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The Heart of a Community:
Its Public Library

Meeting Library Needs for Fresno County
Residents: 2002-2020

Adopted by the Fresno County Board of Supervisors
February 25, 2003

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Report Credits

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❖ Executive Summary

> ### The purpose of this report is twofold:
> - To assess the deficiencies and long term needs of library facilities. Deficiencies are of two types:
>   - Size
>   - Condition
> - To develop principles for selection of future projects Library's facility improvement through the year 2020.

> ### History
> - This report updates previous plans adopted by the Board of Supervisors in 1971 and 1990. The 1990 report demonstrated the cost efficiency of owning rather than leasing facilities, and this report builds on that assumption.
> - The 1990 report identified Phase I and II projects for 1990 to 1998.
>   - Phase I Projects completed:
>   - ♦ Bear Mountain was completed in December 1994.
>   - Phase I Projects partially completed:
>   - ♦ The Caruthers Library is under construction. The anticipated project completion date is April 2003.
>   - ♦ The Board will be asked to approve a construction contract for the Woodward Park Regional Library (Plan Area 4) on February 25, 2003. The anticipated project completion date is 2004. Appendix A shows metropolitan service areas adopted in 1990.
>   - ♦ A Library State Bond Act application for the Mendota Library is being developed for submission in March 2003.
>   - ♦ Fig Garden (Plan Area 3) moved to a larger rented facility in July 1995. This facility remains inadequate in size.
>   - ♦ Talking Book Library for the Blind increased by 50% during this time period. This facility remains inadequate in size.
>   - ♦ The Board approved a construction contract on January 14, 2003 for the renovation of the historic Laton Library. The anticipated project completion date is Summer 2003.
>   - ♦ Auberry Library moved to a larger facility in December 1995.
>   - ♦ Kerman Library opened in a new library June 2002.
>   - ♦ Piedra Library moved to a larger rented facility May 1999.
>   - Phase II Projects partially completed:
>   - ♦ A Library Bond Act application for the Fowler Library is being developed for submission in March 2003.
>   - ♦ Land was purchased for the future Millerton New Town Library January 2002.

- In October 2000 the Sunnyside Regional Library moved to a larger rented facility. This facility remains inadequate in size. (Plan Area 9)
- The Building Program for the Central Library was completed and presented to the Board of Supervisors on September 17, 2002.
- The 1990 report identified 12 branches, which needed action after 2005.
  - Projects partially completed:
    - In June 2000 the Kingsburg Library moved to a larger rented facility. The facility remains inadequate in size.

➢ Overall Conclusions
- Size
  - Year 2020
    - If no changes are made by the year 2020, and if funding is received from The Library Bond Act of 2000 for Fowler, Mendota and the Central Library, six communities will have libraries of adequate size. Projects are underway in Caruthers, Laton and Woodward.
    - One facility will be inadequate, that is it has 56-90% of the space needed.
    - Twenty-six communities will have facilities that are unacceptable; i.e. they will have 11 to 55% of the space needed.
    - Ten communities will need new facilities because there is or will be no library located in that community.
    - Ten communities will need new facilities because there is or will be no library located in that community.
  - For a list of locations under each category, see Appendix B.

Analysis of Size of Facilities for the Year 2020

Legend:
- No Current Library
- Unacceptable (11 to 55% of space needed)
- Inadequate (56-90% of space needed)
- Acceptable
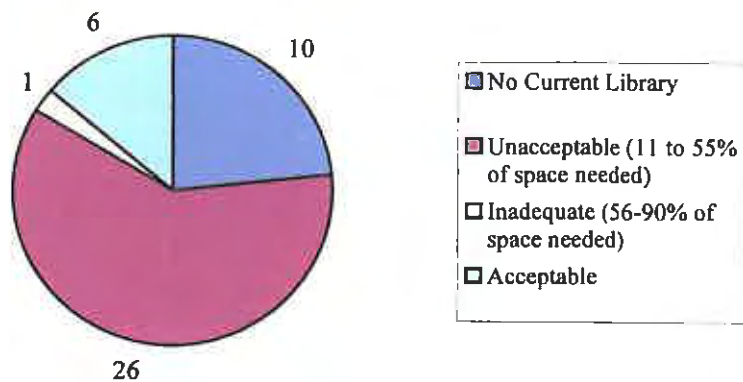
- Condition
  - Poor: 4 libraries have major facility problems, e.g. structural. Changes are underway on 3 of these libraries.
  - Inadequate: 17 libraries need additional work, e.g. carpet, electrical, HVAC.
  - Adequate: 11 libraries are adequate: no work is needed
  - For a list of locations under each category, see Appendix C.
- Additional criteria should be added for selection of facility projects
  - The degree to which the existing library facility is inadequate in meeting the needs of the residents in the library service area. Key factors are literacy rate, school test scores, and technology available in schools in the library service area.
  - Needs of urban and rural areas.

➤ **Fiscal Impact Conclusions: Projected costs and Type of construction are outlined on pages 20 to 22.**

➤ **An update to this report should be finalized in 2012 after 2010 census data is available and there is a clearer view of the impact of electronic publishing.**

❖ **Introduction:** The Fresno County Library is a cultural, educational and recreational resource serving all of Fresno County except a southwestern portion served by the Coalinga-Huron Library District. The library provides library materials and databases and a website for in-home, in-business, and in-library use. Staff answers information questions, and programs and workshops are given. The Fresno County Library is the largest public library system in the San Joaquin Valley.

❑ **Fresno County Library Locations by Community**
❑ Central Library – Countywide Resource
❑ Auberry
❑ Big Creek
❑ Caruthers
❑ Clovis
❑ Easton
❑ Fowler
❑ Firebaugh
❑ Fresno (8 Branch Libraries)
❑ Kerman
❑ Kingsburg
❑ Laton
❑ Mendota
❑ Orange Cove
❑ Parlier
❑ Piedra
❑ Reedley
❑ Riverdale
❑ San Joaquin
❑ Sanger
❑ Selma
❑ Shaver Lake
❑ Squaw Valley
❑ Tranquillity
❑ Various Communities with Mobile Library Service
❑ Talking Book Library for the Blind – Four-County Sub-Regional Library
❑ Literacy Services—County Wide Resource
❑ Corrections
❑ Elkhorn
❑ Day Care Outreach Bookmobile
❑ Literacy Bookmobile

❖ **Studying the Landscape:** Libraries balance traditional library collections (books, magazines, and multimedia) with information technology, which is essential for personal and economic information and knowledge. Services are delivered from facilities and electronically to people's homes and businesses. Adequate and inviting facilities are an essential component of library service in the 21st Century. Before proceeding to the recommendations for Fresno, it is essential to understand that buildings are needed in the 21st Century.

❖ **Why Do We Need Library Buildings**

➢ Libraries' role of collection and cataloging of information and recorded knowledge has not changed, nor will it change. What will change is how these activities are carried out--that is in print, online, and where these activities are carried out--that is in library buildings and remotely. In the future, electronic sources may ultimately push out much that is now printed, but it is unclear when this will happen. Meanwhile books will coexist with other forms of access: online, video, DVD, CD, and formats not yet invented. This view is confirmed in Buildings, Books, and Bytes: Libraries and Communities in the Digital Age. This study undertaken by the Benton Foundation and published by the American Library Association and the W.K. Kellogg Foundation, stated "Americans continue to have a love affair with their libraries, but they have difficulty figuring out where libraries fit in the new digital world."

➢ Many think that the World Wide Web obviates the need for libraries. Clifford Lynch, Director of the Coalition for Networked Information, addressed this view when he stated "One sometimes hears the Internet characterized as the world's library for the digital age. This description does not stand up under even casual examination. The Internet--and particularly its collection of multimedia resources known as the World Wide Web--was not designed to support the organized publication and retrieval of information, as libraries are. It has evolved into what might be thought of as a chaotic repository for the collective output of the world's digital "printing presses." This storehouse of information contains not only books and papers but raw scientific data, menus, meeting minutes, advertisements, video and audio recordings, and transcripts of interactive conversations. The ephemeral mixes everywhere with works of lasting importance. In short, the Net is not a digital library. But if it is to continue to grow and thrive as a new means of communication, something very much like traditional library services will be needed to organize, access and preserve networked information. Even then, the Net will not resemble a traditional library, because its contents are more widely dispersed than a standard collection. Consequently, the librarian's classification and selection skills must be complemented by the computer scientist's ability to automate the task of indexing and storing information. Only a synthesis of the

differing perspectives brought by both professions will allow this new medium to remain viable."[1]

➢ The KRC Research and Consulting conducted a telephone survey in March of 2002. The margin of error is 3 percent.
  - 84 % of adults are satisfied with their public libraries.
  - Those aged 25 to 34 visited the most often – 24 times per year.
  - The average library user makes 13 visits a year.
  - More than two-thirds of adults with children under 18 say they visit libraries with their children.
  - 62 % of adult Americans say they have a library card.
  - Adults with children are most likely to have a library card.
  - Current per capita spending is $25, and more than half of those polled believe $26 to $100 per capita should be spent to support libraries.
  - With more than 16,000 public library outlets, librarians have an extensive reach in most communities nationwide. More than 80 new public library buildings opened last year, representing an estimated nationwide investment of $414 million, according to ALA Executive Director William R. Gordon.

➢ This survey also sought to gauge public perceptions of libraries
  - 91 % believe libraries are changing and dynamic places with a variety of activities for the whole family.
  - 90 % believe libraries are places of opportunity for education, self-help and offer free access to all.
  - 88 % agreed libraries are unique because you have access to nearly everything on the Web or in print, as well as personal service and assistance in finding it.
  - 83 % believe free people need free libraries; and libraries and librarians play an essential role in our democracy and are needed now more than ever.
  - 81 % agreed that librarians are techno-savvy and on the forefront of the Information Age.

➢ Information about library construction supports the health of libraries.
  - Library Journal reported more than $788.4 million spent on library construction in the United States between July 1, 2001 and June 30, 2002, the most since 1995-1996 when $723 was allocated to new constuction and renovation projects.
  - During 2001-2002 101 new facilities and 111 addition/renovations were completed.

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[1] Clifford Lynch, "Searching the Internet", Scientific American, March 1997

- During 2000-2001, 80 new facilities and 132 additions/renovations were completed.
- A six-year summary compiled by Library Journal shows that construction and square footage have never dipped below $600 million or 4 million square feet.**2**

➤ The Fresno County Library Experience
- Fresno County Library tallies show increased use.

Library Use
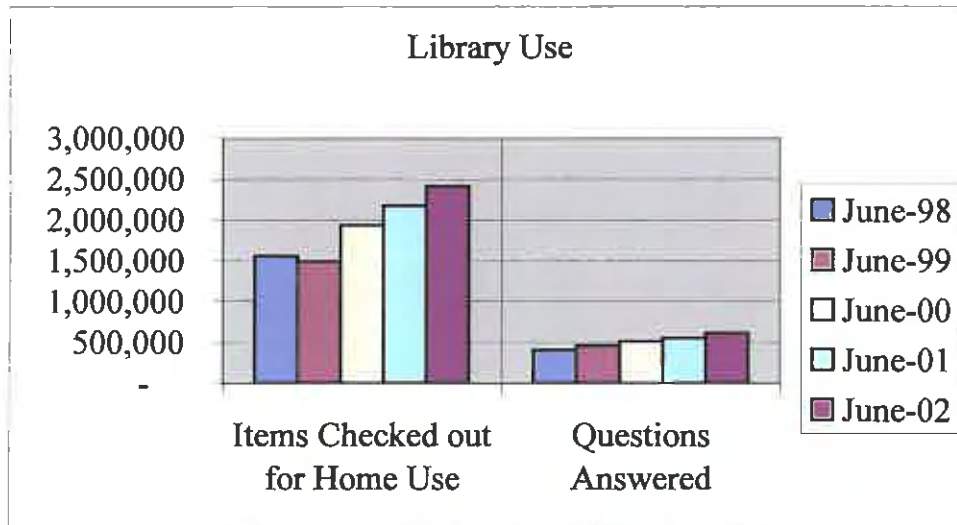
- The trend of increased use of libraries is not limited to Fresno County Library. In an American Library Association study released during National Library Week in April 2002, the University of Illinois Library Research Center (LRC) found that circulation (In-home use) has increased significantly since March 2001, when the National Bureau of Economic Research pegged the beginning of the latest recession. Using statistical analysis, the LRC found that circulation in March 2001 was 8.3 percent higher than would be expected from the trend observed since January 1997. Following the events of September 11, circulation in October 2001 exceeded the trend by 11.3 percent.
- Furthermore, the Fresno County Library is offering and more people are attending programs offered by the library. In the most recent year just concluded (2001-2002) 123,689 people attended 5,045 programs. This

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2 David Barista, "Cutting Edge Libraries", <u>Building Design and Construction</u>, September 2002

Library Programs

Library Program Attendance
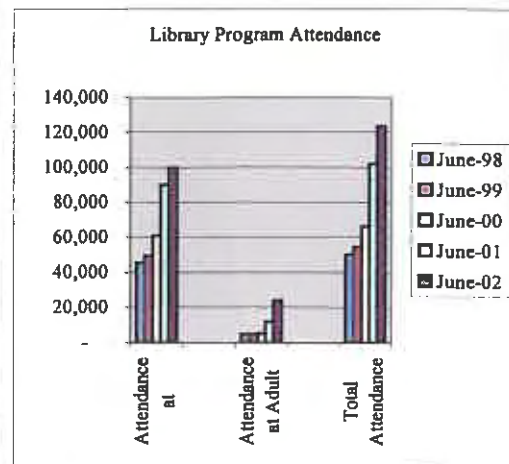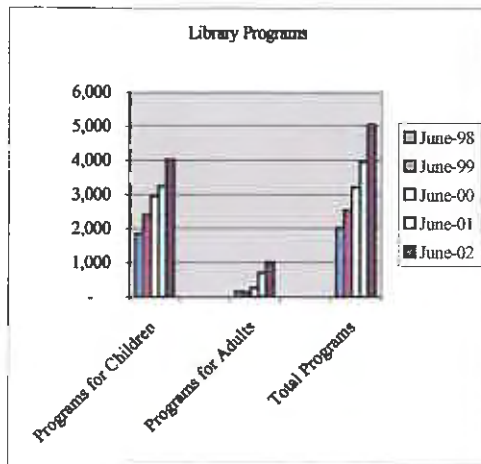
- interest in library programs reflects Americans' need for social networking, intellectual exchange, and information on relevant topics.
- The modern library has the dual role of providing facilities and reaching people wherever they are, using convenient packaging and delivery tools. Appendix D provides an excerpt of Fresno County Library's Reference Goals for 2020.
- During 2001-2002, 316,000 people used PC's at the Fresno County Library, which provides access to the library catalog, access to multiple reference databases, World Wide Web access, and office productivity software. During this same time staff assisted 117,000 people in the use of these machines.

❖ A Brief Look at the Past and Work in Progress

➢ Fresno County's has a mixture of owned and leased facilities. See Appendix E for details. Owned facilities are in rural towns and in the metropolitan area limited to the Clovis Library.

➢ Over 44 years ago the Central Library facility was completed, and in 1967 the Sanger Branch was built.

