County of Sacramento
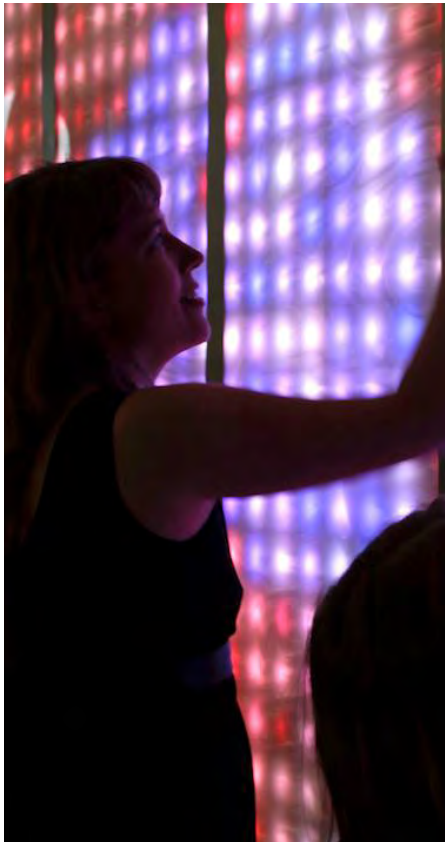## Library Facilities Master Plan

GROUP 4

GROUP 4

ARCHITECTURE

RESEARCH +

PLANNING, INC

211 LINDEN AVENUE

SO. SAN FRANCISCO

CA   94080 USA

T: 650.871.0709

F: 650.871.7911

CONTENTS

EXECUTIVE SUMMARY

Young and old flock to Sacramento Public Library (SPL) branches for a remarkable range of services – from early literacy programs and Lego robotics to community events, book clubs, veterans' services, Wi-Fi access, cooking classes, and much more. For more than a century, SPL has been offering a dazzling array of cherished and essential services and spaces to community members both inside and beyond the City of Sacramento. Twelve of SPL's facilities are owned or leased and maintained by the County of Sacramento. These library facilities serve more than 660,000 county residents from the urban outskirts of the City of Sacramento, Citrus Heights, and Rancho Cordova, to much more rural areas like Rio Linda.

In 2019, the County proactively commissioned a library facilities master plan to outline recommended capital projects for the next 20 years. To assess whether the existing network of branches satisfies current and future community needs, this master plan analyzed library usage, population distribution and growth, transit options, local socioeconomics, demographics, and county and city development plans. The planning process also evaluated SPL's 12 county branches based on facility tours, Kitchell's Facility Condition Assessments, SPL's strategic plan, and the Harwood Community Conversations. Furthermore, the plan involved extensive engagement with library staff, County and city representatives, potential partners and other community stakeholders, and community members.

1. NORTH HIGHLANDS – ANTELOPE
Facility size: 12,900 SF
Built; upgraded: 2000; 2017

2. RIO LINDA
Facility size: 7,780 SF
Leased + upgraded: 2013

3. SYLVAN OAKS
Facility size: 12,900 SF
Built; upgraded: 1975; 2019

4. ORANGEVALE
Facility size: 8,000 SF
Leased; expanded: 2016; 2020

5. FAIR OAKS
Facility size: 12,000 SF
Built; upgraded: 1976; 2014

6. CARMICHAEL
Facility size: 20,700 SF
Year built: 1964; 2006

7. ARCADE
Facility size: 12,700 SF
Built; upgraded: 1976; 2017

8. ARDEN DIMICK
Facility size: 11,900 SF
Built; upgraded: 1970; 2016

9. RANCHO CORDOVA
Facility size: 12,500 SF
Built; upgraded: 1975; 2018

10. SOUTHGATE
Facility size: 12,000 SF
Built; upgraded: 1976; 2016

* VINEYARD
Proposed size: 25,000 SF

11. COURTLAND
Facility size: 2,320 SF
Built; upgraded: 2003; 2009

12. WALNUT GROVE
Facility size: 3,580 SF
Built; upgraded: 1970; 2007

13. North Natomas
14. South Natomas
15. Del Paso Heights
16. North Sacramento-Hagginwood
17. Central
18. McKinley
19. Ella K. McClatchy
20. Belle Cooledge
21. Colonial Heights
22. Robbie Waters Pocket-Greenhaven
23. Martin Luther King, Jr.
24. Valley Hi-North Laguna
25. Elk Grove
26. Franklin
27. Galt
28. Isleton

SACRAMENTO PUBLIC LIBRARY COUNTY-PROVIDED LIBRARY FACILITIES

ASSESSMENTS

These assessments revealed a well-designed network of popular branches that provide good, equitable access to most county residents, with the exception of residents in new developments in the Vineyard area and southeast Rancho Cordova. The County's library facilities, amounting to almost 130,000 square feet of library space, are on average less than 11,000 square feet each, but most of them manage to accommodate welcoming spaces for visitors to read and study, learn and play, and come together for programs and events. Although there is a low amount of library space per person, the branches are very efficient in their services and neighboring Sacramento City libraries provide some additional space. However, the County's population is growing rapidly, particularly in the Vineyard area and in southeast Rancho Cordova, and this will increasingly strain the library system's space capacity. Additionally, although existing branches are generally very well-maintained, most of them face future renovation needs.

Engagement results outlined a clear vision for the library facilities as accessible, essential community resources for all, exerting a positive social impact and playing an educational role. The Library's mission to inspire communities to discover, learn, and grow guides facility improvements. Each branch should bridge socioeconomic and digital divides, bringing people together and offering them an array of resources from Wi-Fi and technology access to critical literacy programs and fun cultural events. Simultaneously, county libraries should also be operationally efficient to ensure their continued success.

In order to align with this multipart vision, the customer experience needs to continue to be enhanced with improved security, accessibility upgrades, modern staffing models, updated finishes, etc. Many of the County's branches can use their space more efficiently by promoting flexibility and adjusting the balance between collections and spaces for people and programs. Partnership opportunities should be explored to supplement library services, create synergies, and reduce fiscal burdens. New facilities should preferably be full-service branches of at least 12,000 square feet. Where new facilities are planned, a detailed analysis should be completed to compare the cost of leasing, purchasing and renovation to determine the most economical long-term solution.

- Carmichael
- North Highlands-Antelope
- Arcade
- Rancho Cordova
- Sylvan Oaks
- Fair Oaks
- Southgate

12,000 SQUARE FEET

- Arden-Dimick – 11,900 SF
- Orangevale – 8,000 SF soon
- Rio Linda – 7,800 SF
- Walnut Grove – 3,600 SF
- Courtland – 2,300 SF

Size distribution of Sacramento County's existing branches

Well-maintained branches, with many that have undergone recent refreshes

MASTER PLAN RECOMMENDATIONS

In summary, this master plan recommends:

- Maintaining and renovating seven facilities,
- Adding minor expansions in addition to renovating four facilities,
- Replacing one on-site,
- Adding two new locations in areas of new population growth,
- And, integrating alternative service delivery strategies or partnerships to improve spaces and services.

One of the decisions for the County in regard to the recommendations for adding new facilities is whether to lease space, buy existing buildings and renovate them, or to build new buildings. The County owns a suitable site for the proposed new Vineyard branch. However, based on the current real estate and construction market, they should also consider the option of a long-term lease. The graphic on the bottom of the page outlines all of the facility recommendations.

Next steps to enact these recommendations include confirming project scopes, timing, budgets, and funding sources. For new branches, the County will need to identify building sites, existing buildings appropriate for renovation, or facilities to lease in the Vineyard area and southeast Rancho Cordova. Coordinating with potential partners will also be essential. Finally, the County and Sacramento Public Library will want to build community support.

Legend: ✓ Satisfactory | O Questionable | X Unsatisfactory | Unknown

MAINTAIN
- **Orangevale:** Building ✓, Site size ✓, Condition ✓, Location ✓, Operations —

MINOR RENOVATION AND/OR EXPANSION
- **North Highlands-Antelope:** Building ✓, Site size ✓, Condition O, Location ✓, Operations ✓
- **Southgate:** Building ✓, Site size ✓, Condition O, Location ✓, Operations X
- **Carmichael:** Building ✓, Site size ✓, Condition O, Location ✓, Operations ✓
- **Arcade (+):** Building O, Site size ✓, Condition O, Location ✓, Operations O
- **Sylvan Oaks (+):** Building size ✓, Site size ✓, Condition X, Location ✓, Operations ✓
- **Rio Linda (+):** Building ✓, Site size O, Condition ✓, Location ✓, Operations ✓

MAJOR RENOVATION AND/OR EXPANSION
- **Rancho Cordova (+):** Building O, Site size ✓, Condition X, Location ✓, Operations ✓
- **Walnut Grove:** Building O, Site size O, Condition O, Location ✓, Operations O
- **Courtland*:** Building O, Site size ✓, Condition ✓, Location ✓, Operations O
- **Fair Oaks:** Building ✓, Site size ✓, Condition O, Location ✓, Operations O

NEW/REPLACE
- **Arden-Dimick:** Building O, Site size ✓, Condition O, Location ✓, Operations X
- **Vineyard:** Population needs library soon ✓, Lease or build
- **SE Rancho Cordova:** Population needs library soon O, Lease or build

(+) Expansion
*Enhanced Access Location

INTRODUCTION

PROJECT BACKGROUND

Since 1908, the Sacramento Public Library has been successfully serving not just the City of Sacramento but the entire county, excluding Folsom. It is the fourth largest library system in California, serving as an essential resource for almost 1.5 million residents. The Library is governed by a Joint Exercise of Powers Agreement between the County and the Cities of Citrus Heights, Galt, Isleton, Elk Grove, Rancho Cordova, and Sacramento. Representatives of these member jurisdictions constitute the Sacramento Public Library Authority's board.

Twelve of the library system's 28 facilities are owned or leased and maintained by the County and operated by the Sacramento Public Library Authority. These 12 facilities located in unincorporated areas of the County and the cities of Citrus Heights and Rancho Cordova are primarily funded by local property tax revenues. The service area populations for the 12 County-owned and 16 City-owned libraries overlap significantly. Although it is impractical to separate these populations by library facility due to this overlap, it is relevant to consider the county's population density. SPL estimates that more than 660,000 residents are served by County library facilities, reflecting the urban nature of Citrus Heights, Rancho Cordova, and the unincorporated outskirts of the City of Sacramento. However, the service areas of County library facilities also include very rural areas, adding to the complexity of the system. The County's 12 library branches serve an area of almost 800 square miles, most of which is unpopulated but faces anticipated development over the next decades.

"…The library being OPEN would be the most useful. I miss exploring bookshelves."

-community survey respondent

Both the Library and the County are proactive in preparing for change and ensuring library facilities meet community needs. In 2016, the Library engaged thousands of community members as part of a strategic planning process in order to craft a vision for the Library's future. The Strategic Plan outlined four focus areas: engaging the community, creating a culture of customer service, fostering learning and discovery, and effectively managing resources. These strategic directions continue to shape all of SPL's facilities.

In 2019, the County hired Kitchell to conduct Facility Condition Assessments for the County's library facilities. These assessments demonstrated that the County takes very good care of its buildings. More information about the Facility Condition Assessments by Kitchell can be found on page 13. Simultaneously, the County commissioned Group 4 Architecture, Research + Planning, Inc. to complete a facilities master plan to help guide investment in existing and new county library facilities. Group 4 has also been separately commissioned by the Library to complete a complementary facilities master plan for the remaining library facilities in the system.

PROJECT GOALS AND PURPOSE

In the midst of the planning process, the onset of COVID-19 brought into sharper focus the importance of access, flexibility, and resilience. Throughout the process, goals for the County's facilities master plan included:

▪ Create a flexible, living document that can be easily updated as conditions change, with a guiding framework and principles that can be adapted to evolving circumstances;

▪ Develop data-driven recommendations for existing and new libraries based on facility and system assessments, library usage and operations, county and city plans, community demographics, and population projections;

▪ Align the type, capacity, and geographic distribution of library space with SPL's vision for library service and community needs;

▪ Identifying guiding principles and best practices that includes next generation library service innovations and current best practices to ensure efficient, secure, flexible, and resilient facilities;

▪ Identify underserved areas and propose ways to improve access;

▪ Engage staff, community members, stakeholders, and partners; and

▪ Estimate costs and explore implementation strategies.

Group 4's year-long planning process has involved:

▪ Continual collaboration with a Core Project Team consisting of senior County and Library staff;

▪ Tours of the County-owned and -leased library facilities to observe operations and customer experience;

▪ Charrettes with a County/Library Working Group that included County leadership;

▪ Meetings with numerous stakeholders and partners across the county;

▪ Community engagement via an online survey in six languages; and

▪ A final presentation to the Board of Supervisors.
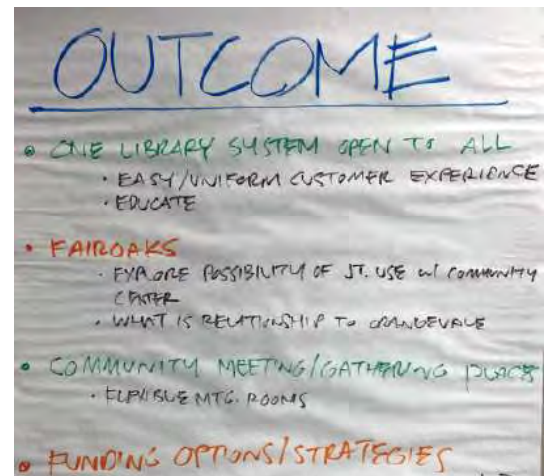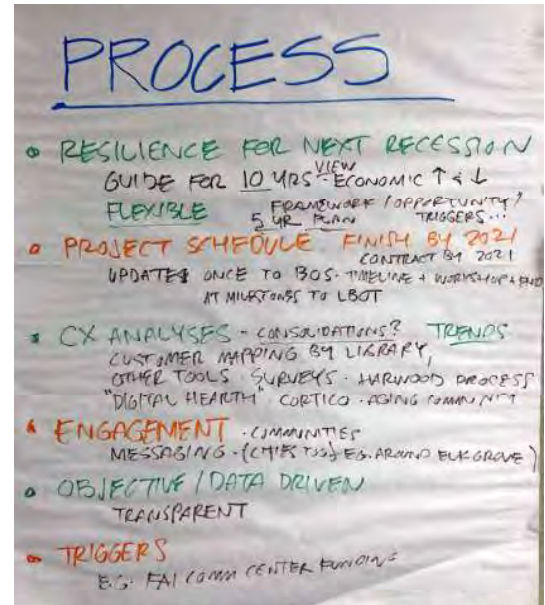
PROJECT PARTICIPATION

CORE PROJECT TEAM

County of Sacramento

- David Villanueva, Deputy County Executive
- Steven Hartwig, Deputy County Executive
- Jeff Gasaway, Director General Services
- Jeffrey Lubenko, FPM Project Manager
- Brit Ferguson, Chief Fiscal Officer, (retired)
- Rob Leonard, Deputy County Executive, (retired)

Sacramento Public Library

- Rivkah Sass, Director Sacramento
- Jarrid Keller, Deputy Director
- Cathy Crosthwaite, Deputy Director
- Kathy Middleton (retired)
- Nina Biddle, (retired)
- David Hillier, Facilities Project Manager
- Roxana Puerner, Administrative Analyst

ADDITIONAL COUNTY AND LIBRARY REPRESENTATIVES AND STAFF MEMBERS

- Robert Leonard, former Deputy County Executive of Municipal Services (retired)
- Todd Smith, County Principal Planner*
- John Lundgren, County Senior Planner*
- Ronnie Richards, County Department of Technology GIS Manager
- Brooke Johnson, County Department of Technology GIS Analyst I
- Lisa Dale, Library Public Services Manager
- Sarah Frieldsmith, Library Systems Supervisor
- Tina Glover, SACOG Info Center Demographer

* Participated in the County/Library Working Group Charrette

COUNTY BOARD OF SUPERVISORS

- Phil Serna, District 1 Supervisor and Board Chair
- Patrick Kennedy, District 2 Supervisor
- Susan Peters, District 3 Supervisor
- Sue Frost, District 4 Supervisor and Board Vice Chair
- Don Nottoli, District 5 Supervisor

STAKEHOLDERS

- Colleen McDuffee, Citrus Heights Community Development Director
- Meghan Huber, Citrus Heights Economic Development + Communications Manager
- Casey Kempenaar, Citrus Heights Planning Manager
- Jill Nunes, Cordova Recreation + Park District Director
- Laura Taylor, Cordova Recreation + Park District Park Planning + Development Manager
- Mikki McDaniel, County Active Transportation Plan Project Manager
- Katy Coss, Fair Oaks Recreation + Park District Superintendent
- Mike Aho, Fair Oaks Recreation + Park District Administrator
- Lori Easterwood, Folsom Public Library Director
- Greg Foell, Orangevale Recreation + Park District Administrator
- Elizabeth Sparkman, Rancho Cordova Community Development Director
- Amanda Norton, Rancho Cordova Economic Development Manager
- Mike Heller, Rio Linda Elverta Recreation + Park District Administrator
- Richard Lincoln, Southgate Recreation + Park District Manager
- Sandra Montgomery, Southgate Recreation + Park District Assistant Manager
- Vincent King, Southgate Recreation + Park District Planner II
- Carrie Norris, Walnut Grove Elementary School Principal
- Maria Salas, YMCA - Courtland Child Development Center Director

CONSULTANT TEAM

Group 4 Architecture, Research + Planning, Inc.

