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 They are frequently noted to be old, crowded, outdated, uncomfortable, noisy, poorly lighted, etc., and generally unwelcoming.

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

Link to data on which this section is based.

THE BUILDING BLOCKS

SERVICE GUIDELINES

SERVICE PHILOSOPHY

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

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

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

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

PRIORITY SERVICE AREAS

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

SERVICE PHILOSOPHY

Customers are the library’s first priority.

• Customers:
  • Enjoy a seamless and successful library experience as defined by their expectations.
  • Choose their own method of interaction – staff assisted, self-directed or virtual.

• Staff:
  • Understand service through the lens of the customer.
  • Deliver service with respect.
  • Make decisions that support successful customer interactions.

Priority Service Areas

• Children’s/Preschool Services
• Large and Varied, Responsive Collections
• Community Living Room Activities
• Support for Formal Education and Lifelong Learning
• Extensive Technologically-based Tools and Resources
• Young Adult/Teen Services
These service priorities guide this plan’s facility models’ design and will form the basis for library facilities throughout the Library system. Those facility models will then be further refined during each facility’s building program development phase through specific needs assessment processes in each individual service facility’s community area.

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

GUIDING PRINCIPLE #1: LIBRARIES RECOGNIZE THE NEEDS OF DIFFERENT COMMUNITIES
The Sacramento Public Library provides a range of library services in all of its facilities. In addition, the Library tailors services to respond to the unique needs of each individual community it serves. Basic facility models will be designed to reflect the specific community service needs. To ensure this, the Library surveys its customers regularly to address changing and varying community needs.

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

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

GUIDING PRINCIPLE #2: LIBRARIES RECOGNIZE THE NEEDS OF A DIVERSE POPULATION
Libraries create signature spaces or distinct use areas to reflect different segments of their population such as age-specific, ethnic background and differing abilities. Libraries provide collections in languages, print and formats that reflect the unique population needs. Libraries provide unique spaces to support and adequately segregate a wide variety of services and programs. Libraries offer options for customer assisted and customer self-sufficient use. Library facility components may include but are not limited to:

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

GUIDING PRINCIPLE #3: LIBRARIES ADD VALUE TO THE COMMUNITY
The facility design reflects the community’s culture, history and values. Libraries build community respect and assist in community development. Library collections, services and programs support local business. Libraries provide gathering spaces for small and large, organized and informal, groups. The library offers a safe haven in the community. Sacramento Public Library branches support lifelong learning and formal education. Sacramento Public Library branches provide spaces and activities for families. Libraries provide community “living-room” areas and community spaces and programs.

Library facility components may include but are not limited to:

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

GUIDING PRINCIPLE #4: LIBRARIES ARE PRIME REAL ESTATE
Sacramento Public Library branches will be easy to find and identify within the community, located on major thoroughfares, near residential areas or areas of high activity. Locations for future libraries will be carefully selected employing defined site selection criteria. Sacramento Public
Library provides focused service facilities (small, limited and focused purpose operations) to facilitate customer service and choice of locations they frequent. To maximize the investment, branch library facilities will be built with a minimum life expectancy of 40 years. Library facility components may include but are not limited to:

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

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

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

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

Library facility components may include but are not limited to:

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

**GUIDING PRINCIPLE #6: LIBRARY SPACE IS FLEXIBLE**

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

Library facility components may include but are not limited to:

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

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

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

Library facility components may include but are not limited to:

- Cooperative operation of facilities with schools
- A Learning Center that houses programs such as literacy, tutoring, homework or career centers
- Friends of the Library book sales space or bookstore
• Friends of the Library workroom space
• Volunteer workstations in staff workrooms
• Display space for community organizations
• Provision of focused service locations in community partner facilities where appropriate

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

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

Library facility components may include but are not limited to:
• Adequate number of well-located self-check stations
• Self-service requested items located conveniently adjacent to self-check stations
• Digital sort and check-in materials handling
• Excellent signage and wayfinding tools to promote customer self-sufficiency.
• Facility design that is easy to understand and use by both staff and customers
• Staff workrooms in an open floor plan with a single office for the branch supervisor
• Fewer and less prominently featured public service desks.