➢ Later, two documents, Fresno County Library Improvement Plan (1971), and Fresno-Clovis Metropolitan Area: Library Services Needs in the 70's (1973), outlined facility needs and plans.
  ▪ These plans were implemented, and between 1973 and 1976 seven of nine branches in the Fresno-Clovis Metropolitan area were moved. Clovis was designed and built as a library. The other facilities were leased.
  ▪ Plans called for the remaining two to be moved to larger quarters, but these plans were never implemented.
  ▪ In other areas of the County, Reedley, Kingsburg, Orange Cove, Selma were moved in accordance with the plan. Selma was designed and built as a library. The other facilities were leased.

➤ During the late 70's and through the 80's new libraries were designed and built in San Joaquin, Easton, and Parlier, and new leased facilities were opened in Auberry, Shaver Lake, Helms Creek, Piedra and Bear Mountain (serving Squaw Valley and Dunlap). During this period the following locations were closed: Navelencia, Big Creek #2, Giant Club, Helms Creek, and Raisin City.

➤ <u>Capital Facilities Assessment, Fresno County Library, Meeting Library Needs for the Fresno County Residents: 1990 – 2005</u>, outlined Phase I and Phase II projects.

➤ Prior to the passage of the sales tax Measure B, the library had no funds for capital development. Andrew Carnegie funded early libraries in Clovis, Fresno, Sanger and Selma. The current Central Library, occupied in 1959, was funded with special property tax money raised within the library district. In the 1960's and 1970's, Federal funds paid for new libraries in Clovis, Sanger, and Selma. In the 1980's Community Development Block Grant funds were used to build Easton and San Joaquin and developer funds paid for Parlier. State Bond Act funds were used as a two-thirds match in the 1990's for the Bear Mountain Library in Squaw Valley.

➤ The Library has maintained a program of limited renovation that generally includes fresh paint and new carpet. Staff has been able to accelerate this program using Measure B funds.
  ▪ Renovation was completed at Gillis (1995), Reedley (1997), Cedar Clinton (1998), Mendota (1999) Sanger (1999), Clovis – partial (2002), Fig Garden (2002), Riverdale (2002). Projects scheduled for 2002-2003 include Mosqueda, Pinedale, the Children's Room in the Central Library, and the installation of a quiet room at Cedar Clinton.

❖ **Selecting the Sites and Sizes of Libraries**

➤ The Fresno County Public Library, with headquarters at the Central library in Fresno, covers the entire county of Fresno with the exception of the Coalinga-Huron Unified District.
  ▪ The Library is recommending several types of libraries. Each type will be located, staffed and have a collection suitable to its roles. Each type will also have service objectives. This report recommends the space required to carry out the service objectives.
    • The Central Library serves as a resource library for all county residents and must be centrally located for all county users, with convenient freeway and mass transportation access. The Central Library also houses the headquarters functions for the County Library.
    • Regional Libraries are located in large rural and metropolitan cities in commercial or central locations and serve large populations of residents of the immediate and surrounding neighborhoods. Residents from

surrounding communities may also visit these libraries. Rural Regionals will serve populations of 30,000 to 50,000. Fresno/Clovis Metropolitan Regionals will serve populations of 40,000 to 75,000.

- Branch Libraries are located in mid size cities or communities and serve populations of 12,000 to 30,000.
- Neighborhood Libraries are located in small rural cities or unincorporated communities and metropolitan areas and serve populations of 6,000 to 12,000.
- Stations are located in the smallest communities and serve populations up to 6,000.
- In addition to these five types of libraries, the library provides services through other methods, which are not within the scope of this report:
  - ♦ Three Bookmobiles. One serves community and senior stops in metropolitan and rural Fresno, one serves day care centers, and one provides literacy services on the west side of the county
  - ♦ Correctional service provided in Fresno County Jail and at Elkhorn.
  - ♦ Electronic Access through the World Wide Web (www.fresnolibrary.org).
  - ♦ Telephone Reference
  - ♦ Homebound Service provided by volunteers to those unable to visit the library.

❖ Building Blocks: Size and Condition

➤ Size
  - ▪ Some principles about size
    - The size of a library is fundamentally related to the population served.
    - Population[3] growth increases the need for library service. Both new libraries and larger libraries are needed.
    - Library use will increase in response to increasing population.
    - Improved hours, improved collections, and more public use terminals also increase library use.
    - Like many public agencies, library facilities are most economical (due to economies of scale) when they serve more densely populated areas. However, the rural nature of a substantial portion of the County and the lack of public transportation in rural areas makes smaller facilities in

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[3] Population Projections: the population projections used in this document are based on traffic analysis zones, as these provided the level of detail needed for projecting populations for the library's 33 locations. Actual population growth and the location of the population growth will depend on the economy and political decisions made by the governing agencies of the County and the cities in the county. For example if there were a heavy emphasis on agriculture, growth would shift to the westside of the county, a de-emphasis would limit population growth.

outlying communities essential. Our goal is to provide equitable balanced service countywide.

- What is the right size? There are two methodologies for determining library space needs.
  - Per Capita Method. The projected population is multiplied by .5 square feet to achieve a total square foot size. This is a nationally accepted standard in use for decades. This is quick method, but not community specific nor does it meet the needs of a modern day library with a high need for computer labs, spaces for children and teens, meeting room spaces, and computer terminals.
  - Service Needs Assessment. This method is more time consuming, but more accurate, and reflects the true needs of the community. We have chosen to use this method. A table in Appendix F lists the details for each library. At this time the sizes are proposed based on standards. Before a library is built, library staff holds numerous meetings with community citizens to refine the program to meet the specific needs of that community. A description of the components of service and their corresponding standards follows.
    - ◆ Anticipated Collection need.
      - ➢ There are three methods for anticipating collection size:
        - Annual net percent increase. (New material less lost and withdrawn material). This method is the poorest predictor of size as it is a function of the annual budget allocated to library materials and limited by the amount of existing shelving for library materials available.
        - Set a targeted collection size: this is generally done by projecting population growth and setting a goal of a specific number of library items per capita. This is the method used in this report. Fresno's target is 2.3 items per capita for rural areas and 1.3 items in metropolitan area. The number is lower for the metropolitan area because there are more libraries available, because public transportation is more readily available, and because collections tend to be larger to serve a larger population. A higher per capita is needed in rural areas to insure collections of adequate size and depth throughout the county and available to residents with less access to public transportation.
        - Detailed Method: Check past growth and project collection growth for each type of collection (e.g. books, videos, CD's, language, and special collections). Ultimately this method yields the most detailed result, and is the recommended method when preparing a specific building plan for a specific building. This method is too detailed and subject to change at this preliminary

planning stage but is used when the building program is developed for each community.

➢ Type and Storage of Collections.
  ▪ Materials are and will be stored in an increasing variety of ways: traditional library shelving, moveable aisle compact storage shelving, electronic, video and audio cassette, audio CD's, DVD's, and in formats not yet invented or marketable such as the electronic book. In Fresno all library materials are in public spaces open to the public with the exception of some collections located in the basement of the Central library. These collections are not accessible to the public and have been selected for closed access because they are less frequently used. Collections that are not accessible include: Government Document, back issues of periodicals, older, less used books. Portions of these materials are in compact storage in the Central Library basement.
  ▪ Studies show that libraries should plan for libraries of the future with "no impact from electronic publishing on the amount of space needed for approximately 10 years".[4]
  ▪ Space also needs to be allocated for merchandising of library materials in a "face out" rather than the more traditional "spine out" method.
  ▪ All libraries must meet Americans with Disabilities Act requirements, including aisle width and shelving heights.

♦ Electronic Services: the paper card catalog has been replaced by the vastly richer computer which provides the following services
  ➢ Card Catalog for all public libraries in the six counties from Mariposa County to Kern with access to catalogs throughout California and the world. These computer catalogs are of two types:
    ▪ Standup for quick look up
    ▪ Sit-down for extended study.
  ➢ World Wide Web access.
  ➢ Extensive database access including millions of magazine articles, national and international newspapers, encyclopedias, and much more at every library location.
  ➢ Homework Centers at some locations for students and adults to prepare homework, reports, resumes.
  ➢ Copy and Fax Machine Service.
  ➢ Computers and Equipment to meet the needs of persons with a sight or hearing loss. Examples include scanning devices, large screen computers, talking computers.

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[4] Library Technology Reports, p. 458 July/August 1995.

- Tables and Seating: Libraries provide the following types of tables and seating for library users:
  - Individual study carrels for private study at 35' square feet per person. These carrels may or may not be wired for laptops. Carrels are larger than in the past to accommodate electronic equipment in addition to other study material.
  - Four place tables for individuals or groups at 150' square feet per table. These may or may not be wired for laptops.
  - Seating at computers.
  - Comfortable chairs for those reading books, newspapers, and magazines at 35' square feet per person.
  - Meeting and Conference Room chairs and tables.
- Library Programming Space: In Fresno County, library specific goals are set by type of library for the kind of library program to be offered for children, teens and adults. Some of the programs are appropriately given in meeting rooms; others are given in spaces designed specifically for that purpose such as a children's programming area.
- Library Service Desks: Small libraries provide all services (that is, information, registration, check in and out) to all age levels from a single service counter. Larger libraries provide multiple service counters: Reference, teens, children, check out, and check in. Self-service counters for check out and check in are also provided in libraries where the purchase of a self-check in machine is cost effective. Each public service desk requires a minimum of 175' square feet per person.
- Meeting and Conference Rooms. Meeting room and conference spaces are heavily used. Some kind of meeting space (either in a conference room or a meeting room) is included for each library. Meeting room space is calculated at 15' square feet per person.
  - Large rooms are used for community and library meetings, programs, and workshops. The need for meeting room space is determined in conjunction with each community and is dependent on the needs of the community for activity center space and the availability or lack of availability of such space in the community.
  - Conference rooms are for small meetings or training sessions, learning or study groups, tutoring, literacy, and classroom type space for training on library resources.
  - The addition of multiple kinds of electronic sources has also created the need for electronic training rooms.
- Staff Work Space
  - Individual workspace is calculated based on the work assignment of the person.

- ➢ Delivery for incoming and outgoing mail, shipment of library materials between library facilities, arrival of new materials for addition to the collection, and automated materials handling systems.
  - ➢ Lockers
- ◆ Adjunct Services: many organizations and businesses offer products and services that complement a public library's offering. Examples include a copy or print service, a Friends of the Library gift shop and used book store, coffee or refreshment service, restaurants, and other businesses who target education and/or continuing education. Such partnerships meet the needs of users by providing products and services when and where they are most convenient. Such partnerships emulate the service of successful retail ventures. An additional amount of square footage has been added to Central, Regional and Branch Libraries for these adjunct services.
- ◆ Miscellaneous Equipment and Furniture: Dictionary, atlas, display cases, book security systems, art and exhibit galleries.
- ◆ Storage calculated at 5 percent of net square feet.
  - ➢ Library Materials such as seasonal library materials, display materials, and gift items.
  - ➢ Miscellaneous equipment and furniture awaiting repair or transfer
  - ➢ Chair, table and audio visual storage for meeting rooms
- ◆ Finally, 25% of the total building size is needed for non-assigned or non designated spaces including electrical, data, and telephone rooms; terminal servers; corridors; rest rooms; lobbies; stairwells; mechanical and equipment rooms; and custodial closets.
- ◆ The Headquarters Library provides administration and support to all the libraries and has special space needs. The Central Library provides unique and countywide services. The space requirements of both of these spaces are outlined in a building program for the Central Library and Headquarters.
- ◆ For the Talking Book Library for the Blind the components of the building are taken from the <u>Revised Standards and Guidelines of Service for the Library of Congress Network of Libraries for the Blind and Physically Handicapped, 1995</u>. This service may be co-located with another branch or Central or with another service agency or stand alone as a library. Final choice among these options should be made with input from members of Talking Book Library for the Blind's community. The community wishes to consider many options and work towards the solution, which is most immediate. See Appendix K for details.

- ♦ The table on the next page shows projected population[5] and size of library locations for the year 2020. The table is arranged in order of need from highest to lowest.
  - ➤ Ten communities will need new facilities because there is no library located in that community.
  - ➤ Twenty-six communities will have facilities that are unacceptable, that is, they will have 11 to 55% of the space needed.
  - ➤ One facility will be inadequate, that is it has 56 to 90% of the space needed.
  - ➤ If no changes are made citizens by the year 2020, and if funding is received from The Library Bond Act of 2000 for Fowler, Mendota and the Central Library, six communities will have libraries of adequate size. The other three libraries that will be adequate in size are Caruthers, Laton and Woodward.

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[5] Population estimates are for the library service area. In this report the census figures for the year 2000 and the projections for 2010, 2020, and 2025 were prepared using a GIS system by staff in the GeoLib Program, Florida State University. The projects are based on TAZ, traffic analysis zone data.

Type	Branch	2020 pop	Size for Status 2020	
Station	Biola	1,750 est.	2,337	No Current Library
Station	Del Rey	1,750 est.	2,337	No Current Library
Station	Miramonte	3,184	2,693	No Current Library
Station	Clovis III	5,326	2,753	No Current Library
Neighborhood	Cedar Clinton II	7,496	5,362	No Current Library
Neighborhood	Millerton New Town	9,210	6,427	No Current Library
Metro Regional	Sunnyside II	37,378	19,215	No Current Library
Metro Regional	Northwest	42,673	19,856	No Current Library
Metro Regional	West of 99	75,000	24,257	No Current Library
Metro Regional	Clovis II	75,000	24,257	No Current Library
Metro Regional	Mosqueda	42,660	19,854	Unacceptable
Station	Big Creek	1,741	2,335	Unacceptable
Branch	Talking Book Library for the Blind	2,640	13,093	Unacceptable
Station	Tranquillity	2,709	2,591	Unacceptable
Neighborhood	Firebaugh	10,928	7,004	Unacceptable
Rural Regional	Reedley	38,014	21,265	Unacceptable
Metro Regional	Politi	53,598	21,178	Unacceptable
Branch	Easton	15,513	11,802	Unacceptable
Metro Regional	Gillis	53,809	21,204	Unacceptable
Station	Shaver Lake	5,584	3,343	Unacceptable
Metro Regional	Cedar Clinton	75,000	24,257	Unacceptable
Branch	Parlier	16,313	11,998	Unacceptable
Rural Regional	Selma	40,913	22,357	Unacceptable
Branch	Kerman	21,441	13,222	Unacceptable
Rural Regional	Sanger	61,904	27,365	Unacceptable
Metro Regional	Clovis	75,000	24,257	Unacceptable
Neighborhood	Orange Cove	10,334	6,877	Unacceptable
Neighborhood	Ivy	12,262	6,148	Unacceptable
Neighborhood	Riverdale	6,451	5,836	Unacceptable
Metro Regional	Fig Garden	75,000	24,257	Unacceptable
Branch	Kingsburg	13,448	11,057	Unacceptable
Station	Pinedale	3,085	2,580	Unacceptable
Metro Regional	Sunnyside	75,000	24,257	Unacceptable
Neighborhood	San Joaquin	7,471	6,055	Unacceptable
Branch (Serving a region)	Auberry	11,665	9,717	Unacceptable
Station	Piedra	4,949	3,168	Unacceptable
Neighborhood	Bear Mountain	6,421	10,019	Inadequate
Neighborhood	Caruthers	10,846	6,551	Underway
Metro Regional	Woodward	71,614	23,847	Underway
Station	Laton	3,569	1,527	Underway
Branch	Mendota	16,738	12,100	Adequate if Bond Act Funds are received
Neighborhood	Fowler	10,000	6,806	Adequate if Bond Act Funds are received
Central	Central	Not Applicable	323,000	Bond Act Funds (if received) will cover up to $20,000,000

➤ Facility Condition: several criteria were used.
- General Facility interior and exterior condition, maintenance, and appearance, including safety for public and staff, bracing and anchoring of shelving and other equipment for earthquake safety. A public library is a community asset and should be designed and maintained accordingly.
- Parking Lot Size
- Compliance with American's with Disabilities Act (ADA)
- Heating, Ventilation and Air Condition (HVAC) needs
- Structural Issues

➤ The table in Appendix C provides detailed information about each location related to facility condition.