211 Linden Avenue, South San Francisco CA 94080

650.871.0709 | www.g4arch.com

- Dawn Merkes AIA LEED, Principal
- David Schnee AIA LEED, Principal
- Jill Eyres RA LEED, Senior Associate
- Neha Diggikar AICP, CNU-A, Planner
- Anna Hollingsworth

PLANNING CONTEXT

A HIGH PERFORMANCE LIBRARY SYSTEM

SPL's County-owned libraries are very popular and provide a wide variety of indispensable services to residents. In fiscal year 2019, the 12 county libraries attracted almost 1.5 million visits (that is more than an average of 4,000 visits every day). There is a large variance among the branches due to the wide range of facility sizes and service area populations. County branch sizes range from 2,300 square feet to 20,700 square feet, attracting between 21,000 and 270,000 visits per year. But all of the branches are beloved destinations and play central roles in their communities, often serving as primary access points for essential social services.

In total, the county branches offer approximately 3,500 programs annually, attended by more than 78,000 participants. Visitors are enticed by the rich variety of programs for all ages including:

- Multilingual story-time and sensory play

- Veteran services

- Speaker series

- Diverse book clubs including an anime and manga club

- Technology help

- Family-oriented events like family paint night

- Arts and crafts activities including 3D printing and a knit and crochet circle

- Movie showings

"...I'm constantly impressed at the services that libraries now offer, in addition to books and resources compared to when I was a kid growing up."

- community survey respondent

"Continue as you have during this shelter-in-place... Patrons are deeply grateful that our libraries have continued to offer digital checkout and curbside service. We love our dedicated librarians. The pandemic would have been many, many times worse without access to library books."

-community survey respondent

- Teen programs from homework help and STEAM classes to Minecraft gaming and trivia events

- After-school meals

- Language conversation groups

- Job coaching

- Guitar classes

- Meditation and Qigong

- And much more!

The program offerings cater to many different interests and needs. Some programs, such as the blood pressure drop-in clinics, are offered in partnership with other organizations. Outreach programs outside of the library facilities include senior center visits, school visits, and library storywalks.

SPL also offers many virtual programs that have been particularly relevant during the COVID-19 pandemic. In the spring of 2020, SPL nimbly introduced a host of new online services ranging from live reading recommendations, virtual book clubs, and bilingual online story-times to trivia, English language conversation groups, workshops, and other virtual events.

Many of the County's libraries have remarkably popular collections, as evidenced by how many times each item is borrowed, on average. For example, materials from Fair Oaks, Arden-Dimick, North Highlands-Antelope, Orangevale, and Rancho Cordova get borrowed on average at least five times per year. In total, visitors to the 12 county facilities check out more than 1.8 million items in a year.

SPL is continually at the forefront of innovation, expanding its offerings to maximize its positive community impact. Besides well-loved traditional and digital collections, the libraries offer items such as pressure washers, telescopes, musical instruments, early learning kits, and seeds, as part of a growing "Library of Things."

EFFICIENT, WELL MAINTAINED FACILITIES

The County's facilities are generally very well-equipped to host these myriad invaluable programs and collections. More than half of the branches are at least 12,000 square feet and have a standard set of services and spaces: reading areas, computers, a children's area, a designated teen space, study nooks, and a program room. Generally, the larger the county facility, the cheaper it is to operate and maintain per square foot per hour open, so the larger facilities contribute to a fiscally efficient system, while offering more variety to patrons. The smaller branches do not have sufficient square footage for all of the standard library spaces but make the best of available space. And some of the County's small facilities defy the economies of scale trend and operate on remarkably efficient budgets.

The majority of the County-owned facilities are aging buildings but are in very good condition due to diligent maintenance and numerous recent renovations or upgrades. Although the average building age is more than 34 years old, the average time since the last upgrade is less than six years. This is clearly reflected in the current building conditions.

FACILITY CONDITION ASSESSMENTS

At the beginning of 2020, Kitchell published Facility Condition Assessments for all of the County-owned library facilities, excluding leased buildings which the County does not need to maintain or renovate. Each library received a five-year Facility Condition Index (FCI) expressed as a percentage which reflected the anticipated costs of maintenance in the next five years relative to the cost of replacing the entire facility.

The 9 county owned library facilities generally have low FCIs – evidence of high levels of maintenance. Carmichael, North Highlands-Antelope, and Arcade are all below 10%. Sylvan Oaks has the highest FCI at 19% due to an upcoming roof replacement. However, the FCIs do not include costs related to necessary ADA upgrades, updates to improve customer experience, or service model modernization – all of which are important to consider. Nevertheless, the state of the facilities is a credit to the County.

Branch Facility Condition Index (FCI)

BRANCH	5-YEAR FCI
Carmichael	5%
North Highlands-Antelope	6%
Arcade	7%
Walnut Grove	10%
Fair Oaks	10%
Arden-Dimick	11%
Southgate	11%
Rancho Cordova	12%
Sylvan Oaks	19%
Rio Linda	N/A
Courtland	N/A
Orangevale	N/A

Kitchell's FCI Interpretation:

FCI 0%-4% (Grade A/ Good):
Facilities look clean and functional. Limited and manageable component and equipment failure may occur.

FCI 5%-10% (Grade B/ Fair):
Facilities begin to show signs of wear. More frequent component and equipment failure will occur.

FCI 10%-30% (Grade C/ Poor):
*Facilities look worn with apparent and increasing deterioration. Frequent component and equipment failure may occur. Occasional building shut down will occur.*

FCI 31%+ (Grade D/ Critical):
Facilities look worn with obvious deterioration. Equipment failure will occur frequently. Occasional building shut down will likely occur. Management risk is high. Health and safety issues figure prominently.

Well-distributed network

- Shaded areas = approximate branch catchment areas (non-County-operated branches excluded in this map)

- **Mobile county residents** don't always use branch closest to home

- Residents **can use multiple branches** in some areas

- **Overlapping service areas** provide opportunity for branches to specialize

- Opportunities to serve areas of **future population growth**
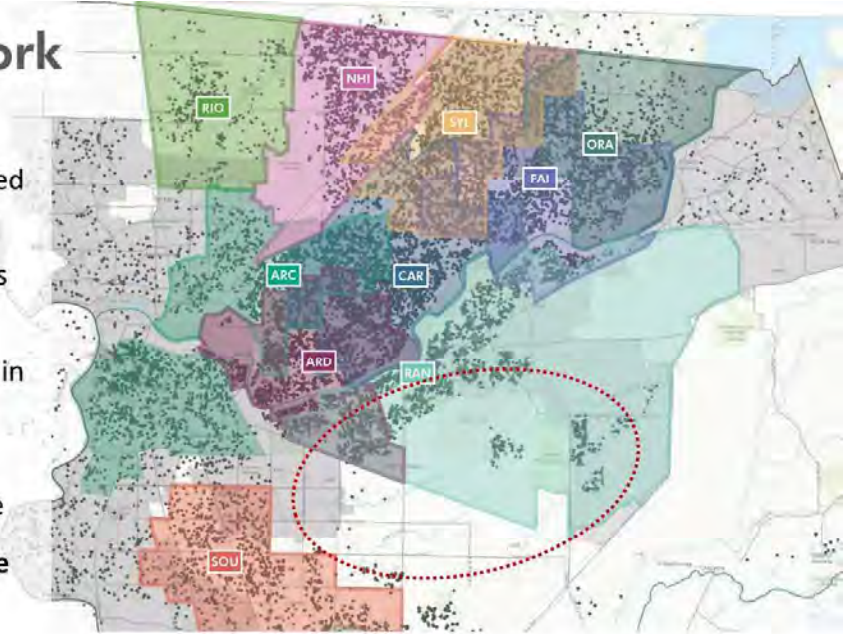
A SUCCESSFUL NETWORK

Based on population distribution, transit time, socioeconomics, and synergies with other community resources, the county libraries are well located to successfully provide equitable access to library services. A GIS team from the County's Department of Technology mapped items checked out from different branches during an average week in October to the addresses of the library cardholders. The resulting library usage map shows good community access to library services with few gaps. Library customer addresses align with the county's population density maps. The addresses also demonstrate that county residents are mobile and do not always use the branch closest to home. In fact, many residents can easily access multiple branches.

Ease of access is crucial for an equitable library system. Maps from the County's Environmental Justice Element and the Environmental Protection Agency's Environmental Justice Screening and Mapping Tool show that the libraries are equitably distributed to serve at-risk communities. Other county residents can also easily reach a library branch.

The average driving time between branches is approximately 12 minutes with some regional variations – northern branches are closer together while delta branches are further apart. Most of the branches can be conveniently accessed from at least one public transit option, although the transit frequency varies widely. Other forms of transit, such as SmaRT Ride and the Delta Route, supplement the Sacramento Regional Transit services. Only Courtland Library does not have any public transit access.

Many of the County's libraries are also near existing or planned bike lanes.

The network of branches is strengthened by synergies with other community resources. Adjacencies to schools, community centers, and parks create community destinations with a concentration of useful services and offer partnership opportunities. On the other hand, in the delta area, the library branches are some of the only providers of social services, underscoring their importance to those communities. Both Walnut Grove and Courtland offer access to essential social services promoting employment, health, and well-being. The existing network ensures access to community resources and public spaces.

Well-located branches

- **Equitable distribution** of libraries serving disadvantaged communities identified in Environmental Justice mapping efforts
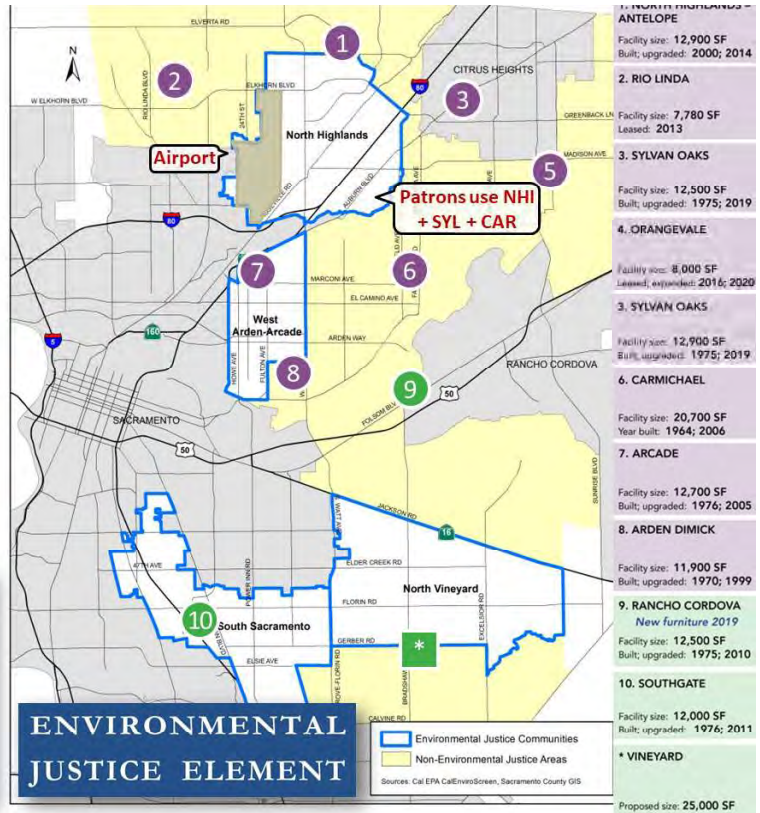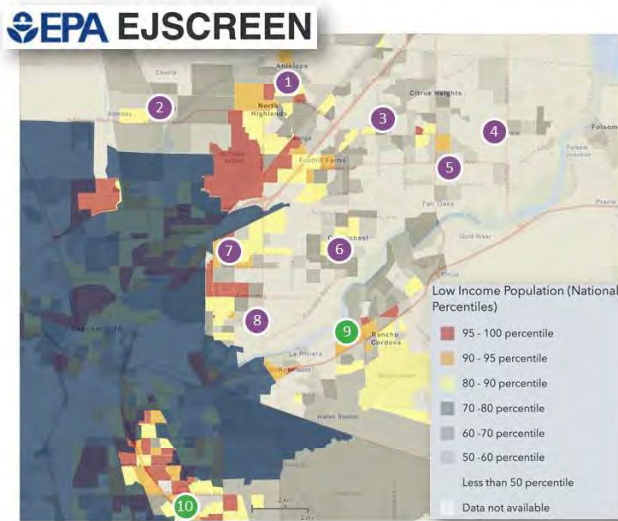
Access by public transit

- Delta Route serves Walnut Grove Library

- No public transit currently serves Courtland Library

1. NORTH HIGHLANDS – ANTELOPE
Facility size: 12,900 SF
Built; upgraded: 2000; 2017

2. RIO LINDA
Facility size: 7,780 SF
Leased + upgraded: 2013

3. SYLVAN OAKS
Facility size: 12,900 SF
Built; upgraded: 1975; 2019

4. ORANGEVALE
Facility size: 8,000 SF
Leased; expanded: 2016; 2020

5. FAIR OAKS
Facility size: 12,000 SF
Built; upgraded: 1976; 2014

6. CARMICHAEL
Facility size: 20,700 SF
Year built: 1964; 2006

7. ARCADE
Facility size: 12,700 SF
Built; upgraded: 1976; 2017

8. ARDEN DIMICK
Facility size: 11,900 SF
Built; upgraded: 1970; 2016

9. RANCHO CORDOVA
Facility size: 12,500 SF
Built; upgraded: 1975; 2018

10. SOUTHGATE
Facility size: 12,000 SF
Built; upgraded: 1976; 2016

* VINEYARD
Proposed size: 25,000 SF

11. COURTLAND
Facility size: 2,320 SF
Built; upgraded: 2003; 2009

12. WALNUT GROVE
Facility size: 3,580 SF
Built; upgraded: 1970; 2007

13. North Natomas
14. South Natomas
15. Del Paso Heights
16. North Sacramento-Hagginwood
17. Central
18. McKinley
19. Ella K. McClatchy
20. Belle Cooledge
21. Colonial Heights
22. Robbie Waters Pocket-Greenhaven
23. Martin Luther King, Jr.
24. Valley Hi-North Laguna
25. Elk Grove
26. Franklin
27. Galt
28. Isleton

Average driving time between identified branches: 12 min

DRIVING TIME (NO TRAFFIC)

A GROWING POPULATION

While the network of county branches currently provides satisfactory library access for most of the county, future population growth poses a challenge. In the next twenty years, the eastern part of the county is anticipated to grow particularly rapidly. New developments are continuing to fuel significant growth far from existing libraries. The Vineyard Springs, North Vineyard Station, and Florin-Vineyard development areas already house almost 30,000 residents and are projected to exceed 37,000 residents by 2040. In anticipation of the need for more library space, the County has been planning an additional facility in that area.

The City of Rancho Cordova also expects almost 50% population growth by 2040, and neighboring unincorporated communities anticipate even more dramatic growth. Southeast Rancho Cordova is expected to grow from a population of less than 10,000 to more than 45,000 by 2040. And this projection excludes nearby unincorporated developments like Mather South and Cordova Hills. These new populations are far from existing libraries and will strain their capacity if not addressed.

