabilities continue to expand.

Sacramento’s population also continues to expand. It is currently the 16th largest media market in the U.S., up from 20th in just the past ten years. The poor state of the economy in Sacramento and the nation will continue to put pressure on the Library to find ways to deliver these services efficiently and at a lower cost.

What do these trends mean for Sacramento Public Library? These trends are currently developing and are detailed below.

Flexible Spaces	Learning boutiques vs. warehouses
Service Desks vs. checkout/reference	Collaborative spaces
More talking	More food and beverages
More bandwidth	Fewer shelving units
Personal laptops with wireless access	More power outlets

DEMOGRAPHICS IN SACRAMENTO

Sacramento lifestyles include more families than the average metropolitan area, with more homeowners and more affluence and investments. Sacramentans are busy and time starved, tend to own pets and be more educated than average. We also consume more media than most. Our median age is 34.6, median household income is \$55,352 and the median home value is \$257,000 (2008 estimates).

Consistent with these trends, the Library has seen our number of cardholders rise over the past few years, along with the circulation of materials. More dramatic increases have occurred with total catalog searches and attendance at Library programs.

BENCHMARKS FOR SACRAMENTO PUBLIC LIBRARY

MGT of America did a benchmarking study in October 2008 using five years of data from 2002 to 2007. The data was compared with ten similar library systems across the country:

- Albuquerque/Bernalillo County
- Austin Public
- Buffalo and Erie County
- Dallas Public
- DeKalb County (GA)
- Louisville Free Public
- Memphis/Shelby County
- Phoenix Public
- San Antonio Public
- Tuscon-Pima Public

Among this group Sacramento was found to be average in Library revenue per capita, at \$22.53. Highest was Austin at \$29.36 and lowest was San Antonio at \$15.22.

In other comparisons, however, Sacramento was at or near the bottom:

- Material expenditure per capita, 2nd lowest
- Salaries and benefits, percent of total revenue, 2nd lowest
- Average weekly hours per location, lowest
- Circulation per capita, 3rd lowest
- Program attendance and visits per capita, lowest
- FTE staff per 10,000 customers, lowest

The best comparative benchmark for Sacramento was Librarians as a Percent of Total FTE, 5th place. In all of these comparisons it is important to note that our tenuous budget forecast will continue to adversely impact our performance on these measures relative to other library systems.

INFORMATION TECHNOLOGY

Information Technology (IT) connects with many of the trends we see in libraries today. If all IT services were shut down for a day it would be virtually impossible for the Library to operate. Our customers expect excellent resources in this area as indicated by the strong rush of customers to the public services computers as we open our doors each day. Sophisticated scheduling systems for public computers are now a necessity for any large public library.

IT also plays an essential role in the circulation of the Library's collection. The Integrated Library System (ILS) contains all of the essential information about the collection and customers. Back-of-house services such as accounting, security and communication all depend on extensive IT services. An overarching challenge is that IT vendors are usually very young companies in a relatively young industry.

The ILS systems used by libraries throughout the world have gone through a winnowing process over the last few years. Libraries have found that consortiums help to standardize systems, allowing a more seamless sharing of collections. One example of this is Link+, a sharing system that has allowed Sacramento Public Library to virtually quadruple the size of the collection available to our customers overnight. The number of vendors has gotten smaller. Vendor-hosted software, packaged as a service rather than an off the shelf product, has become more popular. Open source software remains a small part of the market but one that has great promise for organizations with the resources to manage it.

Public access computers must offer features as robust as any found at home or in commercial establishments. The Library must continue to be on the forefront of this technology. That means excellent wireless access, dependable high speed Internet, multimedia capabilities, state of the art software, Internet filtering flexibility and support for smaller hand-held computing devices. Perhaps most importantly, the Library must stay ahead of security trends as they affect identity theft and virus/spyware vulnerabilities.

Even in this young industry great IT strides are on the horizon. A major chip manufacturer recently announced plans to develop chips with gates as small as 35 nanometers which could revolutionize processing, memory and batteries. These silicon based processors promise to

generate improvements to products over the next ten years. Servers are becoming more important to services than the PC. Virtual servers, offering the features of multiple servers within a single “box” will replace large racks of existing servers, saving money on maintenance and energy costs while improving reliability. In addition, data recovery from a virtual server is much faster in a disaster. Fiber optic cables offer quantum improvements in network speed and capacity.

Sacramento Public Library must continue to incorporate these new capabilities if we are to meet our customers’ demands for fast reliable technology in the years to come.

FACILITIES

There are three important considerations when designing new library facilities: Flexibility, Flexibility and Flexibility.

This could be considered a thread throughout all of the trends we have seen so far because flexibility in facilities design will allow Sacramento Public Library to rapidly adapt to the future needs of our community.

Collections are moving away from a spine-out shelving system. Increasing amounts of space are being dedicated to displaying library materials face-out, duplicating the appearance and marketing tools found in retail bookstores. Traditional stack shelving, with its bolted-down rigidity, is receiving a smaller and smaller percentage of the library’s square footage.

Signage and wayfinding systems are also designed to be flexible. The new shelf range signs can be changed instantly by the branch staff when aisles change. Wayfinding signs can be read from multiple directions and contain more symbols and less words to convey information quickly and to multiple language speakers.

Technology also needs to be installed so it can flex with future needs. Carefully placed power and data outlets allow for customers to use the Library’s wireless network, in some cases from outside the building’s walls. While wireless meets the needs of a growing number of users, wired data jacks are still the most dependable and consistent connections. Placement of these data jacks should meet current needs and future expansion.

Green building standards, with criteria set up under the Leadership in Energy and Environmental Design (LEED), offer our staff and customers more comfortable facilities. New libraries that have opened with LEED design principles are noticeably free of the odors and annoyances that often accompany new buildings. Off-gassing from volatile materials is greatly reduced, improving indoor air quality and occupant health. These LEED features are presented to building users with informational displays that point out the features that may not be readily apparent, so as to educate the Library’s customers.

Early childhood learning centers are supplementing the traditional “Kid’s Place” concepts. These centers offer experiential learning with many things for children to do. They often contain design elements that add a sense of adventure and discovery to the space.



• Figure 1 Minneapolis Central Library

Teen spaces also pick up this theme of experience, with noisy environments that allow the user to affect the experience of those around them.



• Figure 2 Martha Riley Community Library, Roseville

The concept of a learning commons is taking shape within the walls of the quiet library. These are areas designated for collaborative learning, with noisy group discussions and an open sharing of resources and ideas. These learning commons can supplement an after-school experience where group interaction is facilitated as a counterbalance to the individual learning model still used in many classrooms.

As the population demographics move toward an older customer base, senior spaces will become more important. In contrast with learning commons, these are quieter spaces that make technology accessible and offer social activities.



• Figure 3 San Jose Central Library

Can the library supplement funding sources with revenue generating features? New facilities are being built to accommodate vending machines for food and beverage. ATMs also offer a way to increase revenue by providing basic services within the facility.

SUMMARY

The Facility Master Plan for the Sacramento Public Library must remain flexible. It must look forward to locate and create facilities that are responsive to the needs of our future customers. The accelerating rate of change in today's society shows no signs of abating. This biennial review attempts to anticipate those needs and inform the planning process as our new and expanded libraries take shape.