❖ **Specific Conclusions by Facilities**

➤ **Central Library**
- Size: the Central Library has less than one-fourth the space needed to provide service. A building program completed in September 2002 for the Central Library outlines the details.
- Condition: Inadequate

➤ **Regional Libraries**
- Metropolitan Regionals:
  - The Woodward Regional Library under development will be adequate. Current regional libraries Sunnyside, Fig Garden and Clovis are inadequate in size. To equitably serve the metropolitan area, regional libraries need to replace neighborhood libraries in Cedar Clinton, Gillis, Politi, and Mosqueda. Additional new regional libraries need to be developed for Clovis (1), Northwest Fresno (2) and southeast Fresno (1).
- Rural Regionals need to replace branches in Reedley, Sanger and Selma.

➤ **Branches**
- Rural branches need to expand and/or replace libraries in Auberry, Easton, Parlier, Mendota, and Kerman. If funds are received from the Library Bond Act of 2000, the needs in Mendota will be met.

➤ **Neighborhood Libraries**
- The Caruthers library will be adequate in size.
- New libraries are needed to expand and/or replace neighborhood libraries in Firebaugh, Fowler, the Ivy Center area, Orange Cove, Riverdale, and San Joaquin. An additional new neighborhood library is needed to serve the dense service area of Cedar Clinton; this library is in addition to the metropolitan regional for Cedar Clinton.
- If funds are received from the Library Bond Act of 2000, the needs in Fowler will be met.

- A new library will be needed for Millerton New Town.
- An expansion of the Bear Mountain Library is needed.

> **Stations**
  - New facilities are needed to replace stations in Big Creek, Piedra, Pinedale, Shaver Lake, and Tranquillity.
  - A new library will be needed for Biola, Del Rey, and Miramonte. An additional station is needed to serve the dense service area of Clovis. The site selected should allow expansion to a metropolitan regional library in order to meet the projected 2025 population. The Laton Library is in an historic building, and the Board approved renovation January 2003. Size formulas have been modified to reflect the historic character of the building. Library staff recommends that a renovation of the onsite garage be considered in 2012; such a renovation would allow the addition of conference and programming space, if suitable space is not available elsewhere in the community.

❖ Type of Construction

> Libraries are prominent civic buildings and their design is a statement of civic value. Libraries are designed from the inside out to insure that the interior meets the service needs of the community. When an existing building can meet service needs, and when the cost is not higher, the library will reuse existing buildings. Such action will represent a public commitment to sustainability and help educate the public, thus providing a nexus for social equity, economic development and environmental sensitivity.

> All buildings will be designed to be energy efficient and thus provide savings in monthly operating costs and provide long-term energy and cost savings.

> Design will incorporate sensitivity to indoor environmental and air quality issues.

> The Library has a mix of leased and owned facilities. The table on the next page outlines the recommended action for these changes. These recommendations could change as land acquisition options are explored.

Library	Type	Status	Recommended Action
Central Library	Central	Owned	Under Study
Cedar Clinton	Metro Regional	Rented	New Construction
Clovis	Metro Regional	Owned	Expansion
Clovis II	Metro Regional	None	New Construction
Fig Garden	Metro Regional	Rented	New Construction
Gillis	Metro Regional	Rented	New Construction
Mosqueda	Metro Regional	Owned by City of Fresno	New Construction
Northwest	Metro Regional	None	New Construction
Politi	Metro Regional	Rented	New Construction
Sunnyside Library	Metro Regional	Rented	New Construction
West of 99	Metro Regional	None	New Construction
Reedley	Rural Regional	Rented	New Construction
Sanger	Rural Regional	Owned	Expansion
Selma	Rural Regional	Owned	Expansion
Auberry	Branch	Owned by Foundation	Expansion
Easton	Branch	Owned	Expansion
Kerman	Branch	Leased from City of Kerman	Expansion
Kingsburg	Branch	Leased	New Construction
Mendota	Branch	Leased	Bond Act of 2000
Parlier	Branch	Owned	Expansion
Talking Book Library for the Blind	Branch	Owned by City of Fresno	New Construction
Bear Mountain	Neighborhood	Owned	Expansion
Cedar Clinton II	Neighborhood	None	New Construction
Firebaugh	Neighborhood	Owned by County	New Construction
Fowler	Neighborhood	Leased	Bond Act of 2000
Ivy Center	Neighborhood	Owned by City of Fresno	New Construction
Millerton New Town	Neighborhood	None (Land owned)	New Construction
Orange Cove	Neighborhood	Leased	New Construction
Riverdale	Neighborhood	Leased	New Construction
San Joaquin	Neighborhood	Owned	Expansion
Big Creek	Station	Leased	New Construction
Biola	Station	None	New Construction
Clovis III	Station	None	New Construction
Del Rey	Station	None	New Construction
Miramonte	Station	None	New Construction
Piedra	Station	Leased	New Construction
Pinedale	Station	Owned by City of Fresno	New Construction
Shaver Lake	Station	Community Services Dist.	New Construction
Tranquillity	Station	Leased	New Construction

❖ Construction Costs: Fiscal Impact Conclusions

➢ Preliminary Capital Development Costs for Fresno: The chart on the next page outlines the size and the estimated cost of the libraries
- The costs are based on the Caruthers Library project awarded in July 2002 and include escalation to the mid-point of the project.
- Projected start dates are in three years. Start dates earlier or later would change costs. Costs are calculated to the middle point of construction.
- All costs would be refined during design. Final building size is also refined when the building program is written and during design.
- Costs include 1% for art.
- Land costs are not included, as there are many variables with land such as the size of the lot, whether or not infrastructure exists, off site improvements, and market conditions.
- Projects are listed either as new or expansion. Some projects listed as expansions may end up as new construction if the current site is inadequate for parking and the footprint of the expanded library. More detailed study including a library building program outlining library service needs will be required for each expansion project before a final determination can be made.
- For projects which are an expansion and a remodeling of the current space, the cost is calculated as follows: the same methodology is used for expansion as for new construction projects. The remodeling portion is calculated at two-thirds the cost of new construction.
- Costs associated with a move into a temporary facility, if necessary, are not included at this time.
- Costs are project costs for all except the Central Library, which is construction cost only. The cost of a parking structure for a central library is not included.

Type	Branch	2020 pop	Size for 2020		Projected Cost	Type of Construction
Station	Biola	1,750 est	2,337	$	980,741	New
Station	Del Rey	1,750 est	2,337	$	980,741	New
Station	Miramonte	3,184	2,693	$	1,122,586	New
Station	Clovis III	5,326	2,753	$	1,146,493	New
Neighborhood	Cedar Clinton II	7,496	5,362	$	2,186,030	New
Neighborhood	Millerton New Town	9,210	6,427	$	2,610,372	New
Metro Regional	Sunnyside II	37,378	19,215	$	7,705,657	New
Metro Regional	Mosqueda	42,660	19,854	$	7,960,262	New
Metro Regional	Northwest	42,673	19,856	$	7,961,059	New
Metro Regional	West of 99	75,000	24,257	$	9,714,606	New
Metro Regional	Clovis II	75,000	24,257	$	9,714,606	New
Station	Big Creek	1,741	2,335	$	979,944	New
Branch	Talking Book Library for the Blind	2,640	13,093	$	5,266,391	New
Station	Tranquility	2,709	2,591	$	1,081,945	New
Neighborhood	Firebaugh	10,928	7,004	$	2,840,273	New
Rural Regional	Reedley	38,014	21,265	$	8,522,465	New
Metro Regional	Politi	53,598	21,178	$	8,487,800	New
Branch	Easton	15,513	11,802	$	4,430,701	Expansion
Metro Regional	Gillis	53,809	21,204	$	8,498,160	New
Station	Shaver Lake	5,584	3,343	$	1,381,574	New
Metro Regional	Cedar Clinton	75,000	24,257	$	9,714,606	New
Branch	Parlier	16,313	11,998	$	4,361,818	Expansion
Rural Regional	Selma	40,913	22,357	$	8,056,210	Expansion
Branch	Kerman	21,441	13,222	$	4,776,134	Expansion
Rural Regional	Sanger	61,904	27,365	$	9,838,171	Expansion
Metro Regional	Clovis	75,000	24,257	$	8,599,811	Expansion
Neighborhood	Orange Cove	10,334	6,877	$	2,789,671	New
Neighborhood	Ivy	12,262	6,148	$	2,499,206	New
Neighborhood	Riverdale	6,451	5,836	$	2,374,892	New
Metro Regional	Fig Garden	75,000	24,257	$	9,714,606	New
Branch	Kingsburg	13,448	11,057	$	4,455,161	New
Station	Pinedale	3,085	2,580	$	1,077,562	New
Metro Regional	Sunnyside	75,000	24,257	$	9,714,606	New
Neighborhood	San Joaquin	7,471	6,055	$	2,090,801	Expansion
Branch	Auberry	11,665	9,717	$	3,397,565	Expansion
Station	Piedra	4,949	3,168	$	1,311,847	New
Neighborhood	Bear Mountain	6,421	10,019	$	3,110,723	Expansion
Neighborhood	Caruthers	10,846	6,551 Budgeted			New
Metro Regional	Woodward	71,614	23,847 Budgeted			New
Station	Laton	3,569	1,527 Budgeted			Renovation
Branch	Mendota	16,738	12,100 Adequate w/Bond Act Funds			New
Neighborhood	Fowler	10,000	6,806 Adequate w/Bond Act Funds			New
Central	Central	N/A	323,000	$	97,191,000	Under Study
Total		**840,421**		**$**	**278,646,794**	

❖ Financing Options

➢ Philosophy: "Librarians must make sure people understand that libraries are totally integrated, multidisciplinary, multi-media learning centers of knowledge and information that benefit society--individuals and organizations, corporations and governments. Libraries are not cost centers so much as essential investments in education and knowledge, which enhance our society." [6]

➢ Proposed Capital Funding Methods
- Current Method: Since the inception of Measure B over $10.6 million of the 1/8 percent sales tax revenue has been set aside to date for capital projects.
- Private Fund Raising:
  - Gifts of buildings, land, capital are an integral part of the library's facility program. A bank gifted the current Auberry Branch Library. In recent purchases landowners have gifted a portion of the property. Substantial donations were received for construction for Kerman and Woodward libraries. Not only does fund raising secure cash for projects, it also raises the profile of the project in the community. This was clearly demonstrated in Nashville, Tennessee where over $10 million dollars was raised for the construction and equipping of a new main library and five new branches
  - Capital campaigns may also be undertaken.
- State Library Bond Act
  - Bond act funds from a 1988 State bond act partially funded the Bear Mountain Library and Activity Center.
  - The Library Bond Act of 2000 is the largest bond act bill in the United States and will provide $350 million. State grants are currently available on a 65% state to 35% local matching fund basis to cities, counties and library districts authorized to own and maintain a public library facility. Competition is keen and it is anticipated that one in four projects will be funded.
  - Successor bond act bills (SB 40 and AB 222) have been introduced.
    - ◆ These bills would enact the California Reading and Literacy Improvement and Public Library Construction and Renovation Bond Act of 2004, for submission to the voters at the 2004 direct primary election. If approved by the voters, SB 40 would authorize the issuance, pursuant to the State General Bond Law, of bonds in the amount not to exceed a total of $2,000,000,000 for the purpose of financing library construction and renovation pursuant to a program administered by the State Librarian. The amount of the bond in AB 222 has not been set.
    - ◆ No single project could receive over $20,000,000.
    - ◆ A key provision of both bills is that first priority shall be given to applications deemed eligible by the State Librarian, that were submitted but not funded in the third application (January 2004) cycle of the

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[6] Boese, Kent C. Interview with Vartan Gregorian, President of the Carnegie Corporation of New York, "If you want my 2 cents worth, The Bottom Line: Managing Library Finances, Volume 15, Number 2 3002, p. 145.

California Reading and Literacy Improvement and Public Library Construction and Renovation Bond Act of 2000. Amounts awarded by the board for these applications may not exceed 50 percent of the total amount authorized pursuant to Section 20038.

- ♦ These awards shall be made within 60 days after the awards are made for the third cycle of the California Reading and Literacy Improvement and Public Library Construction and Renovation Bond Act of 2000.

- Fresno County General Purpose funds have been used for repair of existing structures not development of new structures.
- Community Development Funds: This was a strong source of funds in the 1980's financing complete construction of Easton, San Joaquin, and Parlier. The Bear Mountain Library and Activity was partially financed with CDBG funds, and funds have been used for ADA renovation in the Central Library. A small amount of CDBG funds is being be used for the Caruthers Library project. The Library submits CDBG applications for County projects only. Cities managing their own CDBG funds and have never submitted an application.
- Sales taxes may be approved by two thirds of voters at a rate of 0.125 or 0.25 percent for a period not to exceed 16 years. Such taxes may be used for construction. The introduction of such a tax is not feasible until operational funding is secured with the renewal of a sales tax measure for the library, which currently provides 54% of the library's operating funds.
- General Obligation Bond Measures: West Coast Libraries have used bonds as a means to finance all or a significant portion of library construction. The Mello-Roos Community Facilities Act of 1982 allows the issuance of bonds for public libraries construction.

LIBRARY	AMOUNT	NEW FACILITIES	EXPANDED RENOVATED FACILITIES	OTHER SOURCE	TOTAL FACILITIES
LOS ANGELES COUNTY	NONE	3 built by City/district	Unavailable	Unavailable	84 libraries and 4 bookmobiles
LOS ANGELES PUBLIC	$180 MILLION	32 New	Unavailable	Some CDBG, gift	75 libraries 5 bookmobiles
PORTLAND	$29 MILLION general bond	2	13	Unavailable	16 libraries 2 bookmobiles
SAN DIEGO PUBLIC	$191.4 MILLION	12 new 1 parking lot 1 New Central Library	10	Grants, developer fees, private donations	33 libraries
SAN FRANCISCO	$106 MILLION	5 New	19	Some Earthquake	27 libraries 2 bookmobiles
SAN JOSE PUBLIC	$212 MILLION	6 New	14	Unavailable	18 libraries 1 bookmobile
SEATTLE	$196.4 MILLION	3 New 1 New Central Library	22	Bond	25 libraries and 4 bookmobiles

- Details on several projects are instructive.
  - The San Diego plan most nearly matches Fresno's proposal. Total costs of $312.3 million include $149.5 for the main library and $162.8 for branch expansions and improvements. The plan is for ten years and includes bond sales in 2004, 2006 and 2008. Bonds total $191.4 (includes interest) and seventy-five percent of the funds to repay the bonds come from a 10.5% hotel room tax plus twenty percent from a lawsuit settlement against tobacco companies. For the remainder $42.9 million will come from city development agencies, $21.7 million from developer fees, $53.5 from grants and private donations, $8.8 million from CDBG, $7.9 from other municipal sources.
  - In November 2001 Houston voters approved partial funding of $40 million for a $260 million project involving four new branches and several renovations, including the Central Library.
  - Library Journal shows that 87% of funding for projects in 2001 came from local sources, with charitable contributions/gifts at 8%. Federal and state funds totaled 5%.[7]
- Other
  - Public Facilities Fees. In 1991 procedures were set up for a public facilities fee program. No action was taken beyond the study.
  - Build a larger facility than needed at the current time and lease the additional space to gain income.