2040 POPULATION ESTIMATES
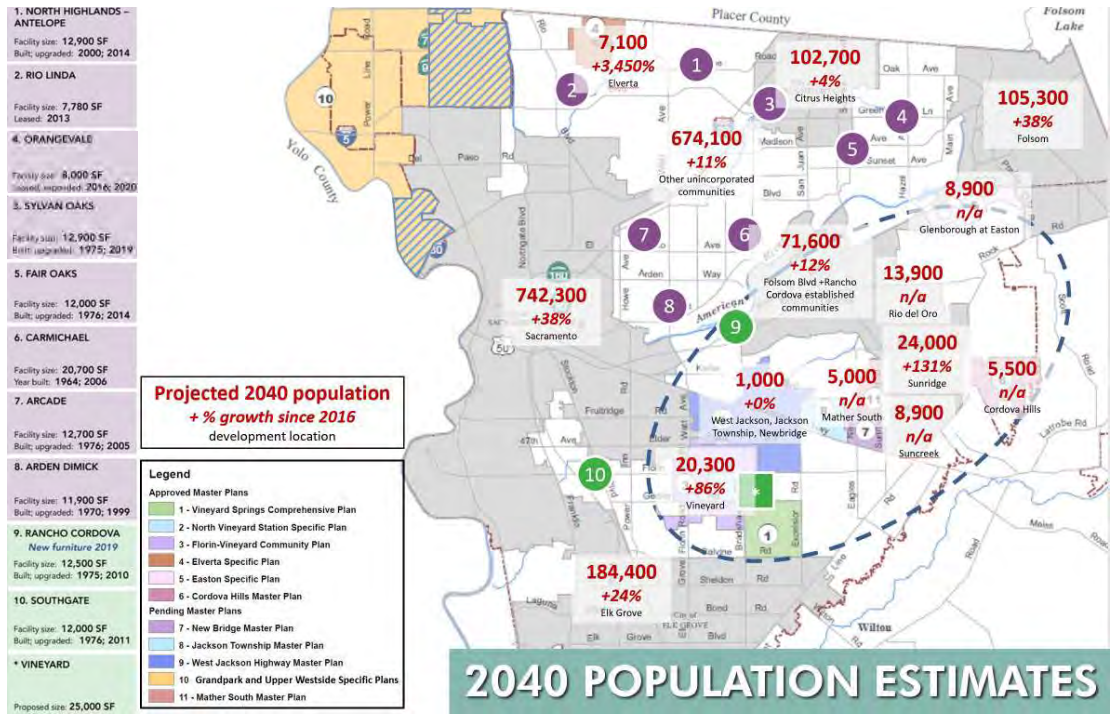
SYSTEM VISION

COMMUNITY PRIORITIES

An online community survey was distributed to library patrons by SPL and partner organizations across Sacramento county via several digital platforms. The survey asked the community questions regarding their use of, and access to, SPL branches. It received more than 430 responses.

Survey responses were analyzed all together as one dataset in order to get a systemwide perspective. For selected questions, a subset of approximately 180 (42%) responses, thought to represent Rancho Cordova and unincorporated county communities, was analyzed to see how these customers' responses compared to SPL's customers overall. In general, the responses of residents of the county areas weren't materially different from the overall SPL respondent pool.

Responding to a question about what they valued most, respondents recognized access to information and resources, children's education, lifelong learning, and access to technology access as their top four priorities.   These priorities reaffirm the primary goals chosen by the Library in the 2016 Strategic Plan.

1. My community and I value... (Choose up to 4)

Category	Value
Access to Information + Resources	319
Children's Education	222
Lifelong Learning	188
Technology Access	167
Community Gathering Spaces	165
Arts + Culture	156
Opportunities for Creativity	103
Children's Discovery	101
Early Learning (0-5 Years)	80
Meals	36
Business + Workforce Development	35
Collaborating with Others	21
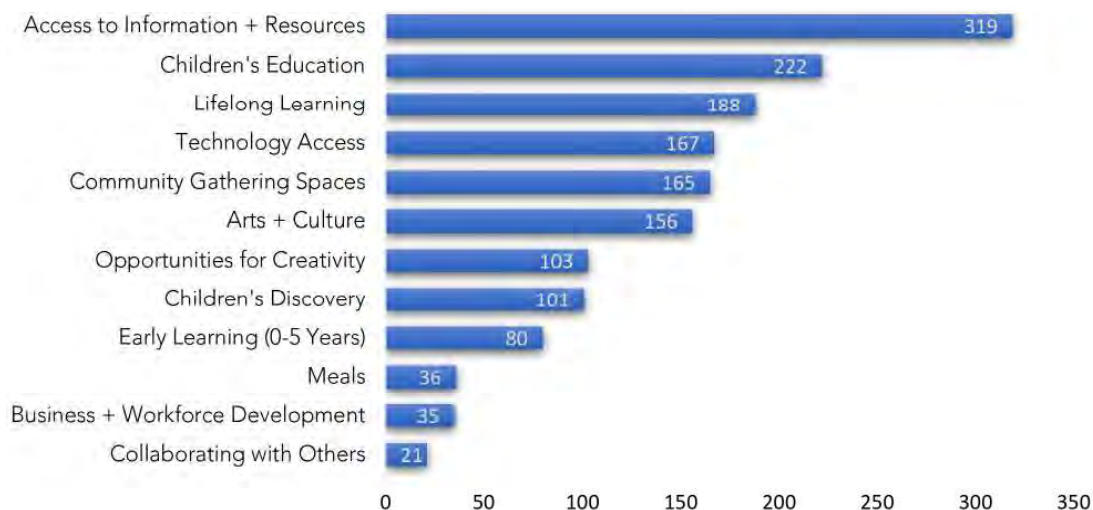
Respondents were asked to identify the branch they used most often, as well as other branches they visited before the COVID-19 pandemic and the answers showed most respondents using more than one location. The responses are consistent with the patterns observed in the customer mapping, which show patrons traveling to more than one location to access the services and materials they need. While being close to their place of residence was the primary reason respondents reported choosing to use the branch they visited most often, patrons also cited friendly branch staff, the branch's selection of books and materials, and parking availability as other reasons to do so.

3. Why did you use this branch most often?
Check all that apply

Reason	Value
It is close to my home	355
Friendly staff	175
It has a large selection of books and materials	113
It has a lot of parking	100
It is close to my work/school	78
It offers special classes or events	65
Other (please specify)	38
It is accessible by transit	38
It has lots of computers	30

On being asked about the hours of operation, more than 60% of the respondents, stated that the hours of the branch they used, before COVID 19, were convenient for them. About a third of the respondents, however, wished that the library would be open more hours or both days on the weekends, followed by 29% who wished it would stay open later in the evenings.

4. Thinking about the branch you visited most often before COVID-19, which of the following statements is/are true for you?

Statement	Value
The open hours at my library were usually convenient for me.	269
I often wished that the library would stay open more hours/both days on the weekends.	171
I often wished that the library would stay open later in the evening.	115
I often wished that the library would open earlier in the morning.	82
Other (please specify)	18

(Scale: 0 50 100 150 200 250 300)
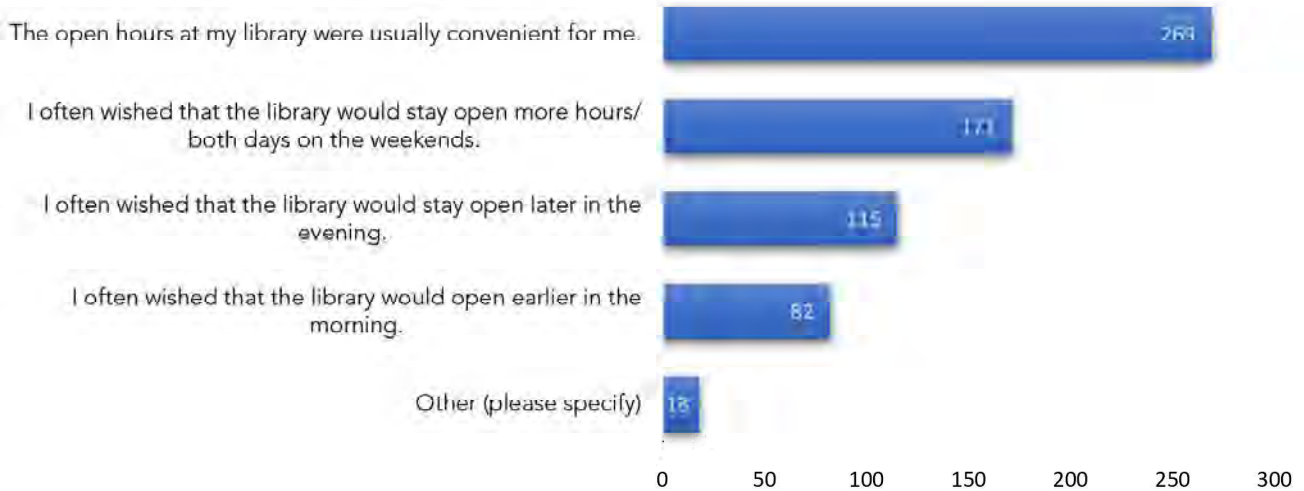
The survey then asked the respondents what could make the branch they visited most often more useful to them when it reopens. Common themes included a high level of interest in print materials; availability of diverse programs, activities, classes and events; and a particular focus on children's programs and workforce development related programs. Reflective of the responses from the last question, many also expressed a desire for longer open hours. Though curbside hold pick-up and e-books have been popular services during the pandemic, the space that libraries provide are also an important aspect for the community.

A number of respondents expressed the need for additional space in their library, including spaces to read, work, sit, play, learn, gather, and access technology. Some stressed the importance of having quiet spaces to read and study, while others saw the opportunity for more space for children to play, learn and be noisy – further reinforcing the need for flexible and adaptable spaces that can be used for multiple activities and cater to various demographics.

While these traditional services are important, many respondents also expressed interest in newer, evolving services. Accessing and borrowing technology such as 3D-printers and e-readers, borrowing activity and learning kits from the library of things, and having materials available closer to home via bookmobiles were some that were called out in the survey. Several respondents expressed appreciation for the current library spaces, services, and staff and were excited to see the same continued when the library reopened.

Several thoughts and opinions communicated by respondents were also echoed by the Systemwide Teen Advisory Board (STAB) during virtual sessions SPL conducted in September 2020 to better understand how teens use the library space. While

"Some way for kids to be noisy. Maybe a divider between the kids area and the study area? I had to give up going because my autistic kids can't be quiet enough and it was emotionally crushing to try to go."

- survey respondent

"More reading space (furniture and areas set aside specifically for reading or using technology)."

- survey respondent

"This branch, and all of the branches I visited, will be most useful by just being open."

- survey respondent

"I like the quietness, the books, and being in the library makes me feel like reading even more, and the community of people there too. They don't have anything I don't like. For the (Arden-Dimick) library, I think we should maybe add a space where kids can read books (like two comfy chairs or something), because in the adult section, there's lots of chairs and tables, but there's only a kids play section, so for older kids and teens, I think there should be a place besides the teen room (where people are usually gaming) where there's a comfy chair or something that isn't in the adult section."

-Systemwide Teen Advisory Board Member

they largely liked the space libraries have created for them, they voiced the need for a variety of spaces for different activities and age groups: study rooms, reading areas, gaming and socializing spaces. Having comfortable seating, having materials and artwork that reflect their interests, their community, and culture, while being able to feel safe in an environment where they could be themselves were some of their priorities. Recording studios, white boards, board for posters, charging stations, accessible outlets, bean bag chairs, and video games were some of the amenities they wished could be added to teen spaces.

There was immense praise for the Library's service delivery during the COVID-19 pandemic, with respondents appreciating havingaccess to books and virtual programming during shelter-in-place.

When asked what library programs or services they think would be most helpful during a shutdown if the community undergoes another shelter-in-place situation again, more than a third of the comments showed that they would like curbside pick-up or hold pick up to continue – a service some would also like to persist even post-pandemic. Outdoor programming, access to computers, access to the internet, and meals were some of the other services patrons hoped to have available.

Among digital services, having materials available online was the most commonly mentioned service that respondents said they would find helpful, followed by virtual programming and children's services (including learning and programming.
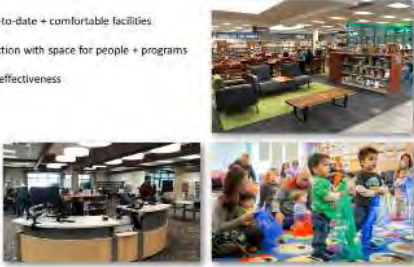
9. If our community undergoes another shelter-in-place situation in the future, what library programs or services do you think would be most helpful during a shutdown? How could SPL best support the community during another temporary closure?
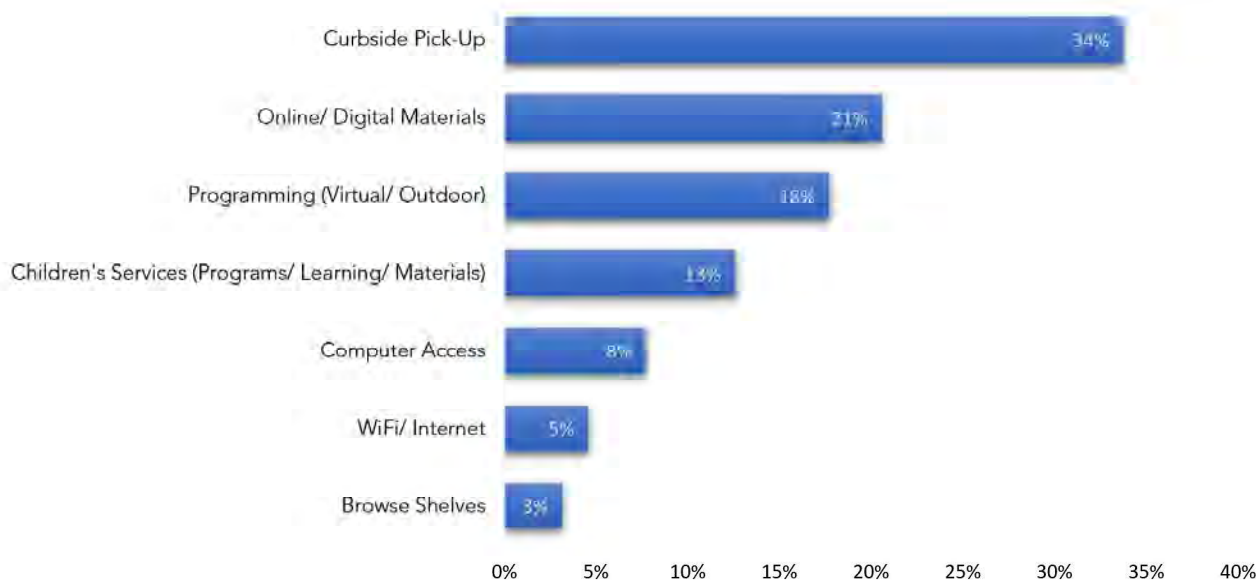
GUIDING PRINCIPLES

Create a culture of customer service: focus on CX

- Attractive, up-to-date + comfortable facilities
- Balance collection with space for people + programs
- Support staff effectiveness

GUIDING PRINCIPLES

Foster learning + discovery

- Continue providing traditional library services
- Support evolving new library services (children's discovery, digital services, maker activities, etc.)
- Customize services to match diverse community needs

GUIDING PRINCIPLES AND BEST PRACTICES

SPL's strategic goals from 2016 continue to be highly relevant for the community and serve as guiding principles for this master plan. Going forward, the Library should continue to:

- Engage the community;
- Create a culture of customer service;
- Foster learning and discovery; and
- Effectively manage resources.

To engage the community, SPL will strive to continue to offer programs, services, and gathering spaces that match community needs. The Library aims to serve everyone, bridging socioeconomic divisions and the digital divide. Flexible facilities and furnishings will allow the Library to adapt to evolving community priorities. For example, large, column-free spaces with flexible partitions, mobile shelving, and laptops rather than PCs can be easily repurposed as necessary.

Ensuring good library access for current and future populations will help further increase usage of library services. When possible, library facilities should co-locate and partner with other community services to become the ultimate convenient community destinations. Making facilities highly visible, easily accessible, and welcoming from the street increases awareness of library services. Outreach and alternative service delivery strategies also help extend the Library's reach.

Library facilities should also embody SPL's focus on positive customer experience. Maintaining attractive, up-to-date, and comfortable facilities is essential to this goal. Part of this task involves striking a good balance between the collection and space for people and programs. As digital collections grow and the physical collection's footprint decreases, more room can be dedicated to high-interest, high-impact programs and services. Staff areas and storage should also be configured and sized appropriately to support staff effectiveness. Modern library staff models emphasize customer interactions and avoid oversized staff desks.

In order to foster learning and discovery, facilities should continue to provide traditional library services and simultaneously support evolving new library services such as expanded children's discovery areas, teen areas, digital services, maker activities, etc. Provide a variety of spaces for people to gather, read, work, and play, and customize services as needed to match diverse community needs. Larger spaces for children's early literacy and discovery can include interactive and manipulative displays. Robust and flexible power and data infrastructures prove to be very important for supporting the integration of continually evolving digital services.

Managing resources effectively is also a key goal. SPL and the County should optimize costs to ensure that facilities and services are financially sustainable. To fully maximize benefits based on available funding, it is wise to leverage the synergistic relationships between library facilities within the network.

All of these guidelines inform facility recommendations and support the Library's official vision and mission to be an essential resource, inspiring communities to discover, learn, and grow.