PLANNING STANDARDS AND GUIDELINES

BACKGROUND

Standards from Other Libraries and Agencies

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

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

A summary of current guidelines and standards, including the American Library Association interim planning standards, the Wheeler guide (a standard library facility planning reference), and standards generated by other library jurisdictions and State Library Agencies, provides the following per capita/per 1,000 guidelines, which were used as a beginning guide in setting standards for the Facility Master Plan.

<table>
<thead>
<tr>
<th>SACRAMENTO PUBLIC LIBRARY FACILITY PLANNING STANDARDS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Standard</td>
</tr>
<tr>
<td>Volumes per Capita</td>
</tr>
<tr>
<td>Technology Stations per 1,000</td>
</tr>
<tr>
<td>Reader Seats per 1,000</td>
</tr>
<tr>
<td>Meeting Room Seats per 1,000</td>
</tr>
<tr>
<td>Square Feet per Capita</td>
</tr>
</tbody>
</table>

FACILITY STANDARDS FOR SACRAMENTO PUBLIC LIBRARY FACILITIES - 2007 - 2025

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

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

The Threshold standard would be used to evaluate current library services available to residents of the specific service area. As individual communities move forward in planning their specific service goals and the facilities required to provide those services, they would select from Threshold, Target or Prime to tailor their building program.
For example, the absence of meeting and multipurpose space in a newer community might indicate that a library should select from the higher end of meeting room space and seating. Proximity to an elementary or middle school might indicate that a library would choose from the higher end for reader seats to meet the needs of the after-school population. A more remote community might choose from the higher end for volumes per capita, whereas one located adjacent to a community college or university might apply a lower per capita standard to volumes held. A community with a high growth rate should select from the higher range for all categories to meet anticipated population growth.

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

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

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

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

**MULTIPLE-USE SPACES**
- Spaces designed to accommodate multiple different uses will leverage the library’s capacity to provide library services

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

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

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

**LIFE-CYCLE COSTS**
- Minimization of life-cycle costs will inform facility planning decision making
- Building materials, both interior and exterior, selected for durability
- Evaluation of life-cycle costs vs. initial capital costs in facility planning and budgeting decisions
SERVICE FACILITIES STRUCTURE
INTRODUCTION
The proposed library facilities models for this Plan recognize the desire of Sacramento Public Library customers to receive as full a range of services as possible in realistically-sized facilities for all Sacramento Public Library branches. To address these priorities, for most Sacramento Public Library facilities this plan includes two basic and complementary design options: Full-Service Branches and Focused-Service Facilities.

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

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

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

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

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

This branch model includes all basic components, including a variety of reader seats, responsive collections, public-use computers, a children’s room with a preschool reading and story-time area, a teen area, one group study room, a 100-seat community room, self-check stations, a Friends of the Library sale area, self-service reserves and holds, library staff and support space, and a materials handling room.
20,000 SQUARE FOOT MODEL

This branch model builds upon the spaces of the 15,000-square-foot-model. It adds a Learning Center, designed as a homework, tutoring, or training center; a 20-station hands-on computer lab; a Friends of the Library bookstore; a second group study room located in the teen area; and expanded collections, reader seats, and technology stations to serve the needs of a larger population.
25,000 SQUARE FOOT MODEL

This branch library template adds two group study rooms and a ten person conference room, expands the multi-purpose room to a 125-seat meeting and presentation space, and increases reader seats, technology workstations, and collections to meet the needs of a larger service area population.
35,000 SQUARE FOOT MODEL

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

For details on each of these branch models, see Appendix III: Full-Service Models - Detail.
FOCUSED SERVICE FACILITIES
Focused service facilities would be employed to fill an immediate need, develop a community partnership, and enhance customer service and convenience. These units could range from an automated reserve book kiosk located at a light rail station to a computer center in the Boys and Girls Club to a focused collection and reading room in a senior center.

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

Focused-Service Facilities – in a Nutshell
Focused-service facilities:

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

Why Establish Focused-Service Facilities?
The following describes reasons to establish focused services facilities:

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

Examples of Focused-Service Facilities
The following are examples and descriptions of focused service facilities:

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