❖ **Public Input**

➢ Meetings
  - Sixteen Public Forums were held between October 2002 and January 2003. Staff also attended two neighborhood meetings regarding the Central Library. Attendance ranged from small to very satisfactory. In many cases civic and community formal and informal leaders attended. Their presence at the meetings and interest in the library has already opened many doors and conversations for future actions. A number of communities commented that population projections were low.

➢ Email and Personal Comments
  - Members of the public were also invited to submit comments electronically via email and in person at branch libraries. Comments and questions from all the meetings are available by contacting the Associate County Librarian. Comments focused largely on facility development, and there were some on library service. Only those focused on facilities are included in the Appendix. People in many communities are excited about the prospect of new and or larger library and have already held or scheduled future meetings to discuss projects in greater detail. Comments were provocative to staff. Predictably comments and interests and questions in each community focused on that

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[7] Fox, Bette-Lee, "The Building Buck Doesn't Stop Here", Library Journal, December 2002, p. 42.

community. The preferred site for a new Central Library was the cultural site. There were no comments that the facilities were not needed or were too large.

❖ **Central Library Site and Architect Selection**

➢ The consultants suggested three sites for the Central library. (See Appendix J). Since September three additional sites were proposed, Armenian Town, Fresno Hotel, Fresno and P behind Twining Lab. Site preference was in the following order:
  ▪ Site A Cultural
  ▪ Site B Commercial
  ▪ Site C Civic (Current)

➢ Many people stated that the Central Library must not go forward without securing parking.

➢ Public transportation must also be coordinated with transportation agencies.

➢ Title reports have been secured on the property and Phase I work authorized. Library staff have met with Fresno City Redevelopment staff. Public Works has begun preparation of an RFP for architect selection.

❖ **Recommended Principles for Selecting Facilities Projects**

➢ Age and condition of the existing library facility. Condition is a current factor, age would be a new factor.

➢ Population growth. This condition is currently implied in the library's current principle of size, as size is function of population. A measure of need for future projects would be percent of growth from 1980 to 2000 and projected growth to 2020.

➢ The degree to which the existing library facility is inadequate in meeting the needs of the residents in the library service area. Key factors are literacy rate, school test scores, and technology available in schools in the library service area.

➢ Needs of urban and rural areas.

➢ A preference for owning versus leasing libraries.

Finalizing Selections

➢ There are four possible ways to finalize selections.
  ▪ Continue the past approach of identifying and implementing highest priority projects and proceeding on 6 at a time. A sample based on current activity is in the chart below.

	Library	Land Selection	Library Staff Studies	Conceptual Documents	Bond Application	Schematic Documents	Design Documents	Construction Documents	Contract Award	Construction	Grand Opening
Underway	Caruthers	X	x	x	N/A	x	x	x	x	x	Apr-03
	Laton	x	x	x	N/A	x	x	x	x	x	Summer 03
	Woodward	x	x	x	N/A	x	x	x	2/25/03	1/26/03	3-Mar
	Fowler	2/25/03	x	X	3/28/03						
	Mendota	3/11/03	x	x	3/28/03						
	Central	Underway	x								
Phase I	Library A										
2003-2005	Library B										
	Library C										
Phase II	Library D										
2006-2010	Library E										
	Library F										
	Library G										
	Library H										
	Library I										

- Work on aspects of multiple projects, especially securing sites for all locations over the next ten years. The chart below illustrates how this could be done. Land acquisition ranges from very simple in a case where an existing site can be used to very complex. More complex acquisitions take longer and delay projects.

Time Frame	Branch	Recommended Action
2003 - complete	Caruthers	Underway
2003 - complete	Laton	Underway
2003 - Bond Act Application	Mendota	Underway
2003 - Bond Act Application	Fowler	Underway
2004 - complete	Woodward	Underway
2003-2004	Central	Land Study underway, RFP being prepared for Architect
2003-2005	Branch A	Work with City and Real Property to identify new sites, begin needs assessment, establish citizen's committee to help with service design and site selection
2003-2005	Branch B	Evaluate current site for expansion, begin needs assessment, establish citizen's committee to help with service design
2003-2005	Etc.	Etc.

- Take advantage of unexpected funding opportunities and/or gifts for specific locations. If a private or public donor offers a gift, projects can proceed quickly. Such donations could serve as matching funds for a bond act and enable a library to be built, which would not otherwise be possible.
- A combination of options above.

❖ **Implementation Scenarios**

➤ The library is committed to continuing to refurbish existing leased and owned buildings; this will keep libraries clean and attractive, but will not increase space.

➤ The library is recommending that a capital campaign with bond funding only be undertaken after the renewal of Measure B. The chart below illustrates the possible outcomes.

Best	Worst
Next sales tax measure has funds for continued progress for capital development	Measure B Fails
Projects Submitted for Bond Act of 2000 are approved	Projects are not approved and continue as priorities
SB 40 is approved in the 2004 Primary	SB 40 fails
Private Fund Raising is successful	No or minimum funds are raised.

❖ **Recommended Actions: see next page**

❖ **Recommended Actions**

➢ Immediate 2003
- Develop a service delivery plan for the renewal of Measure B. The plan shall include a facilities component.
- Complete construction on Caruthers, Laton and Woodward.
- Submit Bond Act of 2000 projects for Fowler, Mendota in March 2003.
- Resubmit in January 2004 if not successful. The successor bond bill gives priority to projects not funded in January 2004.
- Adopt the four recommended principles for selecting facilities projects.
- By April 2003 identify Bond Act Projects for submission in January 2004. The feasibility for additional projects would be dependent on availability of sufficient funds for the local match. These funds could come either from Measure B funds, public/ private partnerships, or a combination. The feasibility is also dependent on sufficient staff time to complete these complex projects.
- Select the following preference order for the study sites: Cultural Arts (Fulton/Calaveras/Van Ness/San Joaquin), Fulton Mall North (Fulton/Tuolumne) and Current (Mariposa Street); and direct staff to conduct site studies, to explore partnerships with the City of Fresno on acquisition, and to determine the cost of acquisition for each site.
- Support additional authority from the voters for library facilities (SB 40 and AB 222) which could provide up to two-thirds of funding for multiple projects. Monitor the amount of SB 40/AB222, the total number of projects statewide, and authorize staff to review the impact of requesting an amendment to increase the maximum amount of state funds for a single building.
- Set up an interdepartmental task force to refine efficiencies and economics of scale for cost effective timely design, construction, and furnishings. (Representation from Public Works: Capital Development, Planning, Real Property, and Construction Management; County Administrative Office, Purchasing, County Counsel)

➢ Intermediate 2004-2006
- Work with City and county staff throughout the library district to identify feasible sites and explore partnerships for projects identified in April 2003 as top priority projects.
- Develop a public/private partnership and/or planned giving and other private fundraising program to raise or secure commitments for $10 million.
- After funding for Measure B is renewed, survey residents for their support of a construction bond or other public financing mechanism. Based on results of survey, update these actions.

➤ Long Term 2006-2012

- Identify and begin work on next set of projects.

- Update the Master Plan in 2012

Appendix A: Service Plan Areas adopted in 1990 for 2005

Appendix B: Library Locations: Analysis of Size

Name of Location	Status	Comments
Biola	No Current Library	
Cedar Clinton II	No Current Library	
Clovis II	No Current Library	
Clovis III	No Current Library	
Del Rey	No Current Library	
Millerton New Town	No Current Library	
Miramonte	No Current Library	
NorthWest	No Current Library	
Sunnyside II	No Current Library	
West of 99	No Current Library	
Auberry	Unacceptable	
Big Creek	Unacceptable	
Cedar Clinton	Unacceptable	
Clovis	Unacceptable	
Easton	Unacceptable	
Fig Garden	Unacceptable	
Firebaugh	Unacceptable	
Gillis	Unacceptable	
Ivy	Unacceptable	
Kerman	Unacceptable	
Kingsburg	Unacceptable	
Mosqueda	Unacceptable	
Orange Cove	Unacceptable	
Parlier	Unacceptable	
Piedra	Unacceptable	
Pinedale	Unacceptable	
Politi	Unacceptable	
Reedley	Unacceptable	
Riverdale	Unacceptable	
San Joaquin	Unacceptable	
Sanger	Unacceptable	
Selma	Unacceptable	
Shaver Lake	Unacceptable	
Sunnyside	Unacceptable	
TBLB	Unacceptable	
Tranquility	Unacceptable	
Bear Mountain	Inadequate	
Caruthers	Underway	Under Construction
Central	Underway	Study
Fowler	Underway	Library Bond Act of 2000
Laton	Underway	Under Construction
Mendota	Underway	Library Bond Act of 2000
Woodward	Underway	Awar 2/25/03

Appendix C: Library Locations: Analysis of Conditions

Branch	Date of Occupancy	Last Refurbish	Ownership	Current Size	Facility Condition	Points	Facility Specifics	Points	Parking	Points	ADA Compliant	ADA Issues	Points	HVAC (3)	HVAC Notes	Points	Structural	Points
Caruthers	1968		Leased	1,042	Poor-New Building under Construction	10	Brick Block, no Insulation		Street		No	Rest rooms	2	Poor	Swamp	3	Poor	3
Laton	1904		Library	640	Poor-Renovation in Design	10	Structural		Street		No	Access, restrooms	2	Poor	Swamp	3	Poor	3
Mendota	1956	1999	Leased	960	Poor-Bond Act Application	10	Brick Block		Street		No	Restrooms	2	Poor	Gas Heater	3	Poor	3
Tranquility	1937		Leased	540	Poor	10	Roof, Structural		Street		No	Restroom	2	Poor	Swamp, Gas Heater	3	Poor	3
Central	1959		County	82,716	Inadequate-Building Program being Prepared	7	Electrical, Refurbish		Inadequate		No	Access	2	Inadequate	Rare collections	2	Adequate	1
Orange Cove	1974	1989	Leased	2,500	Inadequate	7			Street		No	Restrooms	2	Inadequate		2	Adequate	1
Shaver	1976		Comm Svc Dist	1,000	Inadequate	7	Structural issues w/drainage		Adequate		No	Restroom	2	Adequate		1	Poor	3
Big Creek	1954		Leased	375	Inadequate	6			Street		No	Access, restrooms	2	Adequate		1	Adequate	1
Clovis	1976		County	8,627	Inadequate	6	Recarpet, Sky Light Seal		Inadequate		No	Access, restrooms	2	Adequate		1	Adequate	1
Firebaugh	1954		County	1,581	Inadequate	6			Inadequate		No	Restrooms	2	Adequate		1	Adequate	1
Fowler	1914	1986	Leased	1,340	Inadequate	6	Restrooms, peeling walls		Street		No	Restrooms	2	Adequate		1	Adequate	1
Riverdale	1968	2002	Leased	2,190	Inadequate	6	Refurbish 2002		Street		No	Restroom	2	Adequate		1	Adequate	1
Cedar-Clinton	1976	1998	Leased	7,300	Inadequate	5			Inadequate		Yes		1	Inadequate	Heating very noise, too hot at north end of building	1	Adequate	1
Fig Garden	1995	2002	Leased	9,929	Inadequate	5			Adequate		Yes		1	Inadequate	One half of building does not cool properly	2	Adequate	1
Ivy Center	1973		City of Fresno	1,850	Inadequate	5			Adequate		No	Restroom	2	Adequate		1	Adequate	1
Kingsburg	2000		Leased	4,500	Inadequate	5			Adequate		yes		1	Inadequate	Needs heating in work room	2	Adequate	1
Parkedale	1974		City of Fresno	1,274	Inadequate	5	Refurbish 2002		Street		Yes		1	Adequate		1	Adequate	1
Politi	1974		Leased	5,000	Inadequate	5	Refurbish		Inadequate		Yes		1	Adequate		1	Adequate	1
San Joaquin	1983		County	2,996	Inadequate	5	Trusses & Seismic		Adequate		Yes		1	Adequate		1	Poor	2
Sanger	1967	1999	County	8,994	Inadequate	5			Adequate		No	Access, Restrooms	2	Adequate		1	Adequate	1
Selma	1978		County	7,272	Inadequate	5	Refurbish & Skylight Seal		Inadequate		No		1	Adequate		1	Inadequate	2
Sunnyside	2000		Leased	11,653	Adequate	5	Leak in Back		Adequate		Yes		1	Adequate		1	Adequate	1
Aubnry	1996		Foundation	4,225	Adequate	4			Adequate		Yes		1	Adequate		1	Adequate	1
Bear Mountain	1994		County	7,510	Adequate	4			Adequate		Yes		1	Adequate		1	Adequate	1
Easton	1982		County	3,120	Adequate	4			Adequate		Yes		1	Adequate		2	Adequate	1
Gillis	1975	1995	Leased	6,263	Adequate	4			Inadequate		Yes		1	Inadequate	Inadequate cooling on west half	2	Adequate	1
Kerman	2002		City of Kerman	4,370	Adequate	4			Adequate		yes		1	Adequate		1	Adequate	1
Mosqueda	1976		City of Fresno	2,150	Adequate	4	Refurbish 2002		Adequate		Yes		1	Adequate		1	Adequate	1
Parlier	1987		County	3,778	Adequate	4			Adequate		Yes		1	Adequate		1	Adequate	1
Piedra	1999		Leased	1,800	Adequate	4			Adequate		Yes		1	Adequate		1	Adequate	1
Reedley	1973	1997	Leased	5,000	Adequate	4			Adequate		yes		1	Adequate		1	Adequate	1
TBLB	1977	1997	City of Fresno	2,640	Adequate	4	Carpet		Adequate		Yes		1	Adequate		1	Adequate	1
Total				205,335														

	Facility Condition		ADA		HVAC		Structural	
	Adequate	No Work Needed	Yes	No Issues Noted	Adequate	No Work Needed	Adequate	No work needed
	Inadequate	Some Work Needed	No	Modifications Needed	Inadequate	Inadequate for Users, Collection and Staff	Inadequate	Some Work Needed
	Poor	Major problems	In progress	Modifications Underway	Poor	Swamp Cooler or No Insulation	Poor	Major problems

Appendix D: Fresno County Library's Reference Goals for 2020: Excerpts

Goal

The goal of reference services in 2020 will remain the same as it is today—to connect people of all ages with accurate, appropriate information and materials to meet their individual needs in timely fashion. But with superior new tools, especially online, we will provide convenience and packaging of information to meet individual needs. Multiple avenues of delivering service will be treated and regarded by staff as equally legitimate methods of service delivery. Information services will, to a large extent, be delivered without respect to place or time of day and less attention to geographic boundaries.