GUIDING PRINCIPLES

Manage resources effectively

- Optimize costs to ensure financially sustainable facilities + services
- Leverage network
- Maximize benefits based on available funding

- **Great space for people and programs**

Sacramento County Full-Service Library Branches (12,000+ Square Feet)

- Carmichael
- North Highlands-Antelope
- Arcade
- Rancho Cordova
- Sylvan Oaks
- Fair Oaks
- Southgate
- Arden Dimick

- **Navigable, well-merchandised collection**

SYSTEM STRATEGY

PLANNING TARGETS

Exact targets for every facility metric in every community are not useful for long-range planning, but identifying some adjustable targets can help guide the county libraries in the right direction. The County should prioritize full-service branches that provide the full range of modern library services expected by visitors – from comfortable seating and browsing collections to ample technology, group study rooms, program spaces, maker spaces, spacious children's areas, teen spaces, and more. The optimal size for new full-service branches should be at least 12,000 square feet to comfortably accommodate all of these spaces and services. Larger facilities also have the benefit of being more cost efficient per square foot.

Sylvan Oaks is a good model for the target balance between collection and people spaces for most of the branches. It happens to have the lowest collection density (approximately two volumes per square foot) out of all of the County's libraries, which allows the facility to make space for a very popular children's area, more study nooks, and other spaces for people to read, work, or socialize.

The majority of the County's branches have done a great job maintaining a good balance of space. Only Carmichael and Rio Linda have denser collections with crowded stacks. As by far the largest of the County's branches, it is reasonable for Carmichael to play the role of a collection workhorse if needed, housing significantly more materials than the other branches.

Rio Linda would benefit from creating more space for people and activities. Residents would still have excellent access to the vast floating collection and an ever-growing array of digital materials, while the small branch could offer more space for people. Optimizing the use of library space across the county facilities can increase their service capacity and decrease the need for additional library space as populations grow.

It is also crucial that the collection is thoughtfully displayed and easily navigable to optimize the browsing experience and invite customers to check out materials. The County's libraries already merchandize collections with attractive face-out displays and modestly sized bookshelves, but this is more difficult for facilities with higher collection densities. Flexible shelving can further maximize space usage.

Full-Service Branches Provide

SEATING

COLLECTION

FAMILY PLACE

GROUP STUDY

TEEN SPACE

CHILDREN'S SPACE

TECHNOLOGY

PROGRAM SPACE

SYSTEM CRITERIA FOR NEW FACILITIES

Rebalancing space inside library facilities can only go so far; at some point, growing populations exceed the service capacity of existing facilities. Currently, the County's libraries provide services to a large, diffuse population (more than 660,000 residents) within a limited amount of space (less than 130,000 square feet). This low amount of library space per resident can indicate that the system needs to expand its facilities, but it is important to consider additional factors when determining space needs.

In multiple locations across the county, such as the Vineyard community, services are already constrained within undersized facilities and population growth is projected to outgrow available library space. Growth near existing facilities can be addressed with expansions if the sites can accommodate them.

In order to determine when a new facility should be added to the system, it may be helpful to consider the following criteria:

- Expanded service areas: how far are new developments from existing libraries?

- Growing populations: will the projected population be too large to be adequately served by existing libraries?

- Access: how much time does it take for residents to reach existing libraries when driving or taking public transit?

- Sustainable operations: what are the most cost-effective ways of providing a rich variety of library services to county residents?

- Assessing the number of planned housing units, transit times, facility cost analyses, and such allow the County and SPL to anticipate library space needs and make informed plans.

SITE CRITERIA FOR NEW FACILITIES

Once the need for a new library facility has been established, suitable sites need to be identified. Sites should be:

- Well-located relative to patrons and other branches in the system;

- Accessible to at-risk communities;

- In synergy with other community amenities;

- Adequately sized to provide the full range of services to a growing population, accommodate vehicle and bicycle parking, and be operationally sustainable; and

- Prominently located in a high traffic area that can be easily accessed by pedestrians, bicyclists, public transit and vehicles.

To evaluate whether a site meets these criteria, it is useful to analyze patron mapping, population projections, driving distances, environmental justice maps, transit options, multi-use path maps, and co-location opportunities.

FUNDING NEW FACILITIES

Per SPL's Joint Powers Exercise of Authority, the jurisdictions provide the facility and the Authority operates it.

The Sacramento Public Library Authority's funding comes from the multiple sources:

- The City of Sacramento budget utilizes revenue from two sources: The City General Fund and Measure U contributions, and funding received from taxes levied on parcels within the City limits. These revenues support the operation of 11 library branches located in the City of Sacramento, plus the Central Library.

- The County/cities budget utilizes property taxes collected in the unincorporated areas of the County and within the cities of Citrus Heights, Elk Grove, Galt, Isleton and Rancho Cordova. These funds finance the operation of 16 branch libraries.

- Additional revenue is realized from interest income and the Sylvan Oaks cell tower.

Operational costs for libraries are increasing at a higher rate than property tax increases, and it is an ongoing challenge for the Library, with its current funding model, to maintain the current level of services at existing facilities, let alone fund operating cost for new facilities.

The County owns and maintains 10 of its 12 library facilities. The two leased facilities include the 8,000 SF Orangevale Library, conveniently located in a commercial strip mall, and the 7,800 SF Rio Linda Library, centrally located in a renovated elementary school building. Historically, the County has built and maintained its own buildings on County-owned land. However, based on current real estate, development, and construction costs, the County now considers less conventional ways of providing space for libraries. In addition to building new facilities and long-term leases, another option that the County may wish to consider is a municipal lease or a public-private partnership (P3).

BUILDING NEW LIBRARIES

The County has built and owns the land for 10 of its facilities. These projects were funded in different ways, but traditionally were funded by one or a combination of the following: 1) cash from property taxes or other taxes, such as development impact fees; 2) money borrowed through bonds, notes, and other obligations, such as general obligation bonds or certificates of participation; and/or 3) public grants, such as California State Library grants.

All three of these funding measures are extremely challenging at this time since the money for recommended projects in the County's general fund is limited, funding projects through tax measures requires a public vote, and there are currently no state bond measures available to fund libraries.

In addition to these traditional sources, there are some developer fees available to fund a small portion of the recommended projects. These funds are listed below.

- The Countywide Library Fund: This is funded by development fees.

- The Vineyard Library Financing Fund: This fund is also sourced by development fees. It can only be spent on the Vineyard Library.

- The North Vineyard Station Site Specific Plan Library Fund is also funded by development fees, and can only be spent on the Vineyard Library.

- Library JPA Supplemental Fund account: Each year, after the JPA meets all operating and reserve obligations, any additional funds are supplemental funding held in reserve counts for the member jurisdictions. The funds can be spent on enhanced services or capital needs.

The remaining funds would still need to come from General Fund.

RENOVATING EXISTING BUILDINGS

Purchasing an existing building to renovate for a library is also a strategy that the county can explore for providing new facilities. The building should meet the site criteria requirements for a new library and have suffecient capacity and flexibility to support the functional requirements of the library. This stategy, depending on the real estate inventory, can prove to be cost effective option for libraries. Examples of recent projects where this has been implemented very successfully include the new San Pablo Library, which was a former Walgreens, and the older Scotts Valley Library, formerly a roller rink.

LONG-TERM LEASES

The County is currently leasing space for two of its libraries, the Rio Linda Library and the Orangevale Library. Options to build new facilities for these locations were explored; however, the capital funding to build the projects was unavailable, thus the County explored and implemented long-term leases. Based on current economic conditions, if the location and size of a leased space meet the site and space criteria for a library, then a long-term lease can be a financially attractive option, and based on the JPA agreement the cost of the lease will be paid for by the jurisdiction that the new facility is serving.

In a lease versus buy (build) analysis, the key decision metric is when it becomes cheaper to buy than to lease based on a cash flow analysis. When the cumulative cost of leasing exceeds the cumulative cost of buying (called the crossover), then buying becomes the preferred route. In recent times, the costs of land, development, and construction have been increasing sharply, at a much higher rate than leasing costs. As the crossover for leasing or building library space has continued to move further and further out, the County's current preference is to lease space rather than build new libraries.

MUNICIPAL LEASES OR PUBLIC PRIVATE PARTNERSHIPS (P3)

Municipal lease financing is a vehicle for state and local governments to finance construction, expansion, and rehabilitation of public facilities. Municipal lease financing enables a state or local government to finance a variety of governmental projects, including libraries, for which obtaining voter approval can be extremely difficult. It takes advantage of cost-effective financing for the construction of the project over time rather than depleting existing reserves. However, municipal lease financing has higher interest costs than general obligation debt.

A public-private partnership is a contractual agreement between a private sector company and a government agency for the purpose of completing a project that will serve the public. P3s can be used to finance, build, and operate projects such as public transportation networks, parks, and libraries. Financing a project through a P3 can allow a project to be completed sooner or make it a possibility in the first place. P3s often use private sector investments to finance a public project when sufficient public funding is unavailable to support the cost upfront.

GRANTS AND FOUNDATIONS

The following are examples of state and federal funding sources for grants, as well as foundations that have been used to fund library projects at different levels.

Examples of federal funding sources include:

- Institute for Museum and Library Services (IMLS)
- National Leadership Grants for Libraries
- Planning grants
- Laura Bush 21st Century Librarian Program for Staff Training
- Grants.gov

Examples of state funding sources include:

- Library Services and Technology Act (LSTA) funding through state library agencies (e.g., Florida State Library LSTA grants)
- State government grants such as the 2000 California Library Bond Act (aka Proposition 14)
- State emergency management agencies

Examples of foundations include:

- Robert Wood Johnson Foundation
- Foundation Center
- Community foundations
- Bill and Melinda Gates Foundation

MAINTAIN

1. ORANGEVALE

Facility size: 8,000 SF
Leased; expanded: 2016; 2020

MINOR RENOVATIONS AND/OR EXPANSIONS

1. NORTH HIGH-LANDS – ANTELOPE

Facility size: 12,900 SF
Built; upgraded: 2000; 2017

2. SOUTHGATE

Facility size: 12,000 SF
Built; upgraded: 1976; 2016

3. CARMICHAEL

Facility size: 20,700 SF
Built; upgraded: 1964; 2006

4. RIO LINDA (+)

Facility size: 7,780 SF
Leased + upgraded: 2013

5. ARCADE (+)

Facility size: 12,700 SF
Built; upgraded: 1976; 2017

6. SYLVAN OAKS (+)

Facility size: 12,900 SF
Built; upgraded: 1975; 2019

MAJOR RENOVATIONS AND/OR EXPANSIONS

1. WALNUT GROVE

Facility size: 3,580 SF
Built; upgraded: 1970; 2007

2. COURTLAND*

Facility size: 2,320 SF
Built; upgraded: 2003; 2009

3. FAIR OAKS

Facility size: 12,000 SF
Built; upgraded: 1976; 2014

4. RANCHO CORDOVA (+)

Facility size: 12,500 SF
Built; upgraded: 1975; 2018

REPLACE / BUILD NEW

1. ARDEN DIMICK

Facility size: 11,900 SF
Built; upgraded: 1970; 2016

2. VINEYARD

Proposed size: 25,000 SF

3. NEW RANCHO CORDOVA

Proposed size: 25,000 SF

*ENHANCED ACCESS LOCATION
(+) EXPANSION

SACRAMENTO PUBLIC LIBRARY COUNTY-PROVIDED LIBRARY FACILITIES

RECOMMENDATIONS

SUMMARY OF FACILITY RECOMMENDATIONS

Based on facility conditions and usage, the Library's vision, community needs and preferences, optimal full-service branch sizes, and population growth, this master plan has developed recommendations for renovations and new facilities. The following section is a summary of these recommendations; detailed facility assessments and recommendations are in Chapter 9 of this report.

As Kitchell's Facility Condition Assessments demonstrate, the County's facilities are generally very well-maintained with few deferred maintenance items. Many of the libraries are located in aging facilities, but county residents enjoy updated interiors as a result of recent interior refreshes at most of the branches. These renovations have significantly improved customer experience, but they did not fully update the libraries. Further renovations and updates are needed to implement ADA upgrades, modernize service models and overlooked spaces, continue to enhance customer experience, and improve operational efficiencies. This master plan recommends maintaining and eventually renovating most of the branches, although naturally, some branches are higher priority than others.

No facility relocations are necessary since the existing branches are well-located, forming a robust, accessible network. The majority of the County's branches are also adequately sized if space usage is optimized. However, due the limitations of a couple of existing facilities and new developments far from existing libraries, a few expansions and new facilities are also proposed to add capacity to the system.

Recommendations include:

- Focusing on enhanced customer experience, in particular at Carmichael, North Highlands-Antelope, Sylvan Oaks, Southgate, and Orangevale. This includes maintaining and updating patron and staff areas to boost comfort, accessibility, security, etc.

- Optimizing efficient use of space, in particular at Rio Linda, Fair Oaks, and Walnut Grove. This includes rebalancing these branches to ensure adequate, flexible space for people and programs. Arden-Dimick also needs to be reconfigured for efficient operations, but that will require the existing building to be replaced.

- Exploring partnership opportunities, in particular at Courtland, Fair Oaks, Rio Linda, and Walnut Grove.

- Adding capacity where necessary, such as in the Vineyard area and in southeast Rancho Cordova. Small expansions can also add capacity for more study rooms and other in-demand spaces at Arcade, Rio Linda and Rancho Cordova.

The map at the top of page 30 summarizes specific recommendations for each facility.

Staffless library

Materials access

Partner location

Pop-up library

Bookmobile

Alternate Service Delivery Strategies

ALTERNATE SERVICE DELIVERY STRATEGIES

Beyond large capital projects like renovations, expansions, and new facilities, alternative service delivery strategies can bolster the system's service capacity and reach. Book lockers, bookmobiles, staffless hours, partner locations, and more can supplement existing library services, attract non-users, and serve new developments in the interim, before additional facilities are built. Identifying specific alternative service delivery strategies is outside of the scope of this master plan, but SPL and the County should continue to explore opportunities as they arise.

Tiny, remote locations such as Courtland may especially benefit from more targeted and efficient service delivery. Strategies like mobile services and pop-up libraries can be flexible and cost-efficient ways to improve access. Other library locations could benefit from expanding garden partnerships and activating adjacent outdoor spaces. A couple of libraries are already co-located with gardens that provide unique educational opportunities.
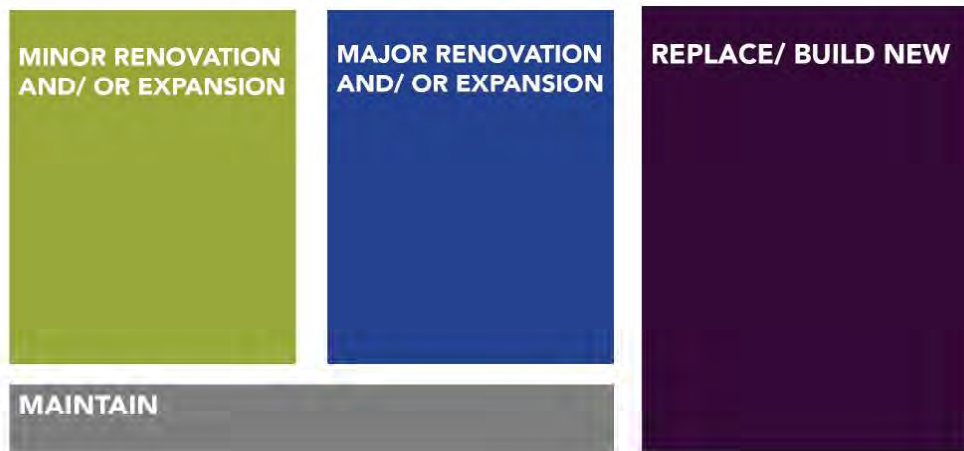
Legend

- ✓ Satisfactory
- O Questionable
- X Unsatisfactory
- (gray) Unknown

MINOR RENOVATION AND/OR EXPANSION

MAINTAIN

North Highlands-Antelope
- ✓ Building
- ✓ Site size
- O Condition
- ✓ Location
- ✓ Operations

Southgate
- ✓ Building
- ✓ Site size
- O Condition
- ✓ Location
- X Operations

Carmichael
- ✓ Building
- ✓ Site size
- O Condition
- ✓ Location
- ✓ Operations

Orangevale
- ✓ Building
- ✓ Site size
- ✓ Condition
- ✓ Location
- (unknown) Operations

Arcade (+)
- O Building
- ✓ Site size
- O Condition
- ✓ Location
- O Operations

Sylvan Oaks (+)
- ✓ Building size
- ✓ Site size
- X Condition
- ✓ Location
- ✓ Operations

Rio Linda (+)
- ✓ Building
- O Site size
- ✓ Condition
- ✓ Location
- ✓ Operations

MAJOR RENOVATION AND/ OR EXPANSION

Rancho Cordova (+)
- O Building
- ✓ Site size
- X Condition
- ✓ Location
- ✓ Operations

Walnut Grove
- O Building
- O Site size
- O Condition
- ✓ Location
- O Operations