Customers

As the children of today, who are accustomed to internet use, grow to be adults, it is clear that virtually all Fresno County residents will be users of the Internet in 2020. The Internet and wireless communications will be so seamlessly integrated into people's lives that they will use portable and home devices to do such things as control their appliances, monitor medication taking routines, participate in public voting on sports moves in real time, and guide them around unfamiliar cities. ("Future of the Web", World and I, April 2002 and "Living in a Wireless World" Newsweek Dec. 10, 2001). It is likely that although nearly everyone will use the Internet, the level of skill and success in using it for information will vary tremendously.

County residents will be able to access the Internet wherever they are and choose services which are delivered to them on their terms and which are convenient to them. Their access to vendors of products and services has already expanded literally from the neighborhood to the world. These choices include direct competitors to libraries as suppliers of information services. Commercial free and for fee "ask an expert" websites are proliferating on the Internet—for example, expertcentral.com, allexperts.com, and AnswerPoint.com. Many information seekers are already choosing the convenience of such services even if these cost money and don't stress quality, authority, or even cite their sources.

Through electronic means, the Library even more than ever will be able to achieve equity of service to all residents regardless of their geographical location in the County. The same electronic information services can just as conveniently be delivered to Firebaugh as metropolitan. Electronic delivery of information should be accompanied by physical delivery of materials in non-electronic formats directly to homes and offices.

At the same time library users want virtual services any time anywhere, they will also want comfortable and appealing places--facilities for research, study, and meeting. These purposes of the library will remain connected to the building as a community center, study hall, repository for the preservation of local history, etc

New Services

Reference services of the future will be offered in Spanish as well as English, and via multiple avenues to meet needs of different kinds of users: real time-chat; e-mail; phone including phone dialed from computers; mail; and in person. Real time chat and e-mail enable the librarian to send links to a remote user (or even one in the same building) or literally send web pages to his/her own computer to guide a search or provide an answer.

Many experts agree that that ready reference –short answers to factual questions—is diminishing because people can do so much themselves on the Internet, even if they do so poorly or inefficiently. The fact that library reference statistics almost everywhere have declined (though not in Fresno) for several years lends support to this view. Patrons already have the option of doing more for themselves than ever before. More patrons will choose to help themselves to the extent that technology enables them. Many others will be overwhelmed by the vast array of choices they face. As a result, reference librarians will spend more of their time and effort in uncovering people's information needs instead of answering specific questions. They will instruct and guide patrons through research processes and help them sift through the overwhelming amount and complexity of information and non-information available.

Librarians will increasingly expand value-added services which package and tailor information to individual needs and actually create information. FAQ's or pathfinders to address commonly recurring questions can be created and posted on web pages for access by anyone anywhere. For example, the business librarian could assemble a list of online resources, print materials, and referrals that is generic enough to help all people trying to start a business in Fresno County. It would be a small step to go further and add some specifics on opening a limousine business for a patron with this specific need. Similarly, we could take the lead in compiling various kinds of community calendars

or launch a book alert service to notify subscribing residents about new titles added to the library collection on a specific subject, i.e., investing.

The area of local history and genealogy promises to provide librarians with some of the best opportunities for making valuable contributions to the preservation and dissemination of information. Local histories, photos, etc. not widely held everywhere will be candidates for digitization and integration into a well-developed local presence on the Internet. Such resources are of interest to both local residents and distant users.

Virtual Collections

All sources which contain information subject to frequent change will be offered exclusively in electronic and not print form—i.e., directories, almanacs, handbooks, statistical compilations, stock prices guides, etc.

The reference collections of branches will be primarily online, reducing reference materials space used presently by perhaps 80% or more. Online resources are available 24 hours a day, 7 days a week, making them more available than the physical collections of branches with even the longest hours, and they are available to the vastly larger number of potential users in their homes and offices. The online collections will include both popular and specialized proprietary databases purchased by the Library for its cardholding customers, especially children and youth. These offer comprehensive, yet not unmanageable, amounts of content and continue to be superior to searching the open web we know today which is fraught with commercial content or point of use charges.

A second component of the virtual collections is selected web sites organized into collections which focus on specific user needs, for example, job hunting or visiting Fresno. A third component is archived and indexed answers to frequently asked questions, for example, how to get a renter rebate form or the number of ethnic groups in Fresno. Finally, library-developed training for the public on a variety of information finding skills and subjects can be organized into a collection of interactive online tutorials. These can extend the function of teaching information literacy skills from library computer labs directly to homes.

The Library's web pages take on vastly increased importance in the delivery and marketing of reference collections and services in the future. The portal should highlight and promote professional help available to users (ask a librarian) and other services and collections available to home users, not just describe services which are available to those who come into libraries.

Physical Collections

What will remain in print form? Probably not everything will be digitized within 18 years, most notably retrospective information, including local history resources. Other examples may be currently existing retrospective runs of auto repair manuals, business history manuals, college, hospital, and other historic directories, historic maps, genealogies, books representing social history of their times such as etiquette and cookbooks, and backfiles of government publications, some periodicals, and small community newspapers. These existing historical collections will be retained even though they do not continue to grow in size at today's rates. Local city and telephone directories will continue to be acquired and retained in print form for as long as they are available in print. These kinds of resources constitute headquarters-type collections and are not (except for local history) a significant portion of branch library materials. Therefore, branch library print reference collections are likely to diminish significantly—possibly by 80%. A small basic collection of print reference material covering less dynamic topics will offer this alternative to users. Branches may for example hold such hard-copy items as a basic print encyclopedia, an encyclopedic survey of world history, a usage/grammar resource, an atlas, and local histories. The mix of print and online could vary by branch depending on the needs of each constituency.

E-books will probably make their biggest impact in what we think of as circulating materials collections today which contain materials designed to be read consecutively and from beginning to end.

Equipment

Big box PC's already look dated and it is predicted that most people will soon access the Internet by other means— portable digital assistants and other portable wireless communication devices that are interconnected to phones, TV's, global satellite systems, appliances, etc. Voice recognition systems of the future are predicted to allow people to use a hand-held device as a "speak-search-and-read-it-to-me device." (Information Outlook Feb. 2002, p. 22.) Audio-video connections, chat windows, and whiteboards which can be used to display graphic images including web pages will help facilitate digital real-time reference service.

More people will connect to the library's electronic resources and services from where they are than from within the library. But people will still come to the library for resources and ambience not available elsewhere. Within the library, some will bring their own personal devices and access them as the need arises. But the minuscule screens aren't the optimum way to display all data—for example, digitized photos or demographic tables. There will be a need for flat-screened workstations to access resources. Wireless devices will not have to be concentrated in a single place in the library but distributed as just another support like tables or chairs for users. Flat screens that are paper-thin are predicted to move information to where users are by mounting them on walls, appliances, countertops, even book stacks. Staff as well as patrons will be well served by catalog connections within the stacks instead of at a distant desk. Large wall screens will be expected on computers for meeting and training rooms. So while the amount of space consumed for each device will generally be less than the present, there will be a need for provision in libraries for many more of whatever future devices look like.

Staff & Skills Needed

Reference staff of the future will need to become more diverse ethnically, more fluent in Spanish, more attuned to children's needs, more versatile generally, more aggressive marketers, and even more able to cope with the speed of change. They will have to be comfortable working in and managing a hybrid environment of digital, multi-media, and print information, with tailoring services to individual needs, and with clearly articulating the value of libraries. Reference interviews will uncover not only what is wanted but how it should be delivered. Staff will be less the answerers of specific questions than "sifters of information", "navigators", teachers, and even compilers and authors. As teachers, they will help users evaluate the quality, authority, and biases of authors of information and share both the product and the process of information finding. Probably fewer staff will deliver reference service in person at physical reference or service desks. More will work behind the scenes from various locations locally to globally to provide virtual services, create virtual resources, and serve as the instantly available backup for library staff serving customers who visit library locations. Our outlook will expand from focus on serving a geographically defined local community to participation in even larger statewide, nationwide, and global initiatives.

Appendix E: Library Locations: Owned and Leased

Name	Lease Date	Ownership	Name	Lease Date	Ownership
Auberry	1996	Foundation	Ivy Center	1973	City of Fresno
Bear Mountain	1994	County	Mosqueda	1976	City of Fresno
Big Creek	1954	Leased	Pinedale	1974	City of Fresno
Caruthers	2003	County	TBLB	1977	City of Fresno
Cedar-Clinton	1976	Leased	Kerman	2002	City of Kerman
Central	1959	County	Laton	1904	County.
Clovis	1976	County	Shaver	1976	Comm Svc. Dist.
Easton	1982	County	Bear Mountain	1994	County
Fig Garden	1995	Leased	Central	1959	County
Firebaugh	1954	County	Clovis	1976	County
Fowler	1914	Leased	Easton	1982	County
Gillis	1975	Leased	Firebaugh	1954	County
Ivy Center	1973	City of Fresno	Parlier	1987	County
Kerman	2002	City of Kerman	San Joaquin	1983	County
Kingsburg	2000	Leased	Sanger	1967	County
Laton	1904	County.	Selma	1978	County
Mendota	1956	Leased	Auberry	1996	Foundation
Mosqueda	1976	City of Fresno	Big Creek	1954	Leased
Orange Cove	1974	Leased	Caruthers	2003	County
Parlier	1987	County	Cedar-Clinton	1976	Leased
Piedra	1999	Leased	Fig Garden	1995	Leased
Pinedale	1974	City of Fresno	Fowler	1914	Leased
Politi	1974	Leased	Gillis	1975	Leased
Reedley	1973	Leased	Kingsburg	2000	Leased
Riverdale	1968	Leased	Mendota	1956	Leased
San Joaquin	1983	County	Orange Cove	1974	Leased
Sanger	1967	County	Piedra	1999	Leased
Selma	1978	County	Politi	1974	Leased
Shaver	1976	Comm Svc. Dist.	Reedley	1973	Leased
Sunnyside	2000	Leased	Riverdale	1968	Leased
TBLB	1977	City of Fresno	Sunnyside	2000	Leased
Tranquillity	1937	Leased	Tranquillity	1937	Leased

Type	Branch	2020 pop	Collection 2.3/rural or 1.3/metro	Collection Sq.Ft 2vol/ft	Collection Sq.Ft Less items out 20%	Mtg Rm. Capacity	Mtg. Rm. Size 15/per	Child Progrm Capacity	Child Prog Area 17/per	Lab Capacity (seats)	Computer Lab 35/per	PC Station	PC 35/per	Conf Room for 6 A for 2	Lockers	Kitch/ Lounge
Station	Biola-est	1,750	4,025	335	268	-		-	-	-	-	2	70	200	10	100
Station	Del Rey-est	1,750	4,025	335	288	-		-	-	-	-	2	70	200	10	100
Station	Big Creek	1,741	4,004	334	267	-		-	-	-	-	2	70	200	10	100
Station	Tranquility	2,700	6,231	519	415	-		-	-	-	-	3	105	200	10	100
Station	Pinedale	3,085	4,011	334	267	-		-	-	-	-	7	245	200	10	100
Station	Miramonte	3,184	7,323	610	488	-		-	-	-	-	3	105	200	10	100
Station	Laton	3,569	8,208	684	547	-		-	-	-	-	4	140	-	-	50
Station	Piedra	4,949	11,383	948	759	-		-	-	-	-	5	175	200	10	100
Station	Shaver Lake	5,594	12,843	1,070	856	-		-	-	-	-	6	210	200	10	100
Station	Clovis III	5,326	6,824	577	462	-		-	-	-	-	5	175	200	10	100
Neighborhood	Bear Mountain	6,421	14,768	1,231	985	250	3,750	-	-	10	420	-	-	-	15	150
Neighborhood	Riverdale	6,451	14,837	1,236	988	50	750	-	-	10	420	-	-	-	15	150
Neighborhood	San Joaquin	7,471	17,183	1,432	1,146	50	750	-	-	10	420	-	-	-	15	150
Neighborhood	Cedar Clinton II	7,496	9,745	812	650	50	750	-	-	10	420	-	-	-	15	150
Neighborhood	Millerton New Town	9,210	21,183	1,765	1,412	50	750	-	-	10	420	-	-	-	15	150
Neighborhood	Fowler	10,000	23,000	1,917	1,533	50	750	-	-	10	420	-	-	-	15	150
Neighborhood	Orange Cove	10,334	23,768	1,981	1,585	50	750	-	-	10	420	-	-	-	15	150
Neighborhood	Caruthers	10,846	24,946	2,079	1,663	50	750	-	-	10	283	-	-	-	15	150
Neighborhood	Firebaugh	10,928	25,134	2,095	1,676	50	750	-	-	10	420	-	-	-	15	150
Branch	Auberry	11,666	26,830	2,236	1,788	75	1,125	-	-	10	420	2	70	180	25	200
Neighborhood	Ivy	12,252	15,941	1,328	1,063	50	750	-	-	10	420	-	-	-	15	150
Branch	Kingsburg	13,448	30,930	2,578	2,062	100	1,500	-	-	10	420	5	175	180	25	200
Branch	Easton	16,813	38,680	2,673	2,379	100	1,500	-	-	10	420	5	175	180	25	200
Branch	Parlier	16,313	37,520	3,127	2,501	100	1,500	-	-	10	420	5	175	180	25	200
Branch	Mendota	16,738	38,497	3,208	2,566	100	1,500	-	-	10	420	5	175	180	25	200
Branch	Kerman	21,441	49,314	4,110	3,288	100	1,500	-	-	10	420	5	175	180	25	200
Rural Regional	Reedley	38,014	87,432	7,286	5,829	100	1,500	50	750	10	420	25	875	275	50	310
Rural Regional	Selma	40,913	94,100	7,842	6,273	100	1,500	50	750	10	420	25	875	275	50	310
Rural Regional	Sanger	61,904	142,379	11,865	9,492	100	1,500	50	750	10	420	25	875	275	50	310
Metro Regional	Sunnyside II	57,376	49,591	4,049	3,239	100	1,500	50	750	10	420	25	875	275	50	310
Metro Regional	Mosqueda	42,680	55,459	4,622	3,697	100	1,500	50	750	10	420	25	875	275	50	310
Metro Regional	NorthWest	42,673	55,475	4,623	3,698	100	1,500	50	750	10	420	25	875	275	50	310
Metro Regional	Politi	53,596	69,677	5,806	4,645	100	1,500	50	750	10	420	25	875	275	50	310
Metro Regional	Gillis	53,809	69,952	5,829	4,663	100	1,500	50	750	10	420	25	875	275	50	310
Metro Regional	Woodward	71,614	93,098	7,758	6,207	100	1,500	50	750	10	420	25	875	275	50	310
Metro Regional	Sunnyside	75,000	97,500	8,125	6,500	100	1,500	50	750	10	420	25	875	275	50	310
Metro Regional	Cedar Clinton	75,000	97,500	8,125	6,500	100	1,500	50	750	10	420	25	875	275	50	310
Metro Regional	West of 99	75,000	97,500	8,125	6,500	100	1,500	50	750	10	420	25	875	275	50	310
Metro Regional	Fig Garden	75,000	97,500	8,125	6,500	100	1,500	50	750	10	420	25	875	275	50	310
Metro Regional	Clovis	75,000	97,500	8,125	6,500	100	1,500	50	750	10	420	25	875	275	50	310
Metro Regional	Clovis II	75,000	97,500	8,125	6,500	100	1,500	50	750	10	420	25	875	275	50	310

Delivery Receiving Book Return	Br. Libn Office 125/per	Other Librarians 90/per	Other Staff 75/per	Copy/Fax Center	Svc. Desks	Self Check	AV Viewing 35/per	Misc. Equip.	Carrels 1 carrel/ By Type	Carrel Space	4 place Tables By type	Table space 150 ea	Quiet Room	Lounge By type	Lounge Space	Adjunct Area Optional	Sub-Total	Storage 5%	All Other 25%	Total 25%
500	-	-	-	50	175	-	70	90	1	35	-	-	-	3	105		1,672	1,757	580	2,337
500	-	-	-	50	175	-	70	90	1	35	-	-	-	3	105		1,673	1,757	580	2,337
500	-	-	-	50	175	-	70	90	1	35	-	-	-	3	105		1,672	1,756	579	2,335
500	-	-	-	50	175	-	70	90	1	35	-	-	-	3	105		1,856	1,948	643	2,591
500	-	-	-	50	175	-	70	90	1	35	-	-	-	3	105		1,847	1,940	640	2,580
500	-	-	-	50	175	-	70	90	1	35	-	-	-	3	105		1,926	2,023	668	2,690
100	-	-	-	25	100	-	70	90	1	35	-	-	-	3	105		1,322	1,383	244	1,627
500	-	-	-	50	175	-	70	90	1	35	-	-	-	3	105		2,288	2,382	786	3,168
500	-	-	-	50	175	-	70	90	1	35	-	-	-	3	90		2,394	2,514	828	3,343
500	-	-	-	50	175	-	70	90	1	35	-	-	-	3	105		1,972	2,070	683	2,753
500	-	-	75	50	525	-	70	90	2	70	2	300	-	5	175		7,175	7,535	2,486	10,019
500	-	-	75	50	525	-	70	90	2	70	2	300	-	5	175		4,179	4,388	1,448	5,836
500	-	-	75	50	525	-	70	90	2	70	2	300	-	5	175		4,336	4,553	1,502	6,055
500	-	-	75	50	525	-	70	90	2	70	2	300	-	5	175		3,840	4,032	1,330	5,362
500	-	-	75	50	525	-	70	90	2	70	2	300	-	5	175		4,602	4,832	1,596	6,427
500	-	-	75	50	525	-	70	90	2	70	3	450	-	5	175		4,873	5,117	1,689	6,804
500	-	-	75	50	525	-	70	90	2	70	3	450	-	5	175		4,925	5,171	1,706	6,877
500	-	-	75	50	350	-	70	90	2	70	3	450	yes	5	175		4,691	4,926	1,625	6,531
500	-	-	75	50	525	-	70	90	2	70	3	450	-	5	175		5,016	5,266	1,738	7,004
500	125	90	300	50	700	100	140	90	2	70	3	300	yes	6	204	500	6,958	7,306	2,411	9,717
500	-	-	75	50	525	-	70	90	2	70	3	450	-	6	175		4,403	4,623	1,526	6,148
500	125	90	300	50	875	100	140	90	2	70	4	300	yes	7	235	500	7,917	8,313	2,743	11,057
500	125	90	300	50	875	100	140	90	3	105	4	450	yes	6	271	500	8,455	8,878	2,930	11,808
500	125	90	300	50	875	100	140	90	3	105	4	450	yes	6	285	500	8,592	9,021	2,977	11,998
500	125	90	300	50	875	100	140	90	3	105	4	450	yes	6	283	500	8,654	9,086	3,002	12,100
500	125	90	300	50	875	100	140	90	3	105	4	450	yes	11	376	500	9,468	9,941	3,281	13,222
500	125	225	450	50	1,050	150	140	90	6	210	10	1,350	yes	19	615	500	15,514	16,290	5,376	21,665
500	125	225	450	50	1,050	150	140	90	6	210	10	1,350	yes	20	716	500	16,008	16,810	5,547	22,357
500	125	225	450	50	1,050	150	140	90	6	210	10	1,350	yes	31	1,053	500	19,585	20,575	6,790	27,365
500	125	225	450	50	1,225	150	140	90	6	210	13	1,800	yes	23	875	500	13,759	14,447	4,768	19,215
500	125	225	450	50	1,225	150	140	90	6	210	13	1,800	yes	25	875	500	14,217	14,928	4,926	19,854
500	125	225	450	50	1,225	150	140	90	6	210	13	1,800	yes	23	875	500	14,218	14,929	4,927	19,856
500	125	225	450	50	1,225	150	140	90	6	210	13	1,800	yes	25	875	500	15,146	15,623	5,255	21,178
500	125	225	450	50	1,225	150	140	90	6	210	13	1,800	yes	25	875	500	15,183	15,943	5,261	21,204
500	125	225	450	50	1,225	150	140	90	6	210	13	1,800	yes	25	1,225	500	17,077	17,930	5,917	23,847
500	125	225	450	50	1,225	150	140	90	6	210	13	1,800	yes	35	1,225	500	17,370	18,238	6,019	24,257
500	125	225	450	50	1,225	150	140	90	6	210	13	1,800	yes	35	1,225	500	17,370	18,238	6,019	24,257
500	125	225	450	50	1,225	150	140	90	6	210	13	1,800	yes	35	1,225	500	17,370	18,238	6,019	24,257
500	125	225	450	50	1,225	150	140	90	6	210	13	1,800	yes	35	1,225	500	17,370	18,238	6,019	24,257
500	125	225	450	50	1,225	150	140	90	6	210	13	1,800	yes	35	1,225	500	17,370	18,238	6,019	24,257

FRESNO COUNTY
PUBLIC LIBRARIES
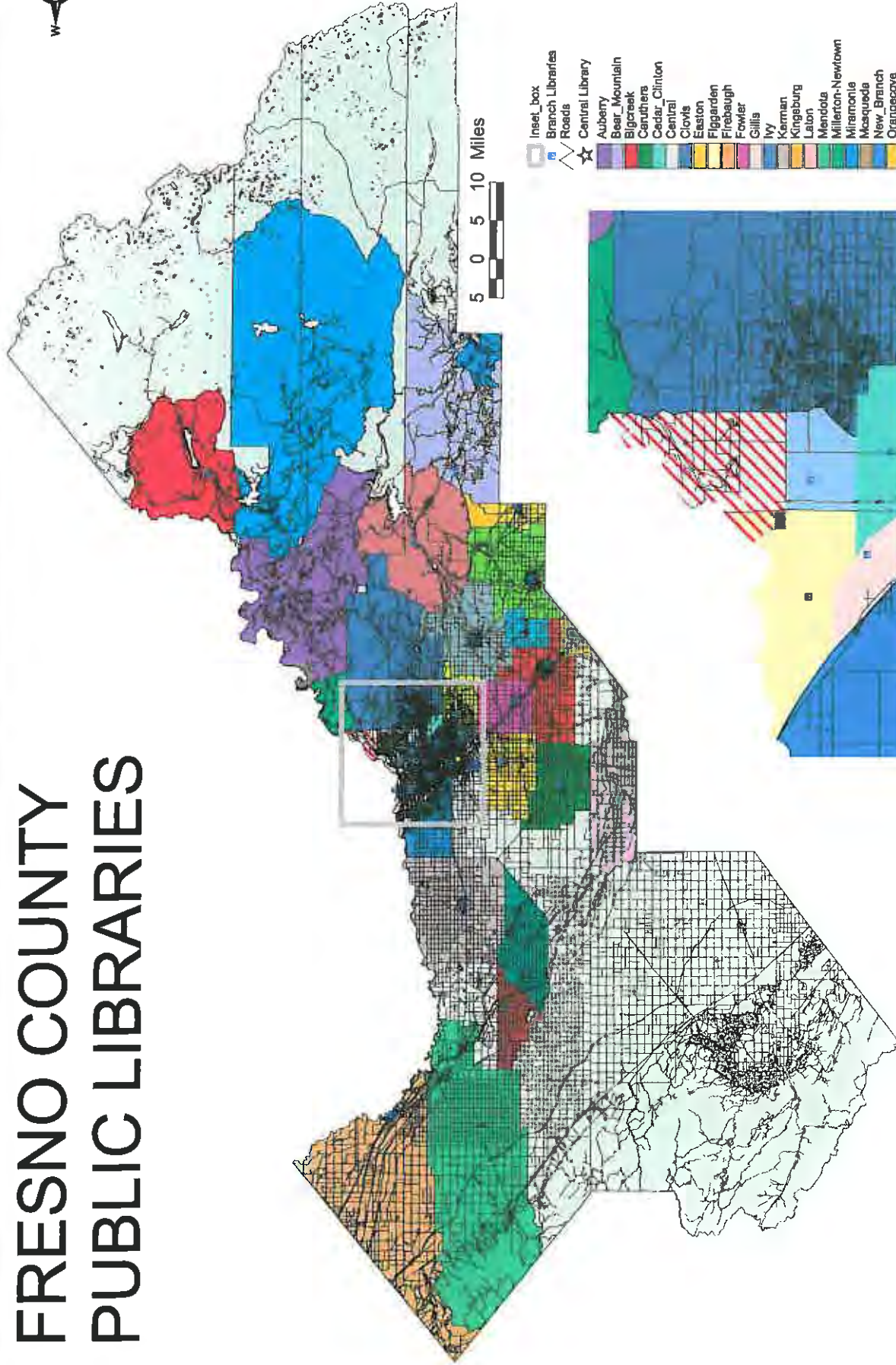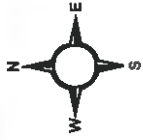
Inset_box
Branch Libraries
Roads
Central Library
Auberry
Bear_Mountain
Bigcreek
Caruthers
Cedar_Clinton
Central
Clovis
Easton
Figgarden
Firebaugh
Fowler
Gillis
Ivy
Kerman
Kingsburg
Laton
Mendota
Millerton-Newtown
Miramonte
Mosqueda
New_Branch
Orangecove
Parlier
Piedra
Pinedale
Politi
Reedley
Riverdale
San_Joaquin
Sanger
Selma
Shaverlake
Sunnyside
Tranquility
Woodward
0601Bblk00.shp (tracts and blocks)

5   0   5   10   Miles
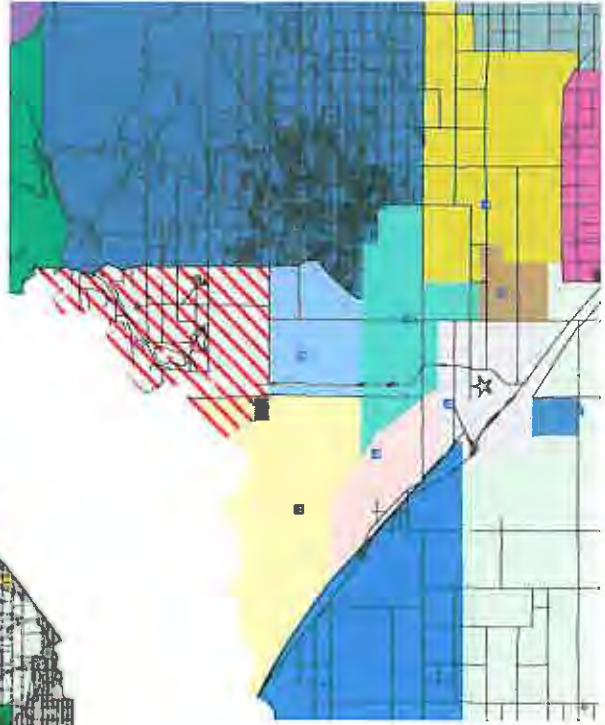
2   0   2   4   Miles

Appendix H: Library Service Areas

Experience has shown that each library has a geographic area it serves. Fresno County Library contracted with Dr.Christie Koontz, Director, GeoLib Program, Florida State University to conduct this study which produced service area maps and provided projected population data.

The text of Dr. Koontz's report follows.

Criteria for Estimating Geographic Branch Market Areas

Background

In today's world, estimating the geographic market area[8] and developing a profile of the people with the area to be served, is the first step in any type of location analysis for siting, closing, or merging any service area. Determining the market area is problematic and several approaches are offered in the library field including: 1) have branch librarians agree from experience, on service area lines, acknowledging traffic patterns and/or travel time and U.S. Census tract lines and population totals; 2) utilize local government planning areas that may roughly coincide with library service areas such as census block[9] groups or traffic analysis zones; sample registration or circulation records, plotting residences on large map.[10]

Each of these approaches have advantages and disadvantages. The experience of branch librarians may not include valuable library research data, or up to date U.S. Census and library user data that would be reflected in a more systematic data-based approach. Utilizing government planning areas assumes people do not cross over legal lines daily, for many and sundry purposes. Registration data only reflects where people got their library card. Circulation data identifies patterns of use for each branch, but only reflects what materials people checked out of which library. This eliminates all types of in-library use, and growing offsite use.

While no method is flawless, a combination of these methods is effective when carried out in a systematic way.

Requirements of the Study from Fresno County Library to GeoLib

In order to fulfill the requirements of the GIS Branch analysis study, the registration user address data of users was plotted for each of 31 library branches, and the Talking book Library, as well as the bookmobile.

The following library branches were plotted individually and in groups, on full-scale maps, with coloration to depict user address, library location, major topographical features including:

a) Auberry, Shaver, Big Creek, Clovis
b) Bear Mountain, Miramonte, Reedley, Orange Cove, Parlier
c) Central
d) Sanger, Piedra, Sunnyside, Parlier
e) Selma, Fowler, Kingsburg, Laton
f) Riverdale, Caruthers, Easton
g) Tranquillity, San Joaquin, Mendota, Firebaugh, Kerman
h) Politi, Fig Garden, Pinedale, Clovis
i) Ivy, Mosqueda, Central, Sunnyside
j) Cedar Clinton, Gillis
k) Talking Book Library for the Blind (four county service area)
l) Bookmobile

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[8] A market area is a geographical area containing the actual and potential library users of a particular library for specific goods or services.

[9] Blocks are the smallest of the census geographic designations. These are roughly equivalent to a city block and provided for areas lacking census tracts. Block groups are sub units of census tracts, typically having 1,000 residents. Census tracts are largely homogeneous and have 4,000 to 8,000 people.

[10] Nancy Van House, et al 1987. "Output Measures for Public Libraries," prepared for the Public Library Development Project, 2d ed. Chicago: American Library Association, pp 35-36.

Advantages and Disadvantages of Using Registration Data to Plot Geographic Market Area

1. The registration data is limited in that it only illustrates which library users registered at which branch. This indicates several plausible assumptions (not an exhaustive list, but rather illustrative) that can be made regarding the advantages and disadvantages:

    1) Advantages:
        a) the library branch is convenient in perception or reality for the user and therefore used often;
        b) the library branch communicated a service or product of need or interest to the user, the user registered, and the branch remains a positive choice for that user's information needs;
        c) the registrant has transportation to the branch, or lives within walking distance, and therefore, continues to use branch on a regular basis;
        d) the branch may have a special collection or service that originally drew the user there to register for library services, and the user continues to use this branch.

    2) Disadvantages:
        a) the user only registered at this branch and uses other branches;
        b) the user only registered at this branch and never used any library branch again;
        c) the user submitted a post office address, rather than a street address and could not be geo-coded.