Courtland*
- O Building
- ✓ Site size
- ✓ Condition
- ✓ Location
- O Operations

Fair Oaks
- ✓ Building
- ✓ Site size
- O Condition
- ✓ Location
- O Operations

NEW/ REPLACE

Arden- Dimick
- O Building
- ✓ Site size
- O Condition
- ✓ Location
- X Operations

Vineyard
- ✓ Population needs library soon
- (unknown) Lease or build

SE Rancho Cordova
- O Population needs library soon
- (unknown) Lease or build

(+) Expansion
*Enhanced Access Location

FACILITY SUMMARIES

The following section delves into detailed assessments and recommendations for each existing facility and for proposed new facilities. Several factors have been taken into consideration in the analysis of each facility. Patron mapping, environmental justice mapping, adjacencies with supporting public facilities, FCIs, ADA compliance, customer experience, service models, program elements and collection density were some of the major elements that guided the assessments and recommendations for each branch. The table above summarizes the recommendations for each facility.
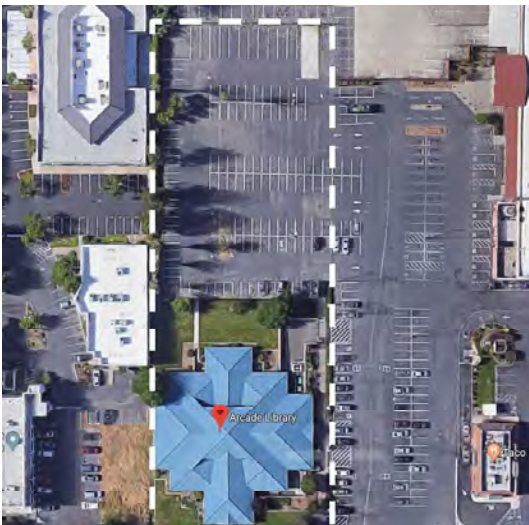
Improvement Types

- MINOR RENOVATION AND/ OR EXPANSION
- MAJOR RENOVATION AND/ OR EXPANSION
- REPLACE/ BUILD NEW
- MAINTAIN

PAGE IS INTENTIONALLY BLANK

ARCADE LIBRARY

MINOR RENOVATION
+ EXPANSION

O	Building	12,700 SF
✓	Site size	Building can expand
O	Condition	B grade
✓	Location	Near community center
O	Operations	Could be improved

Built: 1976
Upgraded: 2005; 2017
Five-Year Facility Condition Index: 7%
Five-Year Maintenance Costs: $670,000

ARCADE LIBRARY

2443 Marconi Ave, Sacramento, CA 95821

Conveniently located on the highly trafficked Marconi Avenue near shops and restaurants, Arcade Library is easily accessible and serves a wide variety of patrons from across a broad swathe of the County and neighboring cities. Its proximity to the Arcade Community Center provides opportunities for joint programming and creates a community destination.

The library pilots many new programs, including a host of multilingual programs which serve the large local immigrant population. Besides traditional library services and spaces, Arcade features the popular Tom Sanderson Design Spot, a design and printing studio replete with high-tech crafting equipment from 3D printers to soldering irons and button makers. A significant portion of the system's Library of Things is also housed at Arcade, allowing visitors to check out a variety of tools.

Built in 1976, the 12,700-square-foot building was renovated in 2005 and 2016. Arcade Library features a clear and flexible open floor plan surrounded by auxiliary spaces such as the Design Spot, a teen space, and the community room and kitchen. It has been well maintained, as evidenced by the 7% five-year facility condition index*.

More information on Facility Condition Assessments can be found on page 13

Nevertheless, there are significant upcoming maintenance and ADA update costs. Arcade Library faces a unique set of challenges due to its unusual semi-subterranean design. Most water intrusion issues have been addressed and bright LED lights mitigate the lack of sizeable windows, but security issues in the outdoor courtyards and the parking lot persist. Electrical issues and non-ADA-compliant restrooms also need to be addressed. The most recent renovation started implementing acoustic solutions, but never finished installing acoustic paneling. Soundproofing is particularly relevant given that Arcade has no separate study spaces.

This master plan recommends a renovation and potential minor expansion. Renovating Arcade Library would allow security, electrical, acoustic, signage, and ADA issues to be fixed simultaneously with other maintenance items. The Library may wish to also consider expanding the Arcade Library by enclosing an unused outdoor courtyard and creating study rooms.

The Design Spot

An outdoor courtyard that could be enclosed

Legend

Public Area, Meeting Room

Staff Area, Desk

Materials

Other spaces

Friends of the Library

Stacks

PCs

Teens

Design Spot

Desk

Staff area

Children's area

Community room

Popular computers in the children's area

ARDEN DIMICK LIBRARY

REPLACE

✖	Building	*11,900 SF*
O	Site size	*Two-story building?*
O	Condition	*Fair*
✓	Location	*Popular, busy spot*
✖	Operations	*Challenging*

Built: 1970
Upgraded + Expanded: 1999; 2016
Five-Year Facility Condition Index: 11%
Five-Year Maintenance Costs: $970,000

ARDEN-DIMICK LIBRARY
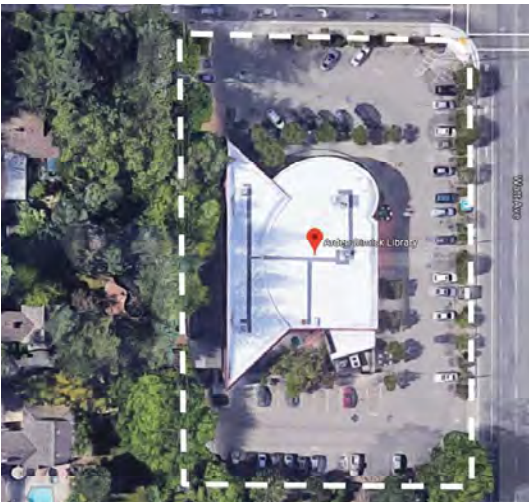
891 Watt Ave, Sacramento, CA 95864

The 11,900 SF Arden-Dimick Library is located on the busy Watt Avenue corridor, making it easily accessible by car and public transit. A very popular location, the branch lends more than 250,000 items per year and hosts almost 450 programs that are well-attended, with an average of more than 27 participants per program. Participants flock to enjoy the wide range of available programs, including a particularly rich array of programs targeting seniors. The facility has a small but loved children's section, a popular community room, and disability services.

Built in 1970 and subsequently updated in 1999 and more recently in 2016, the building is well-maintained with a five-year FCI of 11%*. The 2016 refresh did not include the community room, restrooms, and staff areas. The library is currently in the process of reworking the interior spaces to create a quiet room.

The layout of the building, with curved walls and acute angles, presents operational challenges and limits flexibility and daylighting. Blind spots and corners with restricted sightlines have been the source of many security concerns. While the existing space is well-used, there is insufficient room for the teen space, Friends of the Library, and staff.

More information on Facility Condition Assessments can be found on page 13

The program room is inconveniently shaped, preventing efficient use of the space. The layout of the parking lot creates an awkward traffic flow in and out of the site, and within the lot. Its location on a busy arterial makes this a safety concern. Other problems that need to be taken into consideration involve the electrical, plumbing, and roofing systems.

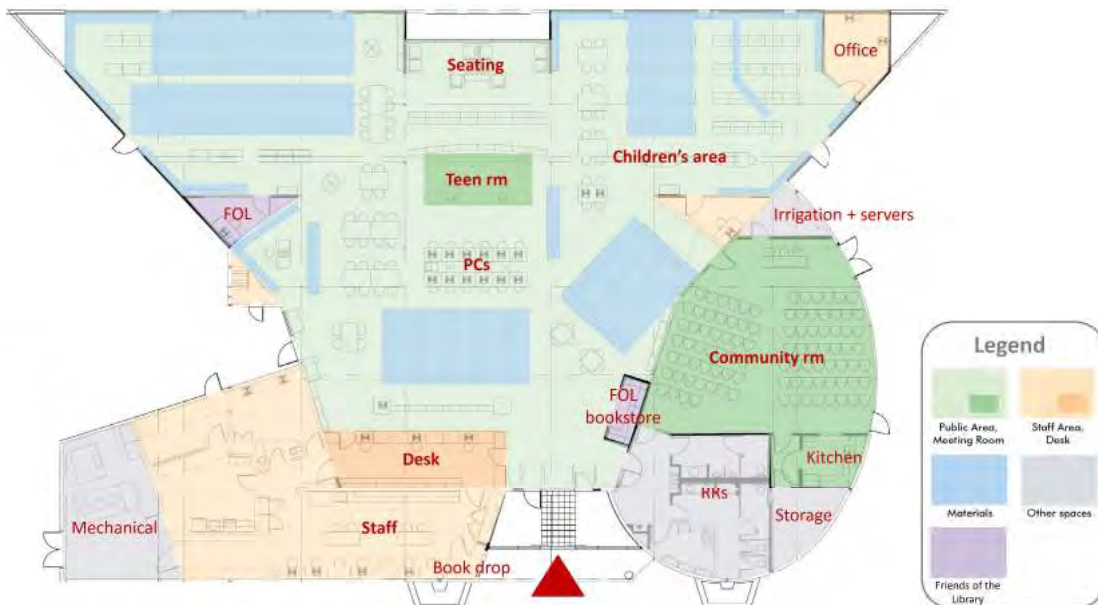The master plan recommends replacing the building on the existing site. Given the visible and accessible location of the library, and its popularity in the community, keeping the library on the existing site would be the best approach. A new building would allow for a flexible floor plan that meets the library's space needs and creates good customer experience.

Children's area

Seating options

CARMICHAEL LIBRARY

MINOR RENOVATION

✓	Building	20,700 SF
✓	Site size	No need to expand
O	Condition	B grade
✓	Location	Central; near schools
✓	Operations	Good CX; efficient

Built: 1964
Upgraded: 2006
Five-Year Facility Condition Index: 5%
Five-Year Maintenance Costs: $590,000

CARMICHAEL LIBRARY

5605 Marconi Ave, Carmichael, California 95608

At 20,700 SF, Carmichael Library is the County's largest library. Conveniently located near a busy intersection, the library attracts patrons from a wide expanse of the county, serving Carmichael residents as well as commuters working in downtown Sacramento. It attracts the most annual visitors out of all SPL branches (almost 270,000 in a year!), lends the most materials, offers the most programs, and houses approximately a fourth of the total library collection stored in county facilities. A midpoint for commuters working downtown, it serves as a popular drop-off location for materials. The library is deeply engrained in its community, with several community groups, including the chamber of commerce, the parks and recreation district, the senior center, homeless groups, educators, and Friends of the Library, operating as partners. The community meeting room, which is accessible after hours, is heavily used, and the children's area – especially the round tower with its silver pendant sculpture – is well loved.

Built in 1964 and renovated in 2006, the building features an open and well-lit floor plan with a gentle barrel-vaulted ceiling above the main reading room. The interior layout of stacks and seating permit an orderly flow of patrons and activities. With a five-year FCI of 5%, the building exhibits good maintenance and upkeep. Even so, there are certain aspects that need attention. The branch is a collection workhorse, with staff reporting an average of 20 bins of materials delivered per day. This has

created the need for an automated material handling system (AMHS). However, the staff area would need to be reconfigured to accommodate the AMHS. Since the last renovation almost 15 years ago, the branch's furniture and finishes have aged, reflecting high levels of use. The oversized staff desk does not make good use of space or encourage staff to be out on the floor assisting patrons. The large community room has significant acoustical problems. Patrons have also expressed concerns about the lack of exterior signage, which makes the library easy to miss.

The strategy recommended for Carmichael is renovation. Although Carmichael has almost four on-shelf volumes per square foot of library space, given the size of the branch, it makes sense for it to continue to operate as the collection workhorse for the county branches. That will enable smaller facilities to rebalance their floor plans for additional space for people and programs. Even with its large collection, Carmichael still has capacity for people to gather, study, read, play, etc. However, the branch would benefit from a renovation. Other issues, including acoustics, signage, ADA accessibility, and other maintenance needs can also be addressed with a renovation.

Teen area

Children's area

Tower seating in children's area

COURTLAND LIBRARY

MAJOR RENOVATION
+ ENHANCED ACCESS LOCATION

O	Building	2,300 SF
✓	Site size	Building can expand
✓	Condition	Well maintained
✓	Location	School colocation
✗	Operations	Challenging

Built: 2003
Upgraded: 2009

COURTLAND LIBRARY

170 Primasing Ave, Courtland, CA 95615

The county's smallest facility, measuring 2,300 square feet, Courtland Library is a touchpoint for the 500-person Delta community. Since its opening in 2003, the library, has been providing essential services to its largely rural and agricultural community of patrons. The library is the sole meeting space in town, houses the only public restroom, and provides the fastest internet connection in the area. Despite having the lowest number of cardholders and lending the fewest items in the county, Courtland is remarkably popular with its tiny service area population of less than 1,300 people. On average, Courtland service area residents use the branch more than 22 times per year.

Courtland's collocation with the elementary school and proximity to the high school, fields, and playgrounds makes it a popular location among children and teens. Since the school does not have its own library, it leverages Courtland's space and services heavily. The small space is always packed, especially after school, and it is common to see children and teens hanging out, waiting to be picked up, or completing homework. The library also partners with the school and YMCA to host children for programs and special projects.

However, limited hours and staff, along with severe space constraints, make it challenging to operate the library efficiently. The facility houses only one restroom and a tiny staff area, which is insufficient for their needs. The library is also too small to accommodate a community meeting room or study rooms. The location of the teen area next to the computers and away from the staff desk makes supervision of children and teens difficult.

The branch is too small to function successfully as a full-service library, but the facility can provide focused services access to technology and materials. There is no significant population growth projected in the area. Residents of Courtland travel to Walnut Grove and other surrounding communities that have full-service libraries, on a regular basis for services such as groceries.

The master plan recommendation for Courtland is an alternate service delivery strategy. Given staffing challenges at Courtland, and willingness of patrons to travel to full-service libraries, an alternate service delivery method that does not require a fully staffed facility would be ideal for this location. For example, Courtland could consider staffless hours of operation or sharing the space with a partner organization. Other ways to supplement library services in Courtland would be to provide mobile services or a book locker. The existing facility should be reconfigured to best support the chosen alternative service delivery strategy.
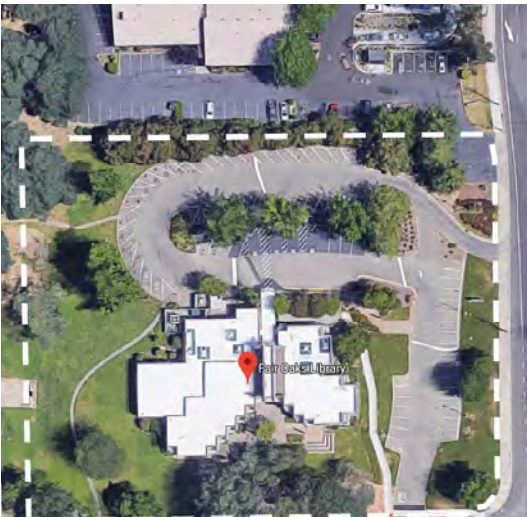

Seating

Children's corner

Outdoor patio area

FAIR OAKS LIBRARY

MAJOR RENOVATION or PARTNERSHIP

✓	Building	12,000 SF
✓	Site size	Building can expand
O	Condition	B grade
✓	Location	Park colocation
O	Operations	Could be reconfigured

Built: 1976
Upgraded: 2014
Five-Year Facility Condition Index: 10%
Five-Year Maintenance Costs: $930,000

FAIR OAKS LIBRARY

11549 Fair Oaks Blvd, Fair Oaks, CA 95628

Located adjacent to Fair Oaks Park and McMillan Center, Fair Oaks Library draws residents of all ages, especially families with young children and seniors, from neighborhoods across the northeastern part of the county. The library's popularity is apparent; The collection at Fair Oaks is remarkably popular – each item gets checked out an average of more than six times per year. It is the second most visited county branch with almost 170,000 annual visits, and it lent more than 280,000 items in fiscal year 2019, second only to Carmichael. Fair Oaks' "Library of Things" includes a variety of items, including cameras, musical instruments, yard equipment, and more. The 450 programs offered over the course of 2019 attracted more than 12,100 attendants, again second only to Carmichael among the county libraries. Nearly half of all Fair Oaks program participants attend programs aimed at children aged zero to five.

Built in 1976, the 12,000 square foot building features a unique floor plan with a 1970s color scheme that includes over 100 colors. With a five-year FCI of 10%, the building shows significant signs of wear which can be attributed to its age, combined with heavy use. The refresh in 2014 was limited in scope. Patrons have often reported that the lack of signage makes the entrance difficult to locate. While the site provides sufficient parking, the layout makes it difficult to navigate, causing accidents in the lot.

Plumbing damage and non-ADA compliant restrooms are other problems that need to be addressed.

The interior layout of the library leaves insufficient space for necessary, and popular functions, while leaving other spaces underutilized. The staff area is small and maze-like, with little room for storage or a staff meeting space. The public meeting room, which can be accessed after hours, is heavily used but is often inadequate for storytimes. The popular children's area is also too small for the crowd it draws. Despite its proximity to schools, teens do not use the library teen space often. The library also cannot accommodate study rooms which, the staff report, have been in demand among the branch's patrons.

Partnering with the Parks and Recreation department to build a new facility is the long-term master plan recommendation. Funding constraints make it difficult to replace the library as is, but the Fair Oaks Parks and Recreation department has expressed support to partner with the library to build a joint library-recreation facility on the Fair Oaks Park site, replacing the McMillan Center. Meanwhile, the short-term strategy recommended for the Fair Oaks Library is maintenance and minor updates to the current facility to address ADA, plumbing, and space utilization issues.

An alternate option for Fair Oaks is major renovation. A renovation would address the aforementioned issues. Furthermore, the branch could be reorganized, creating a quiet reading area in the smaller wing currently occupied by the children's area and dedicating the larger wing to louder user groups such as children and teens. A better teen space could attract neighborhood teens who attend schools nearby, and younger children would benefit from more space for early literacy and discovery.

Lobby

Children's area

NORTH HIGHLANDS LIBRARY

MINOR RENOVATION
+ MAINTAIN

✓	Building	*12,900 SF*
✓	Site size	*Building can expand*
O	Condition	*B grade*
✓	Location	*Residential*
✓	Operations	*Good CX*

Built: 2000
Upgraded: 2014; 2017
Five-Year Facility Condition Index: 6%
Five-Year Maintenance Costs: $580,000

NORTH HIGHLANDS LIBRARY

4235 Antelope Rd, Antelope, CA 95843

The County's second-largest branch, North Highlands-Antelope Library, is loved by patrons for its attractive reading areas bathed in sunlight from skylights. Catering to the populous communities of Antelope and North Highlands, the 12,900 SF branch ranks third among the county libraries based on the number of cardholders. Among its numerous programs for all ages, North Highlands Antelope offers the most teen programs out of all of the county libraries and also attracts the most teen participants. It also features a popular collection.

With an exterior reminiscent of Spanish colonial style buildings and interiors featuring an efficient, open floor plan with lots of natural light and clear sightlines, the Library is one of the better maintained county facilities. This is reflected in its five-year FCI of 6%. Built in 2000, upgraded in 2014, and partially renovated in 2017, the facility provides a good customer experience. Some of the branch's highlights include comfortable reading areas with powered furniture and a large community room, featuring a kitchenette and a separate entrance for after-hours use.

NORTH HIGHLANDS LIBRARY

The site has adequate parking but the layout creates an awkward traffic flow and the path to the entrance is not ADA compliant. The restrooms in the building are also not ADA compliant. The library is noisy and lacks a quiet area and enclosed study rooms. Additionally, the staff area was not part of the 2017 renovation, as evidenced by the oversized staff desk that reflects an older library service model.

The master plan recommends maintaining the building and renovating it when the opportunity arises. The parking lot layout, acoustic problems, and various ADA issues can be corrected through renovation. The renovation would also allow for the staff area to be refreshed. Adding an AMHS could also be beneficial. Adding more power outlets to the meeting room would improve its secondary purpose as a quiet reading and work space when unreserved. The opportunity exists to rework and activate the outdoor spaces, which are currently under-utilized.

Children's area

Teen area

Meeting room with ample windows

Legend

Public Area, Meeting Room

Staff Area, Desk

Materials

Other spaces

Friends of the Library

ORANGEVALE LIBRARY

MAINTAIN

✓	Building	*8,000 SF*
✓	Site size	*Newly expanded*
✓	Condition	*Newly renovated*
✓	Location	*Close to Fair Oaks*
	Operations	*Unknown w/renovation*

Leased: 2016
Upgraded + Expanded: 2020

ORANGEVALE LIBRARY

8820 Greenback Ln # L, Orangevale, CA 95662

Heavily used and loved by patrons, Orangevale library serves a community with a strong sense of identity. Located within a shopping center, it is one of the County's two leased facilities. Located only two miles from the Fair Oaks branch, there is a lot of overlap in the catchment area of these two branches. Prior to the renovation and expansion in 2020, the branch received the highest number of visits per square foot. In the past, Orangevale library has regularly partnered with the Recreation & Parks District. They have invested in complementary services, especially senior and youth programs, to create popular community destinations. The branch is also involved with the community's Chamber of Commerce and CPA.

The library recently signed a 15-year lease for an expanded 8,000 square foot facility, taking over a neighboring nail salon, thereby creating space to add a community room, study rooms, a teen area and additional seating spaces. The children's area in the library is most heavily used. The open floor plan, combined with shelves on wheels, makes the space flexible and allows for programming on the main public floor.

However, the layout and site of the branch create some operational inefficiencies. A common complaint among patrons and staff was that the branch was cramped, with little space for reading and programming. The situation is expected to improve with the new expanded space when the library reopens.

ORANGEVALE LIBRARY

The location of the book return, at the front of the building, is undesirable as it requires staff to cart materials across the floor of the library, to the staff area, for sorting. The branch shares its parking with other commercial establishments within the site, leading to shortages during certain times.

The master plan recommends maintaining the current facility. Further in the future, the library could potentially partner with Parks & Recreation, to either build a new facility or an alternate service delivery location. The Parks and Recreation district recently purchased buildings north of the Orangevale community center where space can be reserved for a future facility or ASD location. The Parks and Recreation district is also open to partnering with the library on environmental and nature programming.

Pre-expansion interior – computers and stacks

Pre-expansion interior – seating options
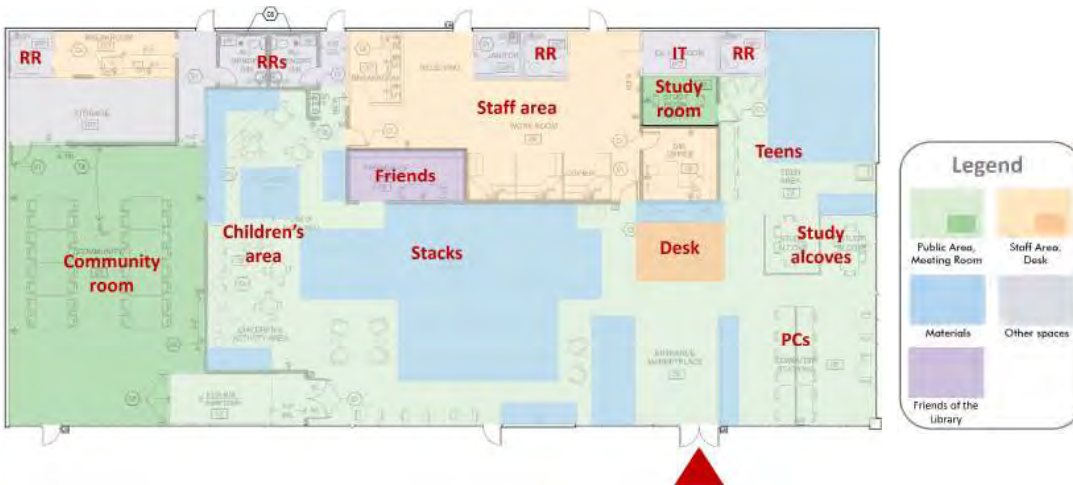
RANCHO CORDOVA LIBRARY

MAJOR RENOVATION
+ EXPANSION

O	Building	12,500 SF
✓	Site size	Building can expand
O	Condition	B grade
✓	Location	Good location
✓	Operations	Functional floor plan

Built: 1975
Upgraded: 2010; 2018
Five-Year Facility Condition Index: 12%
Five-Year Maintenance Costs: $1,180,000

RANCHO CORDOVA LIBRARY

9845 Folsom Blvd, Sacramento, CA 95827

Rancho Cordova Library serves the fast-growing eastern region of the county, including the city of Rancho Cordova. It is located on a major thoroughfare with excellent public transit access. With 94 different languages spoken in the schools and several age-restricted communities located in the service area, the library caters to a very diverse, multigenerational community. Built in 1975, the library is loved by the community. It features a veterans' resource station, garden programs, and a popular community room. The interiors of the 12,500 square foot branch were updated in 2010 and in 2018, during which the children's area and staff backroom were redone, a new teen area was created, and the shelving, carpeting and furniture were replaced. The roof was also replaced in 2018.

Despite these updates, Rancho Cordova has the second highest maintenance needs, totaling 12% of the replacement cost of the building over the next five years. This excludes many ADA upgrade costs, highest among county facilities. The floor plan is functional and efficient, but small and narrow windows allow little daylight into the building. The community room is well-used, with after-hours access, but it is undersized for the growing population of the service area and has not been updated.

Rancho Cordova's staff and Friends of the Library areas also have very limited space for operations. Staff report that the patrons have expressed demand for study rooms, which cannot be accommodated in the current space. The new teen space created in 2018 is also reportedly insufficient for current needs. The outdoor space under the overhanging eaves along Folsom Boulevard is unused and has been the site of vandalism and other security incidents.

The age of the building is reflected in it's inconsistent HVAC and older non-LED lighting, which requires retrofitting. Other issues identified include acoustic issues in the entrance area, lack of exterior signage, out of date restrooms, and serious problems with the covered patio used for Friends of the Library storage.

The master plan recommends renovation and expansion of the Rancho Cordova branch. Recapturing the outdoor area under the eaves along the southern edge of the building can create additional space for people and study rooms. If an expansion is not possible, the outdoor space should be fenced in and updated to encourage use. Other problems like signage, lighting, ADA accessibility, and acoustics, can be addressed through a renovation.
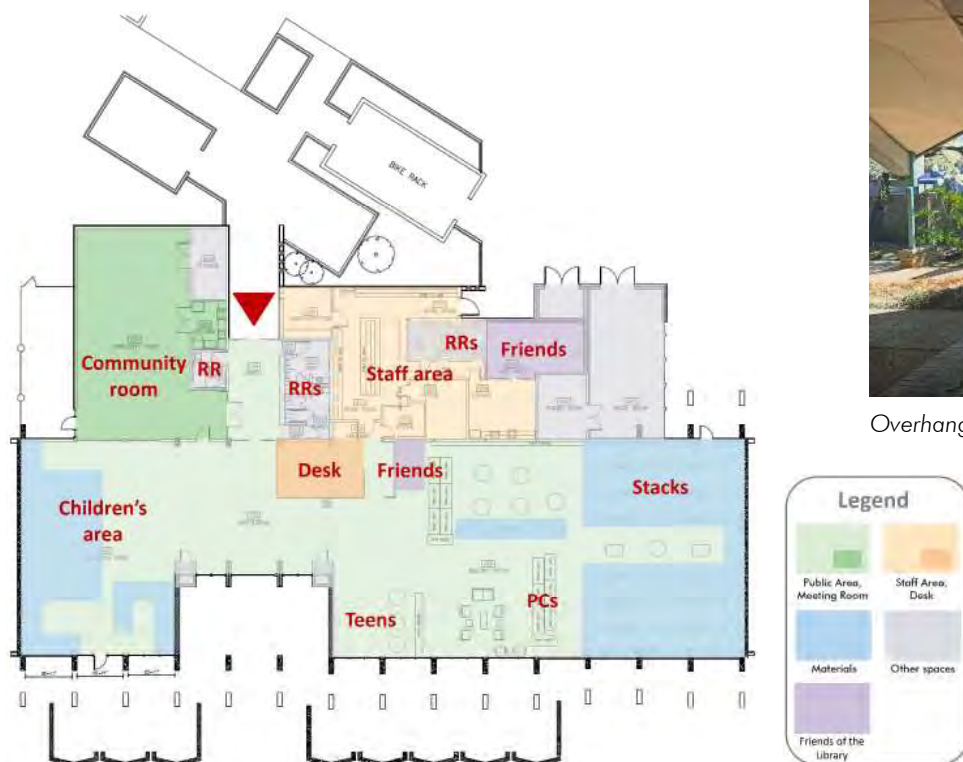

Quiet reading area

Children's area

Overhanging eaves facing Folsom Boulevard

Legend

Public Area, Meeting Room

Staff Area, Desk

Materials

Other spaces

Friends of the Library

RIO LINDA LIBRARY

MINOR RENOVATION
+ EXPANSION + PARTNERSHIP

✓	Building	7,800 SF
O	Site size	Unlikely to expand
✓	Condition	Well maintained
✓	Location	Near park + school
✓	Operations	Good CX + efficient

Built: 1968
Leased + Upgraded: 2013

RIO LINDA LIBRARY

6724 6th St, Rio Linda, CA 95673

Rio Linda Library is a great example in the SPL system of how a small leased space can be used in the most operationally and fiscally efficient manner. Located in a former elementary school building built in 1968, Rio Linda Library serves the close-knit and largely rural communities of Rio Linda and Elverta. Surrounded by elementary schools, and located next to a community center, the library is accessible by car, walking, biking, public transit, and horse. The branch features a seed library, as well as barn-quilt art, a community led local art form popular in Rio Linda and Elverta. Rio Linda also partners with a Rio Linda Elverta Recreation and Park District summer camp to offer joint programming.

The 7,800 SF building was leased by the County and upgraded in 2013. The small floor plan with storefront windows allows for ample natural light in the building. The collection is merchandized on the shelves and features low shelves in the children's area. The branch also has a large separate teen room, which is popular and heavily used at certain times of the day. The laptop bar with power outlets in the reading area is also popular. The parking on site is sufficient. While the library is a good blueprint for other small libraries in the SPL system, it faces limitations due to its size and there are some issues with the current space that need to be addressed.

RIO LINDA LIBRARY

The branch does not have a decicated community meeting room. However, by rearranging furniture, staff can use open reading areas for programming. Staff have reported that patrons have requested study rooms and a community gathering space. The library could also benefit from a larger adult space. The building has only one restroom available to the public, which is sometimes inadequate. Additionally, lack of clear signage makes the library difficult to find.

The master plan recommends maintaining the current space and renovating it when large maintenance needs arise. Some issues identified in the branch can be addressed through a renovation. For example, the public space and stacks can be rebalanced to create more room for people and maybe even a study room. Also, if adjacent lease space becomes available next to the existing library and it is financially viable, the master plan recommends obtaining more space for a programming room for this library, .

Additionally, the Library can pursue a partnership with the Rio Linda Elverta Recreation and Park District for the creation of an outdoor programming space. The Recreation and Park District is in the process of applying for funds to activate the elementary school's green space adjacent to the library. Adding a space for outdoor gathering, such as an amphitheater, would help Rio Linda Library host events and would fit in well with the District's plans.

In the coming decades, the population will likely shift westward, and the County may want to consider an additional branch further to the west. However, that population growth is outside the scope of this 20-year master plan.
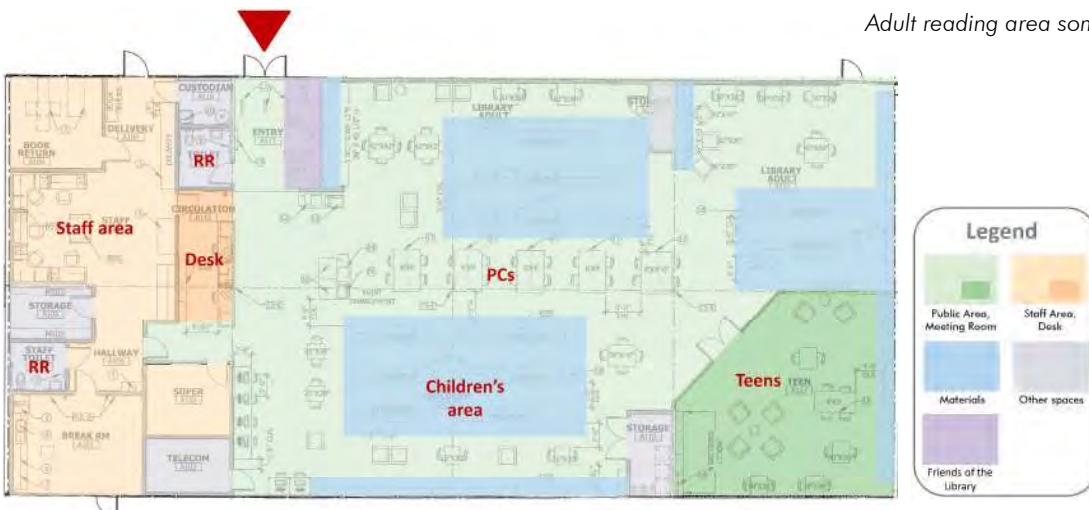

Large teen room

Computers and stacks

Adult reading area sometimes used for meetings

SOUTHGATE LIBRARY

MINOR RENOVATION

✓	Building	*12,000 SF*
✓	Site size	*Building can expand*
O	Condition	*B grade*
✓	Location	*Near community center*
✗	Operations	*Security issues*

Built: 1976
Upgraded: 2011; 2016
Five-Year Facility Condition Index: 11%
Five-Year Maintenance Costs: $1,040,000

SOUTHGATE LIBRARY

6132 66th Ave, Sacramento, CA 95823

Southgate Library serves a multicultural community south-east of the City of Sacramento. The fifth most visited branch among the County's branches, Southgate gets a lot of footfall, especially during weekends. The branch is located in close proximity to a community center and farmers market and offers a diverse mix of programs including after-school meals, job coaching, English conversation groups, Vietnamese meditation, and Qigong. The computer area is one of the library's most popular spaces as it caters to a neighborhood with limited access to internet and personal devices.