While these are not exhaustive, these do reflect the limitations of only using registration data to determine geographic market area.

Recommended Methodology for Fresno County Library Branch Analysis Study

After plotting the individual libraries' registration data, and then in the specified groups of libraries the following review and analysis should be conducted:

1. Review the patterns of the plotted data by branch and branch group. This data will be plotted over census tract/block groups lines.
2. Review old ascribed branch service areas.
3. Assign preliminary markets based upon plotted registration data.
4. Identify topographical boundaries that delimit physical access such as railroad tracks, large highways and rivers, industrial and commercial sights.
5. Estimate distance between library facilities (still considering the topographical barriers);
6. Review square footage and hours of operation of each facility to better describe the 'drawing power' of each of the branches.
7. Review library use statistics for each branch over the past few years.
8. Estimate population around each library facility in specified increments, e.g., urban .5 to 1 mile, and rural 2 to 5 miles.)
9. Review the patterns of the plotted data by branch and branch group again.
10. Ascribe preliminary geographic market areas to branches.
11. Review the requested demographics (in table form from US Census 2000) including: population (and population projections, estimated on Traffic Analysis Zone boundaries and acquired from FCOG); age groups; race/ethnicity; households with children; urban setting. After discussion some of this demographic data can also be plotted on the maps with certain conditions such as census tracts with over 25% household with children 0-18, if staff time is available and within budget.
12. Make final adjustments and ascribe branch geographic market areas.

At present this is all the data available for this analysis, coupled with the experiential advice of Fresno County Library staff. This approach to determining geographic branch market areas encompasses activities of recommended approaches, excluding mapping circulation data which will provide more precise customer descriptions for each branch.

Summary

Geographic market areas of branches should be reviewed when:

1. A branch is opened or closed.
2. Dramatic changes in relevant population characteristics.
3. Changes in neighboring community.
4. Changes in proximate topography.
5. New data is available that may affect understanding of the use of the library branch, i.e., survey or focus groups data, secondary data from other sources.
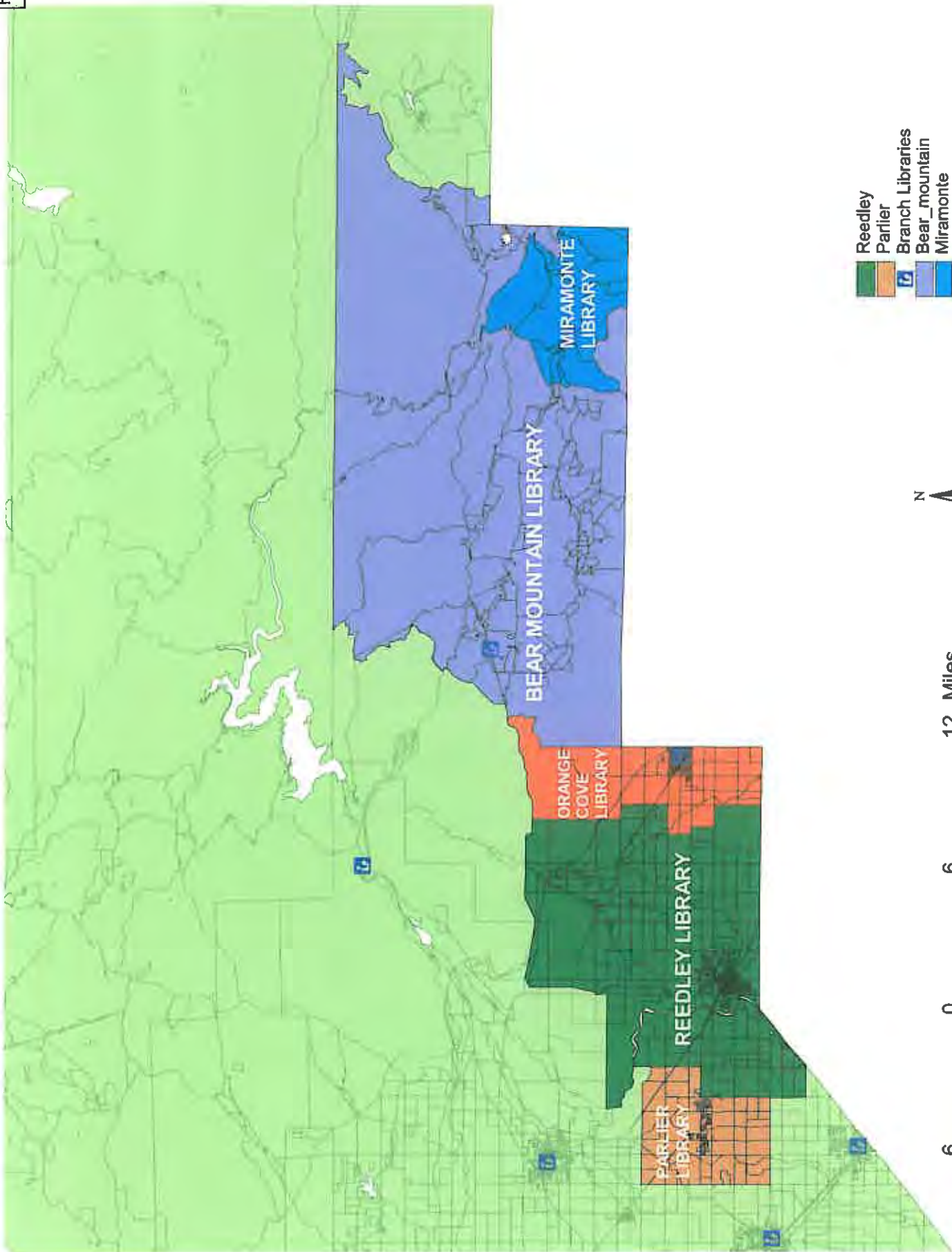
Upon completion of these steps, the following service area maps were produced for each library. Ten Regional Maps combining several service areas were also developed and are on the following pages.

Region A

N

BIG CREEK LIBRARY

SHAVER LAKE LIBRARY

AUBERRY LIBRARY

CLOVIS LIBRARY

San Joaquin River
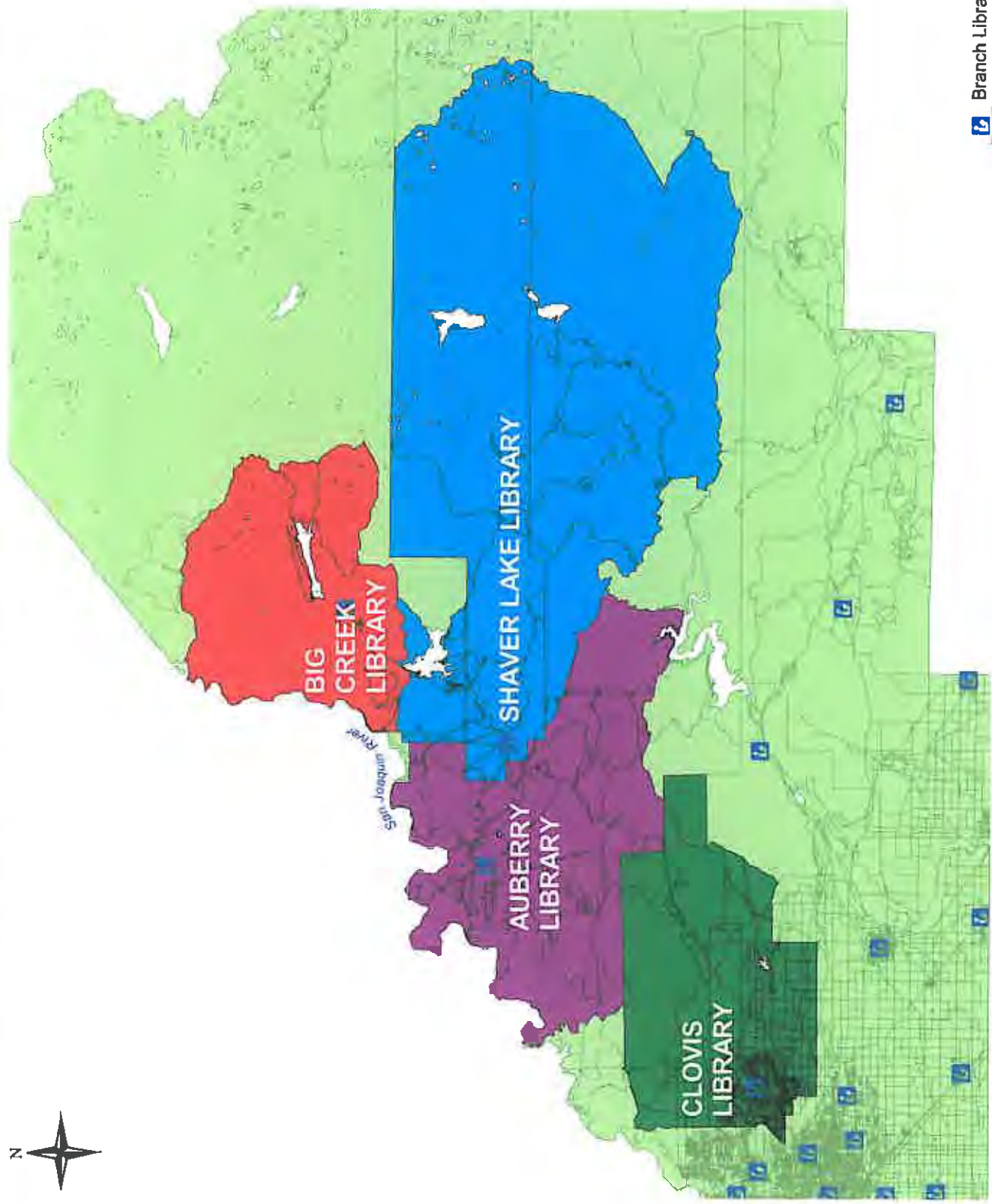
Branch Libraries
Bigcreek
Auberry
Clovis
Shaverlake
06019blk00.shp (tracts and blocks)

10   0   10   20 Miles

BEAR MOUNTAIN LIBRARY

MIRAMONTE LIBRARY

ORANGE COVE LIBRARY

REEDLEY LIBRARY

PARLIER LIBRARY

N

Reedley
Parlier
Branch Libraries
Bear_mountain
Miramonte
Orangecove
06019blk00.shp (tracts and blocks)