Built in 1976, the 12,000 SF library features a largely open floor plan with an enclosed community room that houses a kitchenette. The branch's large parking lot is also used for programming. Although most of the building except for the lobby and restrooms was refreshed in 2016, the FCI rating of 11% reflects large upcoming maintenance costs. The open floor plan allows for good daylighting and clear sightlines for staff across the space. However, the location of stacks in the wings and the public floor, along with the computers in the center, leave no reading or study spaces with acoustical protection. The noise levels in the teen and computer areas are a common cause for complaints.

The community room also lacks adequate acoustic protection, with a loud server located inside. The Friends of the Library lack a storage space. Southgate has one of the highest security incident rates among the county locations. Several incidents have occurred on the periphery of the building, especially in corners with blinds spots, in the foyer, and near the covered entry porches. Several areas have been fenced off to combat this problem.

The recommended strategy for Southgate is continued maintenance and renovation. Acoustic treatment can be provided to the community room and some reading areas. Renovating could also improve the visual connection between the entrances and staff desks. Equipping the library with more security and monitoring devices will help patrons feel safe when accessing the library entrances. Additionally, ADA upgrades and outdoor space improvements would enhance customer experience. There is even a proposal to add a community garden. Due to its proximity to the community center, the library could benefit from strengthening their partnership with the Parks and Recreation department.

Popular computers

Children's area

Adult reading area sometimes used for meetings

SYLVAN OAKS LIBRARY

MINOR RENOVATION
+EXPANSION

✓	Building	12,900 SF
✓	Site size	Building can expand
✗	Condition	C grade due to roof
✓	Location	Near community center
✓	Operations	Great renovation

Built: 1975
Upgraded: 2019
Five-Year Facility Condition Index: 19%
Five-Year Maintenance Costs: $1,790,000

SYLVAN OAKS LIBRARY

6700 Auburn Blvd, Citrus Heights, CA 95621

Newly remodeled, Sylvan Oaks is loved by patrons for its interactive children's play area and attractive seating choices with comfortable, powered furniture. The branch serves the city of Citrus Heights, in north Sacramento County, and is located adjacent to a community center. With new developments planned in the vicinity, the service area population of Sylvan Oaks is expected to grow. The library already tops the list in program attendance with an average of 31 participants per program. With many homeschoolers in the neighborhood, the children's tables are always full. .

The 12,500 square foot facility was originally built in 1975. An exemplary interior renovation was carried out in 2019, adding two new study rooms to the library and replacing carpets, windows, and furniture. Though it has updated and well-maintained interiors, the building received an FCI of 19%, highest among all county facilities, due to upcoming roof maintenance needs. The open floor plan enables easy staff supervision and offers a good balance between stacks and people spaces. The community room houses a kitchenette and can be accessed separately after hours.

Though the interiors are in great condition, exterior problems were noticed in Sylvan Oaks. In addition to the problems with the roof, there is some exterior dry rot and the staff lacks visibility of the covered entry walkway, where security has been a concern. Additionally, the community room's external entrance is not in compliance with ADA.

The library meets the overall community needs, and the master plan recommends maintaining the facility. A renovation will be able to address the exterior building condition and ADA issues, as well as maybe add some additional wayfinding signs. The exterior walkways could be enclosed for safety considerations. It could also be beneficial to activate the outdoor space on the southeastern side of the building. With proactive maintenance, Sylvan Oaks should not require major renovation in the near future.

Group study rooms and a quiet reading area

Popular computer area

Children's computers and view toward the lobby

Legend

Public Area, Meeting Room

Staff Area, Desk

Materials

Other spaces

Friends of the Library
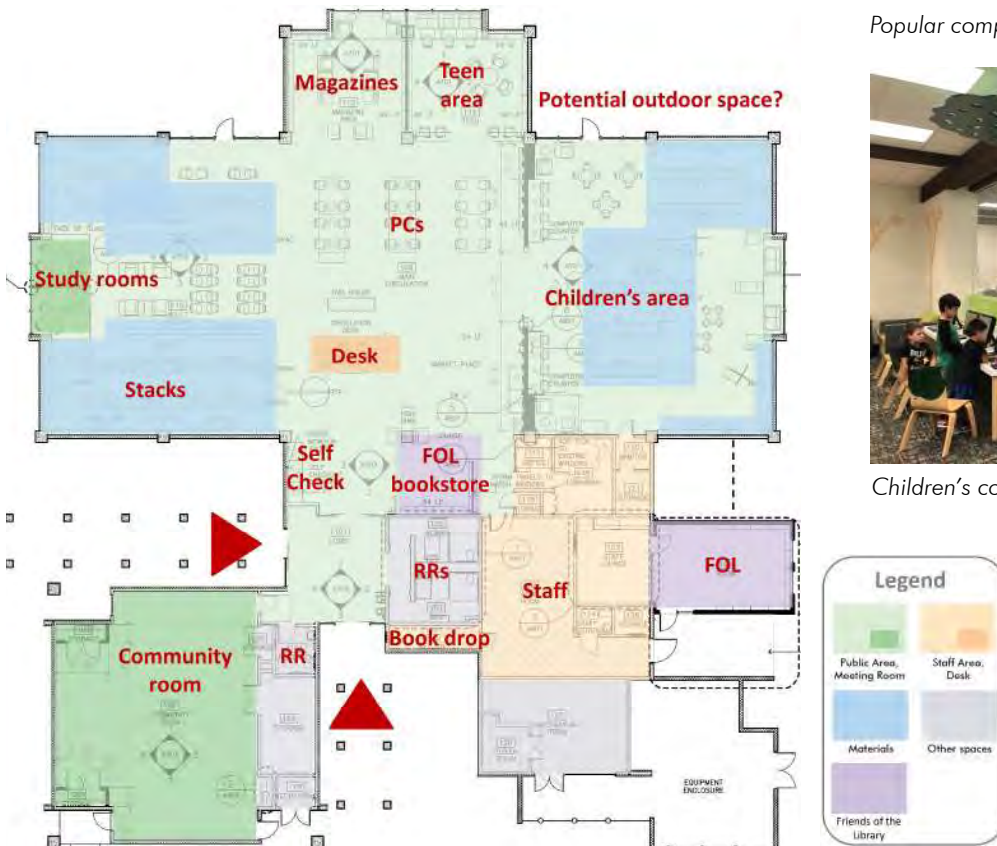
WALNUT GROVE LIBRARY

MAJOR RENOVATION

O	Building	*3,600 SF*
✓	Site size	*Room for expansion?*
O	Condition	*B grade*
✓	Location	*Central*
O	Operations	*Could rebalance space*

Built: 1970
Upgraded: 2007
Five-Year Facility Condition Index: 10%
Five-Year Maintenance Costs: $400,000

WALNUT GROVE LIBRARY

14177 Market St, Walnut Grove, CA 95690

Walnut Grove Library is situated at the heart of the Walnut Grove community, in the Delta region of the county. At 3,600 square feet, it is the County's second smallest branch and shares the building with the Agricultural Commission field office. Though Walnut Grove has few cardholders and most of the collection stays on the shelf, the library is in fact very active. Computers and Wi-Fi hotspots are popular commodities. Playing a crucial role in bridging the digital divide and providing life-changing programming, the library is sometimes the only resource that reaches the migrant farming population in the area.

Walnut Grove also provides essential literacy programs, food bank services, access to social services, and library services for the Walnut Grove Elementary School, which lacks its own library. Additionally, the library features a local history collection.

The building is in good condition, with years of anticipated life left on its original systems. Renovation for life cycle maintenance needs is not expected to be a priority within the next decade, but may come due in the second decade of this 20 year master plan.

Built in 1970, renovated in 2007 and updated many times since, the library has an FCI of 10%, signifying a need for upgrades and maintenance. The popular community room, which can be accessed after hours, is used for formal and informal programming. Using the room as a flexible, multipurpose space beyond scheduled activities allows the library to make better use of its limited square footage. After-school food programs are offered to middle and high school students at the library, making it a popular place for teens to socialize after school. There is no quiet space but not much demand for one either. The branch also houses a Friends of the Library bookstore.

The library's small footprint presents several challenges. The supply of computers does not meet demand. Despite its popularity among teens, the library does not have space focused on their needs. Back of house spaces are labyrinthine.

The master plan recommendation for Walnut Grove is renovation and expanded partnerships. The library could benefit from rebalancing the space to create a more focused collection, which could in turn free up more space for seating, computers, and other activity. Adding a bike rack could enhance accessibility. Renovating the back of house spaces can allow for more efficient use of the space. Strengthening the partnership with the school to provide alternative service delivery will help the library supplement and improve services that the current square footage of the building will not allow.

Children's area

Computers

Seating amidst stacks
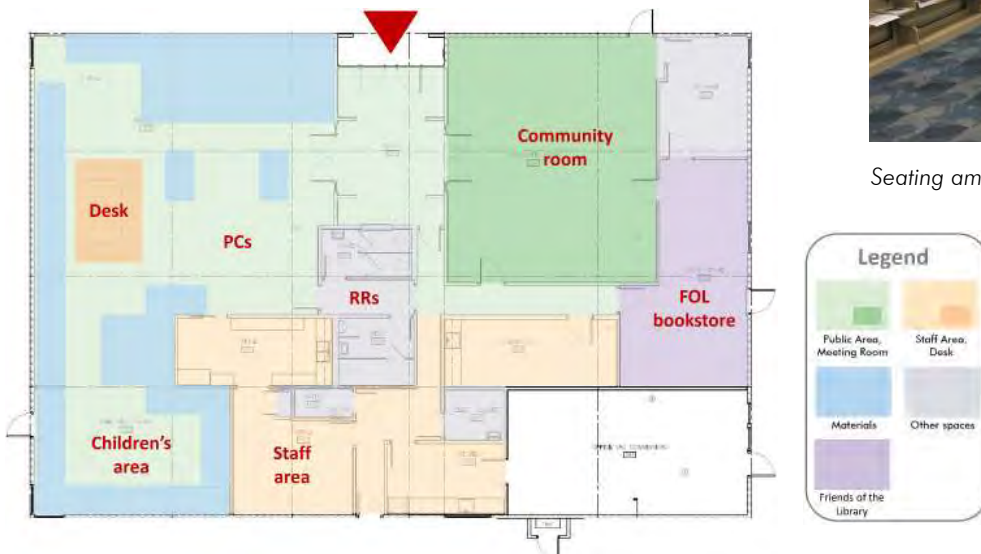
NEW VINEYARD LIBRARY

BUILD or
LEASE or P3

The 4.7-acre parcel owned by the County in the Vineyard area has plenty of space for a full-service branch, parking, and a partner facility if the County decides to build a new branch from the ground up.

The County could lease space for a new branch – for example, by the planned Grove shopping center.
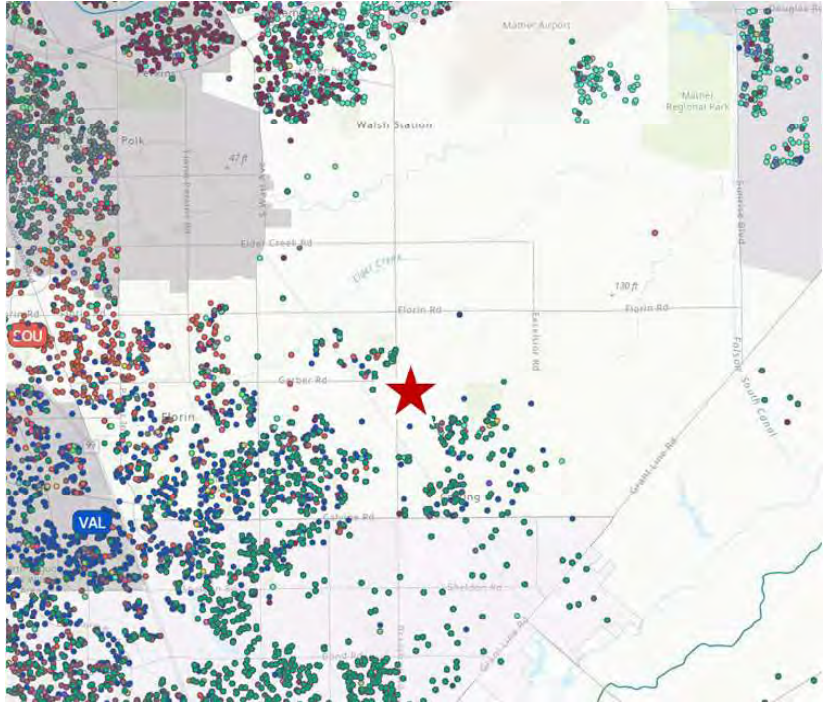
Patron mapping in the Vineyard area (the red star is the County-owned parcel) More information about patron mapping can be found on page 14.

NEW VINEYARD LIBRARY

Undecided

Located north of Elk Grove and east of Southgate, Vineyard has a population of approximately 29,000. With several developments underway, and more planned, most of the projected population growth in Vineyard is expected to take place in the next 5-10 years. Areas immediately west and south of Vineyard are served by the Southgate and Elk Grove libraries, respectively. However, with Rancho Cordova much further to the north, and no libraries on the east, the population in Vineyard will not be adequately served.

The County owns a 4.7-acre parcel at the intersection of Gerber and Bradshaw. This site can support a 12,500 square foot facility, along with parking. It can also support a partner facility, which could lower the overall costs of developing a new site. County planners agree that this site is ideal for library based on planned growth. With a planned commercial development on the adjacent parcel, this location would put the library in a well-trafficked area. Served by a bike lane, and a multi-use pathway a few blocks away, the location would prove to be accessible by alternate transportation options. However, construction on this parcel is contingent on retention basins and other storm drain improvement projects.

There are a few potential options this masterplan has identified for funding the construction of a future Vineyard branch library. These are discussed on the following page.

Build New: Limited funding sources collected through developer fees, are available to fund a part of the the construction costs for Vineyard Library. The remainder of the cost could be funded through the County's General Fund. The second option for funding the library would be through municipal bonds.

Public-Private Partnership (P3) or a lease-leaseback, where a developer-built facility on a County-owned site is leased back to the County, is another option the County can consider for funding a new Vineyard library facility.

Leasing a visbile and accessible facility would be another potential option for the Vineyard branch library.

The library could also leverage community partnerships to provide shared services and spaces. Southgate Recreation & Park District, which also serves Vineyard, has expressed interest in partnering with the future library on programs.

Driving time without traffic between libraries (in black) and from distant populated spots to libraries (in red)

NEW RANCHO CORDOVA LIBRARY

BUILD or LEASE or P3

There are lots of new developments in and near Rancho Cordova contributing to the rapid population growth projections

Patron mapping (the red box is the proposed area for a future second Rancho Cordova library)

Potential new library sites could be located on quasi-public parcel in new developments, for example

NEW RANCHO CORDOVA LIBRARY

Undecided

Rancho Cordova, located east of Sacramento City and south of the river, currently has a population of 75,087. It is currently served by one 12,500 SF library, located at the north of edge of the city, and separated from most of the City by Hwy 50, which runs East-West through the County. Projections show that a population of about 40,000 will be added to the city by 2040, with an additional 60,000 added at build-out. The existing Rancho Cordova Library, even after the recommended expansion, would still be too small to support this population.

Folsom, on the north-east of Rancho Cordova is served by Folsom Public Library. Douglas Rd divides the Folsom and Rancho Cordova school districts, and travel patterns show that families in Rancho Cordova are more likely to travel south for services. This further emphasizes the need for a new branch library in Rancho Cordova.

A potential site for the library is an approximately 3.5 acre site near the intersection of International Dr and Rancho Cordova Pkwy. The Rio Del Oro Specific Plan lays out a plan for a well-integrated mixed-use master-planned community in Ranch Cordova. It identifies this site as appropriate for a public or quasi-public use, citing a library as an example. This parcel, located adjacent to the planned town center and community park, accessible to pedestrians and within walking distance of the school, makes it an ideal location for the second Rancho

Cordova branch library. This site would be large enough to accommodate a joint facility with a partner, making it more affordable to build and maintain.

Vineyard Current Population

Southeast Rancho Cordova Current Population

Date	Vineyard population	SE Rancho Cordova population
2018	~27,800	~9,200
2025	~33,300	~14,000
2035	~35,300	~39,200
2040	~37,100	~45,700
Build-out	~79,300	~83,400

excluding neighboring developments like Mather South, Cordova Hills, etc.

Vineyard Population Larger now and growing faster than SE Rancho Cordova - Vineyard Library is a priority

IMPLEMENTATION STRATEGIES

This master plan is a long-range framework for identifying needs and opportunities and will need to be revisited as conditions evolve. The County and SPL should take advantage of opportunities as they arise. The planning framework is intended to provide the agility to adapt the proposed strategies to changing circumstances.

The first step in carrying out the plan's recommendations is to prioritize projects based on community impact and opportunities. For example, adding a new facility in the Vineyard area is higher priority than adding one in southeast Rancho Cordova due to the larger population already residing in the area and the pace of new developments. Sequencing considerations for branch renovations include minimizing the disruption of library service and budget strains by staggering renovations of neighboring library facilities. It is also advisable to time renovations to coincide with major maintenance projects.

Funding strategies and timelines will need to be developed once a prioritization of the proposed capital projects is determined. The County will search for suitable sites to build or facilities to lease in the Vineyard area and southeast Rancho Cordova based on the site criteria identified in this plan. Communicating with partners may help pave the way for new co-located facilities.

Capital budget models for recommended projects have been provided on page 66. Due to rapidly changing conditions, with construction market escalation and the economic effects of COVID-19, cost models will need to be regularly updated to reflect changes in the economy and project opportunities.

Once additional planning and design work has confirmed and refined project scopes for renovations and new construction, the County and SPL will need to build community support. Beyond voter support for fiscal needs, it is important to drum up public excitement about library improvements to ensure the success of the projects.

CAPITAL BUDGET MODELS

PROJECT BUDGETING METHODOLOGY

The projects recommended in the Facilities Master Plan (FMP) are at a high level; they are aspirational and have not yet undergone any level of design. As such, capital budgets for the recommended projects are based on high-level assumptions about project scale, quality, and scope (e.g., renovation or new construction) and are shown in 2021 Dollars.

Building construction cost inputs were provided by TBD based on recent comparable library projects in California. The inputs include cost-per-square-foot costs and allowances that – when combined with general building area assumptions – formed the budget range for construction "hard costs" for each recommended project. The general breakdown of the allowance per square foot of "hard costs" for each project type is outlined under 'Project Scope Categories' on Page 66.

It is important to remember that site and building construction costs are only part of the overall cost of each capital project. The capital budgets developed for the FMP-recommended projects strive to be as inclusive as reasonably possible, considering the "whole cost" of each project.   In addition to anticipated hard costs, the budgets for recommended new facilities, including relocated and replaced facilities, and major renovations, also include allowances for fixtures, furnishings, and equipment, as well as building technology and signage. The breakdown of these costs is provided in the table to the right.

Budgets of Vineyard library and the new Rancho Cordova library also include a lumpsum cost of $200,000 for the acquisition of opening day collections. Budgets include allowances for soft costs such as design/engineering fees, permitting, and other miscellaneous owner costs. Design, construction, soft cost, and project contingencies are included. The breakdown of soft cost allowance is outlined in the table to the right.

FF&E, Technology, and other Hard Costs	
FF&E Library	$40 / GSF
Technology - Library	$20 / GSF
Signage	$10 / GSF
Safety and security	$8 / GSF

Design, engineering and construction management		35%
Design Fees	15%	
Construction Mgmt/County	11%	
City fees	5%	
Permits	2%	
Other (testing, environ, etc.)	2%	
Soft Costs Contingency		**10%**

EXCLUSIONS

The budgets exclude building maintenance costs. These costs can be found in the Facility Conditions Assessments report prepared by Kitchell. The budgets also exclude land acquisition costs (or sale proceeds); site work (including site preparation, landscaping and parking); temporary library facilities; targeting a higher sustainable design level than LEED Silver; LEED registration and certification costs; hazardous materials assessment and abatement; and other project unknowns. Some of these types of costs may (or may not) be achievable within the contingencies described above. As projects are further defined and designed, Sacramento County will be able to refine the budgets to include or exclude relevant elements as appropriate.

The capital budgets also exclude costs and expenses related to Sacramento Public Library operations, such as added staff, collection development, public and staff technology, automated materials handling systems and other specialty equipment, etc.

PROJECT SCOPE CATEGORIES

The FMP recommends three types of projects: new construction and renovation (at two levels) and tenant improvements. The assumptions about scope (which forms part of the basis for the budgets) for each of these project types is described below.

NEW CONSTRUCTION

New buildings are budgeted for high quality structures that – if well maintained over time – should serve the community well for 40-50 years. The budget should support attractive, civic architecture with dynamic and flexible interior spaces that can adapt over time to accommodate changing needs and services. High performance envelopes, efficient building systems, and durable, sustainably-sourced materials should be possible within these budgets.

Arden-Dimick Library, and the new construction options for Fair Oaks Library, Vineyard Library and Second Rancho Cordova Library and are budgeted as if they are all-new construction. Additions to Arcade library and Rancho Cordova library are also budgeted as new construction.

TENANT IMPROVEMENT

Tenant improvement budgets emphasize interior refreshes, with all-new interior finishes. They include allowances for selective refurbishment or replacement of furniture and shelving, but not full replacement. Although the County may choose to make voluntary accessibility improvements, conceptually a tenant improvement project should not trigger full code upgrade requirements.

The summary of spaces that will undergo tenant improvements in each facility are provided in the 'Space Allocation for Budgeting' table below. Planned maintenance is excluded in project budgets.

Name	Code	Square Footage	Space Allocation for Budgeting (All costs are shown in 2021 Dollars)				
			New/ Addition	Tenant Improvement	Major Renovation	Minor Renovation	Maintain
			$648/SF	$41/SF	$653/SF	$306/SF	$0/SF
Arcade Library	ARC	12,700 GSF	530 GSF			1,000 GSF	11,700 GSF
Arden-Dimick Library	ARD	11,900 GSF	12,000 GSF				
Carmichael Library	CAR	20,700 GSF			2,400 GSF		18,300 GSF
Courtland Library	COU	2,300 GSF			2,300 GSF		
Fair Oaks Library- Major Renovation	FAI	12,000 GSF			12,000 GSF		
Fair Oaks Library- New	FAI	12,000 GSF	12,000 GSF				
North Highlands Library	NHI	12,900 GSF			1,000 GSF	11,900 GSF	
Orangevale Library	ORA	8,000 GSF					8,000 GSF
Rancho Cordova Library	RAN	12,500 GSF	2,675 GSF	12,500 GSF			
Rio Vista Library	RIO	7,800 GSF			1,000 GSF		7,800 GSF
Southgate Library	SOU	12,000 GSF				1,640 GSF	10,360 GSF
Sylvan Oaks Library	SYL	12,900 GSF			1,200 GSF		12,500 GSF
Walnut Grove Library	WAL	3,600 GSF			3,600 GSF		
New Vineyard Library Build	VIN	--	25,000 GSF				
New Vineyard Library Lease	VIN	--		25,000 GSF			
New Rancho Cordova Library Build	2ND RAN	--	25,000 GSF				
New Rancho Cordova Library Lease	2ND RAN	--		25,000 GSF			

The FMP includes tenant improvement budgets for the lease options for Vineyard Library and Second Rancho Cordova library, and parts of Rancho Cordova Library.

MINOR RENOVATION

Minor renovation budgets emphasize interior remodel, with all-new interior finishes. They include allowances for selective refurbishment or replacement of furniture and shelving, but not full replacement. Minor, non-structural interior plan changes (such as moving doors) should be possible within minor renovation budgets. Although DPL may choose to make voluntary accessibility improvements, conceptually a minor renovation project should not trigger full code upgrade requirements.

The FMP includes minor renovation budgets for parts of Southgate Library, Arcade Library and North Highlands library. The summary of spaces that will undergo minor renovations are provided in the 'Space Allocation for Budgeting' table above. Planned maintenance is excluded in project budgets.

MAJOR RENOVATION

Courtland Library, Walnut grove library and Fair Oaks library are budgeted for a more robust renovation to accommodate more complex interior rebalancing/reorganization. Parts of Carmichael Library, North Highlands library, Rio Linda Library and Sylvan Oaks Library are also budgeted for major renovation. In addition to all-new interior finishes, the budget should support more extensive refurbishment or replacement of furniture, shelving, and interior signage/branding. Adding or moving non-structural partitions should be possible, with associated adjustments to lighting, HVAC, and other systems.

The summary of spaces that will undergo major renovation are provided in the 'Space Allocation for Budgeting' table above. Planned maintenance is excluded in project budgets.

ADJUSTING BUDGETS OVER TIME

The Facilities Master Plan was finalized in Q1 2021 during a relatively volatile construction market. Bids for public projects are hard to predict even in the near term; market conditions and escalation over the next few years are even more difficult to forecast. Each of the projects will also evolve over time, such as to reflect community input and priorities during the next phases of planning and design. The County and SPL may also choose to pursue new and different opportunities that may arise other than (or in addition to) those anticipated in this master plan.

For all of these reasons, the County is strongly encouraged to revisit these project budgets regularly and revise them as needed to reflect evolving project requirements and changing market conditions. One high-level strategy to accomplish this would be to periodically apply a market index, such as that published by Engineering News Record. As the potential for individual projects move closer to implementation a more detailed design, analysis and estimate should be completed to update and reflect the current project scope, cost, and schedule.

CAPITAL BUDGETS

A summary table of the costs for capital projects recommended in each facility are outlined below. Appendix A of this report shows a more detailed breakdown of these costs.

ARCADE LIBRARY	EXPANSION
Building size	13,230 GSF
Hard Costs (Excluding site work, preparation, parking, hardscape, landscape and AMHS)	$868,000
Soft Costs (Incl. A/E fees, CM fees, city fees, permit fees, soft cost contingency, etc.)	$288,000
Escalation	TBD
TOTAL PROJECT BUDGET	**$1,156,000**

ARDEN-DIMICK	REPLACEMENT
Building size	12,000 GSF
Hard Costs (Including building construction costs, technology, FF&E, A/V and security and signage) (Excluding site work, preparation, parking, hardscape, landscape and AMHS)	$10,661,000
Soft Costs (Incl. A/E fees, CM fees, city fees, permit fees, soft cost contingency, etc.)	$3,376,000
Escalation	TBD
TOTAL PROJECT BUDGET	**$14,037,000**

CARMICHAEL	LIMITED MINOR RENOVATION
Building size	20,700 GSF
Hard Costs (Excluding site work, preparation, parking, hardscape, landscape and AMHS)	$2,194,000
Soft Costs (Incl. A/E fees, CM fees, city fees, permit fees, soft cost contingency, etc.)	$694,000
Escalation	TBD
TOTAL PROJECT BUDGET	**$2,888,000**

COURTLAND	MAJOR RENOVATION
Building size	2,300 GSF
Hard Costs (Excluding site work, preparation, parking, hardscape, landscape and AMHS)	$2,103,000
Soft Costs (Incl. A/E fees, CM fees, city fees, permit fees, soft cost contingency, etc.)	$665,000
Escalation	TBD
TOTAL PROJECT BUDGET	**$2,768,000**

FAIR OAKS — MAJOR RENOVATION OPTION

Building size	12,000 GSF
Hard Costs	$10,972,000
(Excluding site work, preparation, parking, hardscape, landscape and AMHS)	
Soft Costs	$3,468,000
(Incl. A/E fees, CM fees, city fees, permit fees, soft cost contingency, etc.)	
Escalation	TBD
TOTAL PROJECT BUDGET	**$14,440,000**

FAIR OAKS — BUILD NEW OPTION

Building size	12,000 GSF
Hard Costs	$10,870,000
(Including building construction costs, technology, FF&E, A/V and security and signage)	
(Excluding site work, preparation, parking, hardscape, landscape and AMHS)	
Soft Costs	$3,408,000
(Incl. A/E fees, CM fees, city fees, permit fees, soft cost contingency, etc.)	
Escalation	TBD
TOTAL PROJECT BUDGET	**$14,278,000**

NORTH HIGHLANDS ANTELOPE — MINOR + LIMITED MAJOR RENOVATION

Building size	12,900 GSF
Hard Costs	$5,521,000
(Excluding site work, preparation, parking, hardscape, landscape and AMHS)	
Soft Costs	$1,901,000
(Incl. A/E fees, CM fees, city fees, permit fees, soft cost contingency, etc.)	
Escalation	TBD
TOTAL PROJECT BUDGET	**$7,422,000**

RANCHO CORDOVA — EXPANSION + REFRESH

Building size	15,175 GSF
Hard Costs	$3,074,000
(Excluding site work, preparation, parking, hardscape, landscape and AMHS)	
Soft Costs	$993,000
(Incl. A/E fees, CM fees, city fees, permit fees, soft cost contingency, etc.)	
Escalation	TBD
TOTAL PROJECT BUDGET	**$4,067,000**

VINEYARD | LEASE NEW OPTION

Building size	25,000 GSF
Tenant Improvement Costs	$5,544,000
(Including tenant improvement costs, technology, FF&E, A/V and security, signage and opening day collection)	
(Excluding site work, preparation, parking, hardscape, landscape and AMHS)	
Soft Costs	$432,000
(Incl. A/E fees, CM fees, city fees, permit fees, soft cost contingency, etc.)	
Escalation	TBD
TOTAL PROJECT BUDGET	**$5,976,000**

VINEYARD | BUILD NEW OPTION

Building size	25,000 GSF
Hard Costs	$24,102,000
(Including building construction costs, technology, FF&E, A/V and security, signage and opening day collection)	
(Excluding site work, preparation, parking, hardscape, landscape and AMHS)	
Soft Costs	$6,858,000
(Incl. A/E fees, CM fees, city fees, permit fees, soft cost contingency, etc.)	
Escalation	TBD
TOTAL PROJECT BUDGET	**$30,960,000**

2ND RANCHO CORDOVA | LEASE NEW OPTION

Building size	25,000 GSF
Tenant Improvement Costs	$5,964,000
(Including tenant improvement costs, technology, FF&E, A/V and security, signage and opening day collection)	
(Excluding site work, preparation, parking, hardscape, landscape and AMHS)	
Soft Costs	$432,000
(Incl. A/E fees, CM fees, city fees, permit fees, soft cost contingency, etc.)	
Escalation	TBD
TOTAL PROJECT BUDGET	**$6,396,000**

2ND RANCHO CORDOVA | BUILD NEW OPTION

Building size	25,000 GSF
Hard Costs	$24,322,000
(Including building construction costs, technology, FF&E, A/V and security, signage and opening day collection)	
(Excluding site work, preparation, parking, hardscape, landscape and AMHS)	
Soft Costs	$6,858,000
(Incl. A/E fees, CM fees, city fees, permit fees, soft cost contingency, etc.)	
Escalation	TBD
TOTAL PROJECT BUDGET	**$31,180,000**

RIO LINDA | EXPANSION

Building size	8,800 GSF
Hard Costs (Excluding site work, preparation, parking, hardscape, landscape and AMHS)	$914,000
Soft Costs (Incl. A/E fees, CM fees, city fees, permit fees, soft cost contingency, etc.)	$289,000
Escalation	TBD
TOTAL PROJECT BUDGET	**$1,203,000**

SOUTHGATE | LIMITED MINOR RENOVATION

Building size	12,000 GSF
Hard Costs (Excluding site work, preparation, parking, hardscape, landscape and AMHS)	$1,104,000
Soft Costs (Incl. A/E fees, CM fees, city fees, permit fees, soft cost contingency, etc.)	$344,000
Escalation	TBD
TOTAL PROJECT BUDGET	**$1,448,000**

SYLVAN OAKS | EXPANSION

Building size	14,100 GSF
Hard Costs (Excluding site work, preparation, parking, hardscape, landscape and AMHS)	$1,169,000
Cost (Incl. A/E fees, CM fees, city fees, permit fees, soft cost contingency, etc.)	$372,000
Escalation	TBD
TOTAL PROJECT BUDGET	**$1,541,000**

WALNUT GROVE | MAJOR RENOVATION

Building size	3,600 GSF
Hard Costs (Excluding site work, preparation, parking, hardscape, landscape and AMHS)	$3,292,000
Cost (Incl. A/E fees, CM fees, city fees, permit fees, soft cost contingency, etc.)	$1,041,000
Escalation	TBD
TOTAL PROJECT BUDGET	**$4,333,000**