6   0   6   12 Miles

N
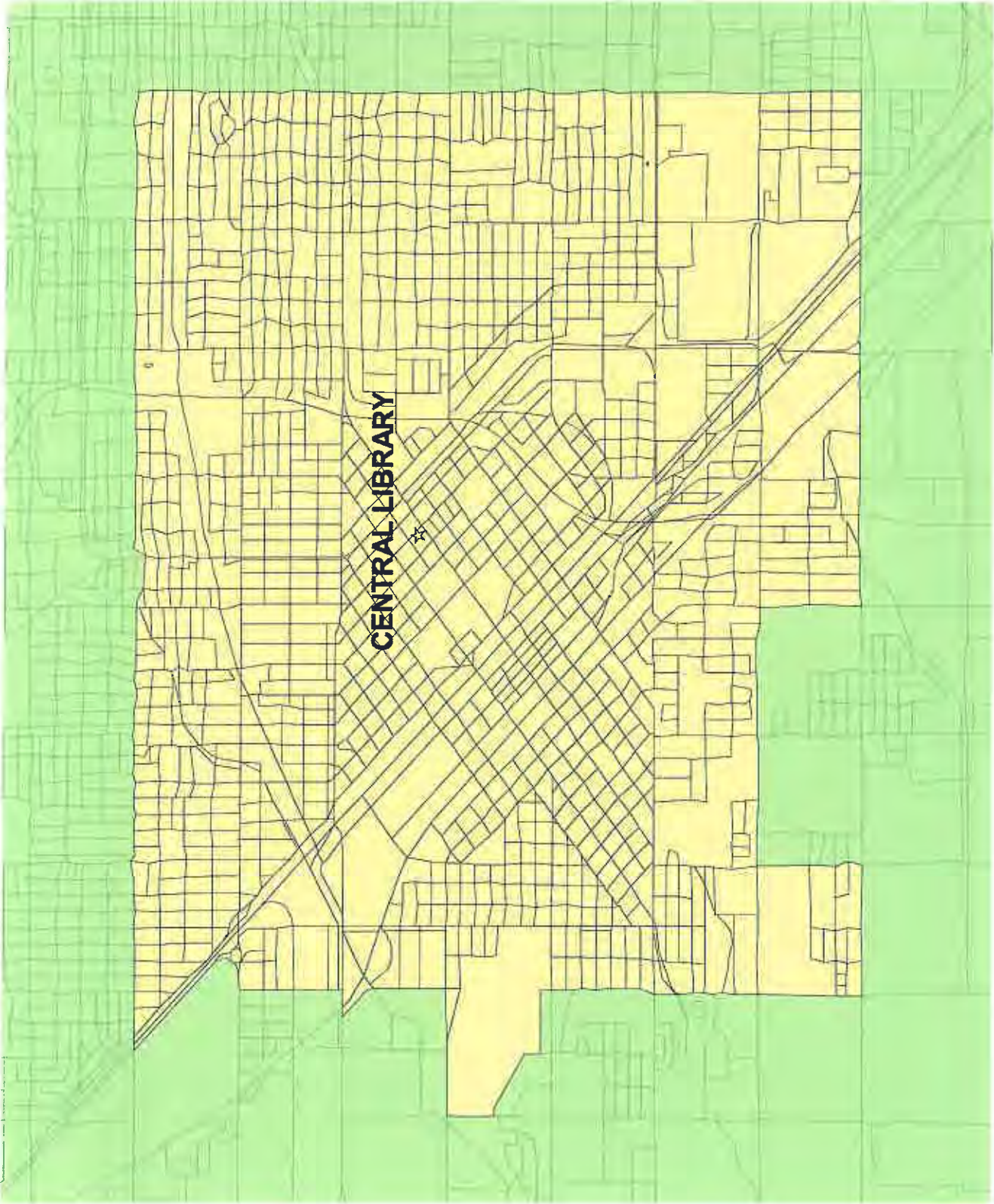
CENTRAL LIBRARY

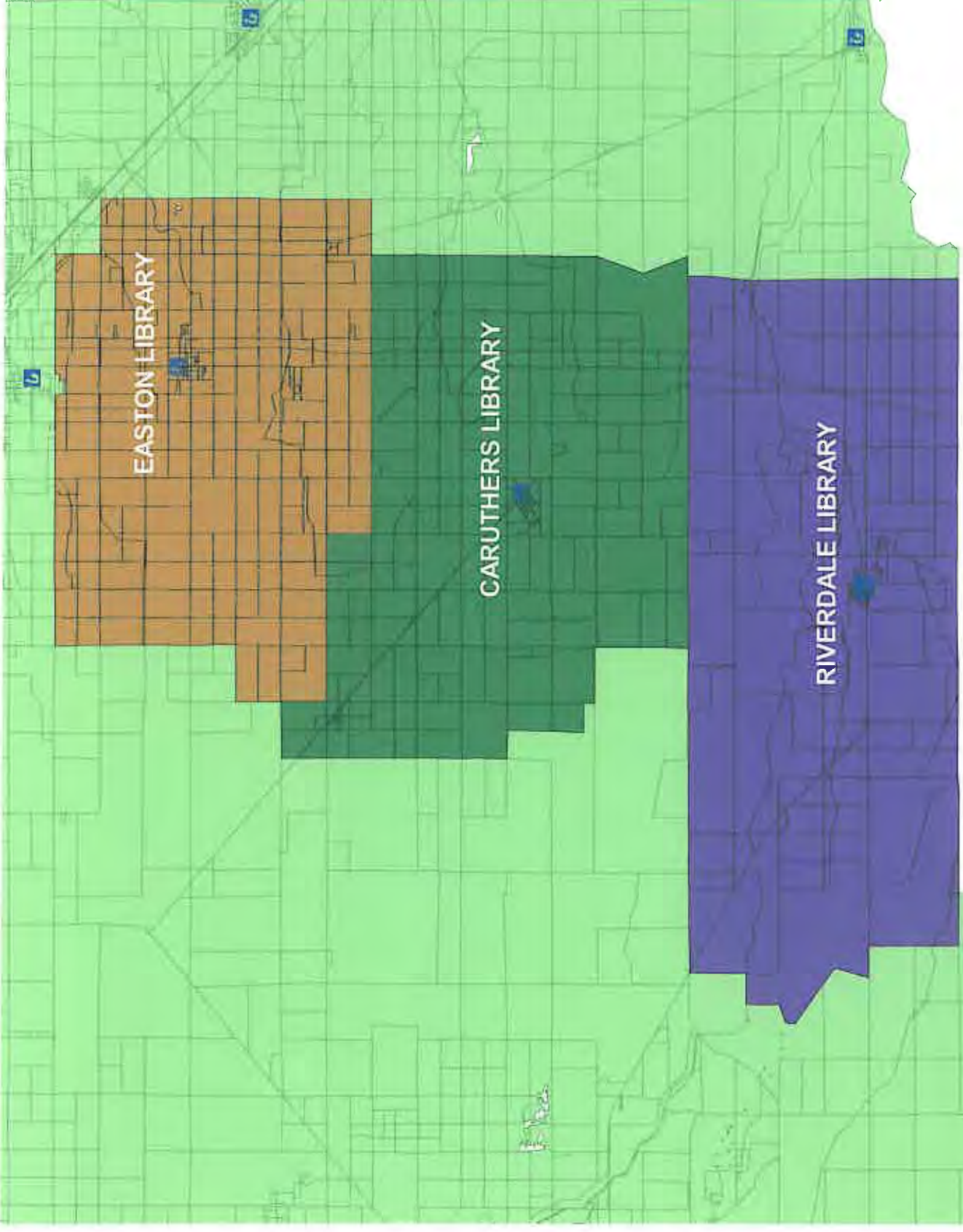☆ Central Library

Central
06019blk00.shp (tracts and blocks)

1   0   1   2 Miles

PIEDRA BRANCH LIBRARY

SUNNYSIDE
LIBRARY

SANGER LIBRARY

PARLIER
LIBRARY

N

5   0   5   10 Miles
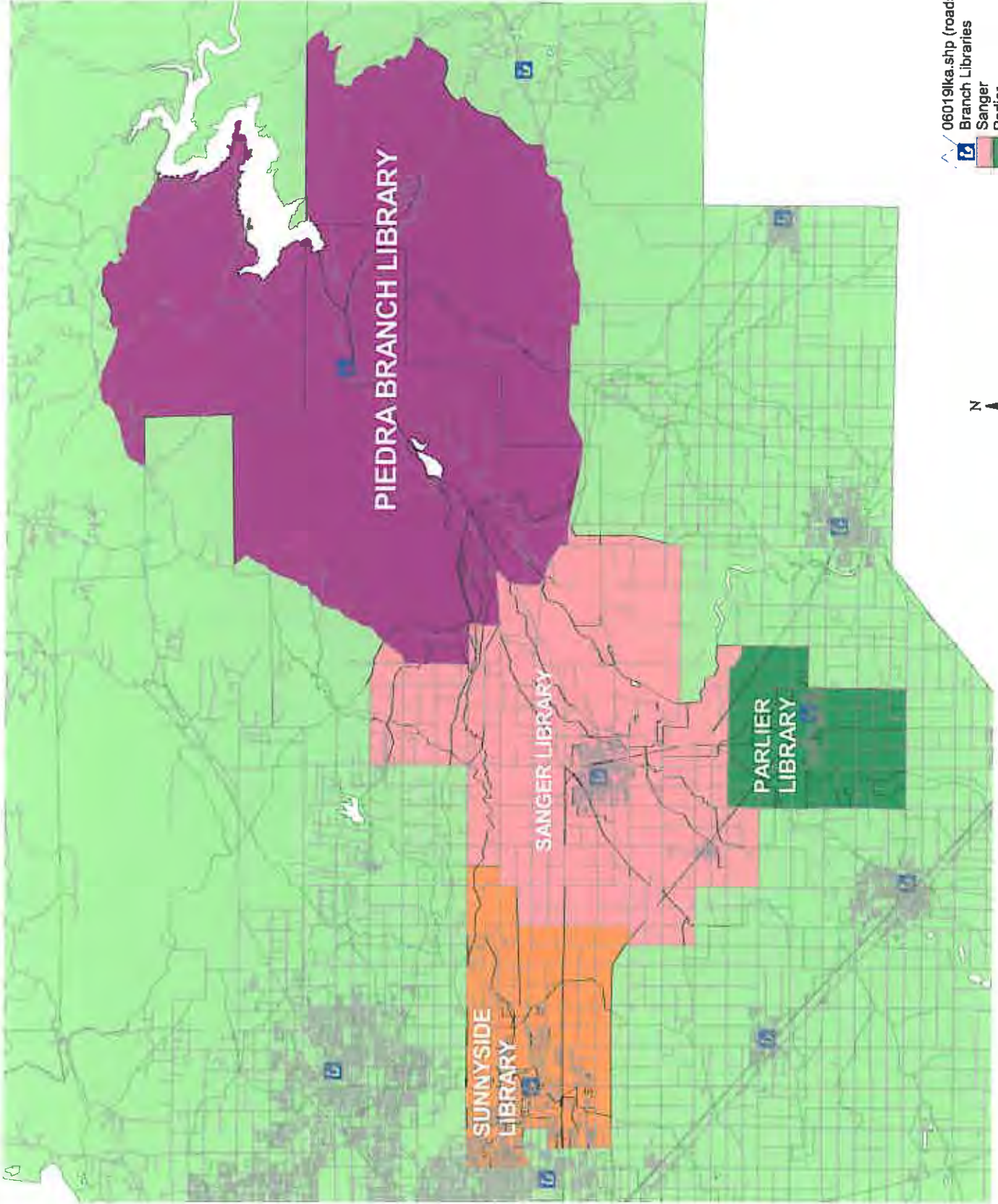
06019lka.shp (roads)
Branch Libraries
Sanger
Parlier
Sunnyside
Piedra
06019blk00.shp (tracts and blocks)

KINGSBURG LIBRARY

SELMA LIBRARY

FOWLER LIBRARY

LATON LIBRARY
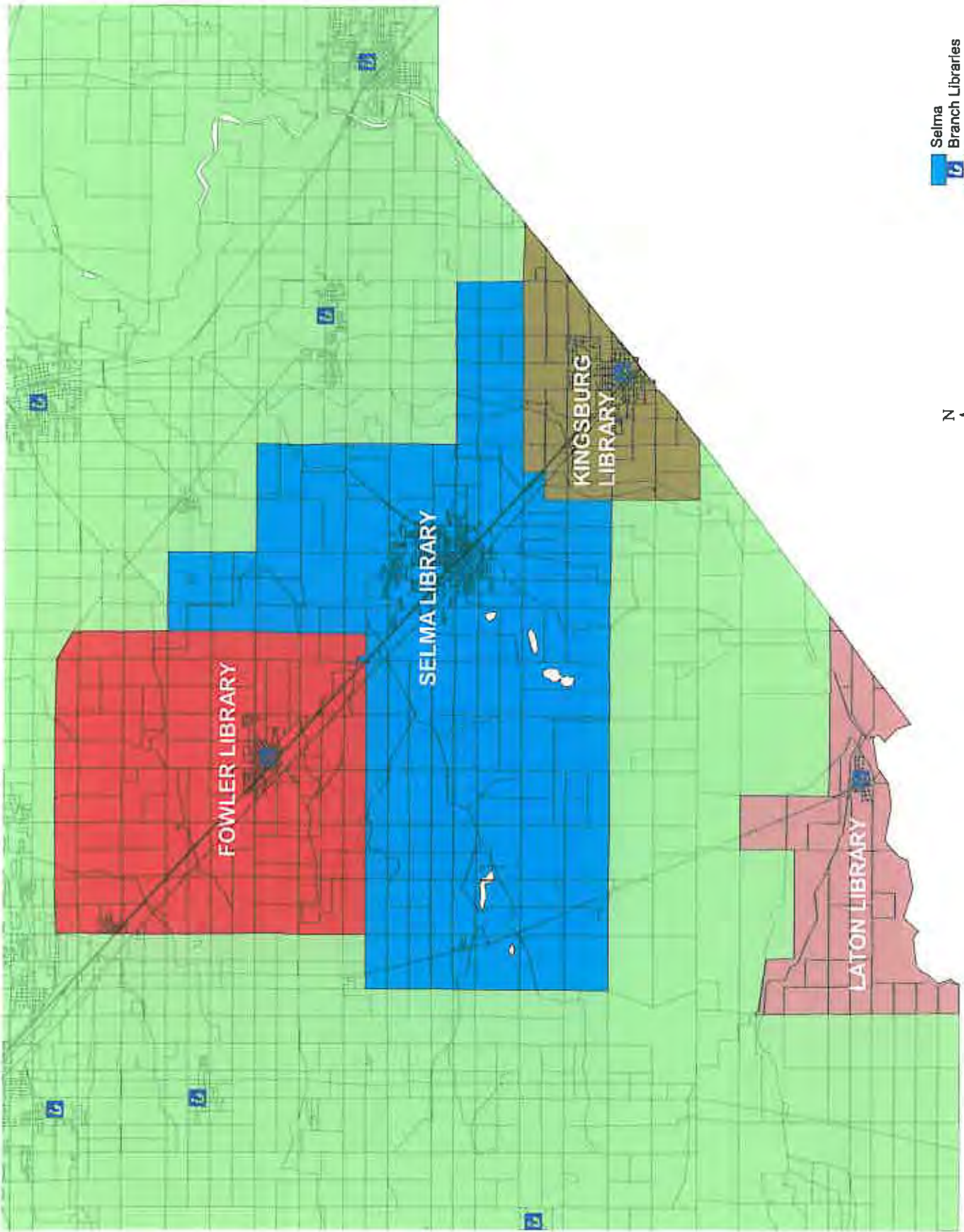
Selma

Branch Libraries

Fowler

Kingsburg

Laton

06019blk00.shp (tracts and blocks)

N

8 Miles

4   0   4   8

8 Miles

EASTON LIBRARY

CARUTHERS LIBRARY

RIVERDALE LIBRARY

N

Branch Libraries
Caruthers
Easton
Riverdale
06019blk00.shp (tracts and blocks)

Region F

3   0   3   6 Miles

KERMAN LIBRARY

SAN JOAQUIN LIBRARY

TRANQUILLITY LIBRARY

MENDOTA LIBRARY

FIREBAUGH LIBRARY

Region G

9   0   9   18 Miles
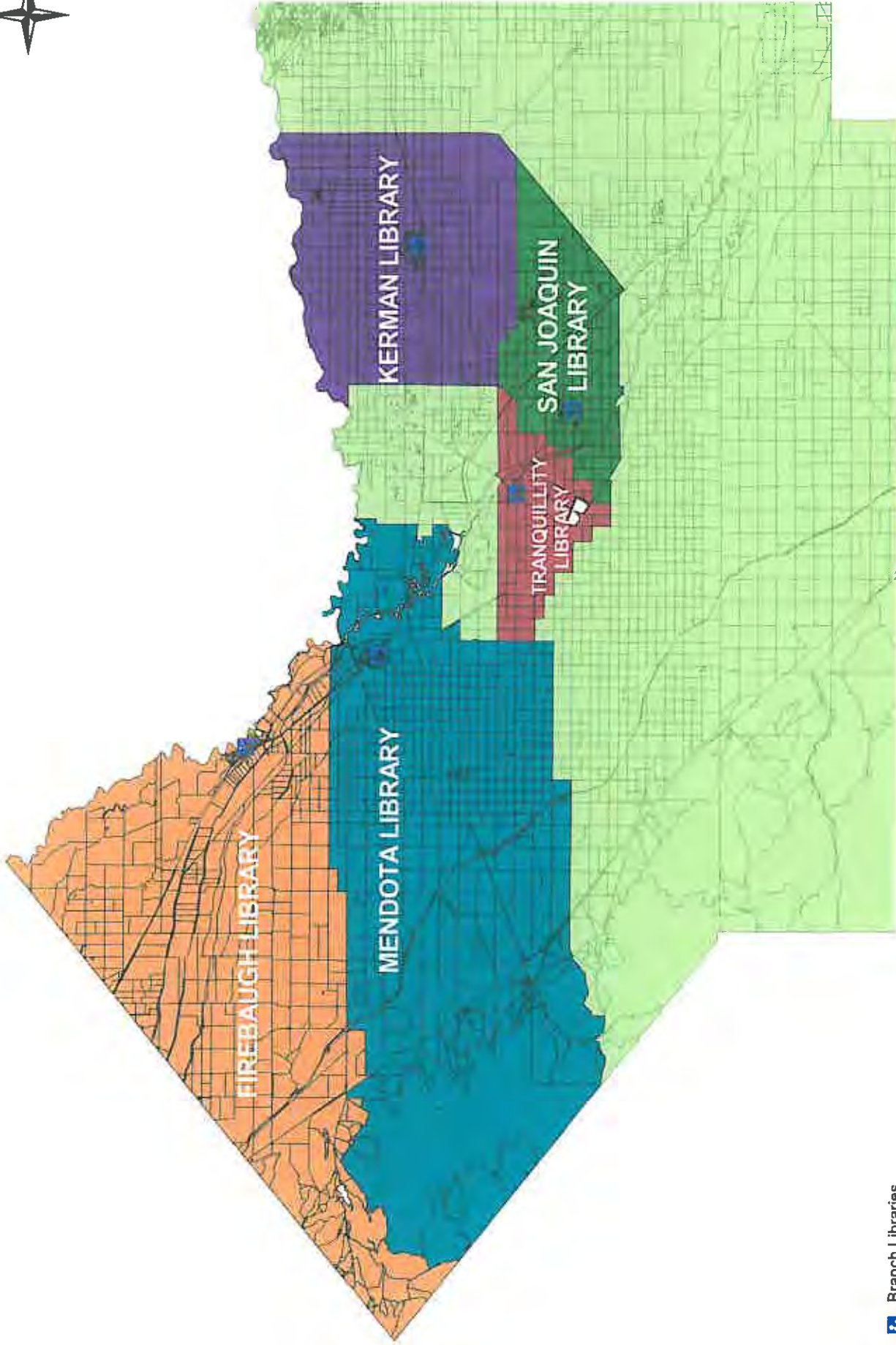
Branch Libraries
Firebaugh
Kerman
Mendota
San_Joaquin
Tranquility
06019blk00.shp (tracts and blocks)

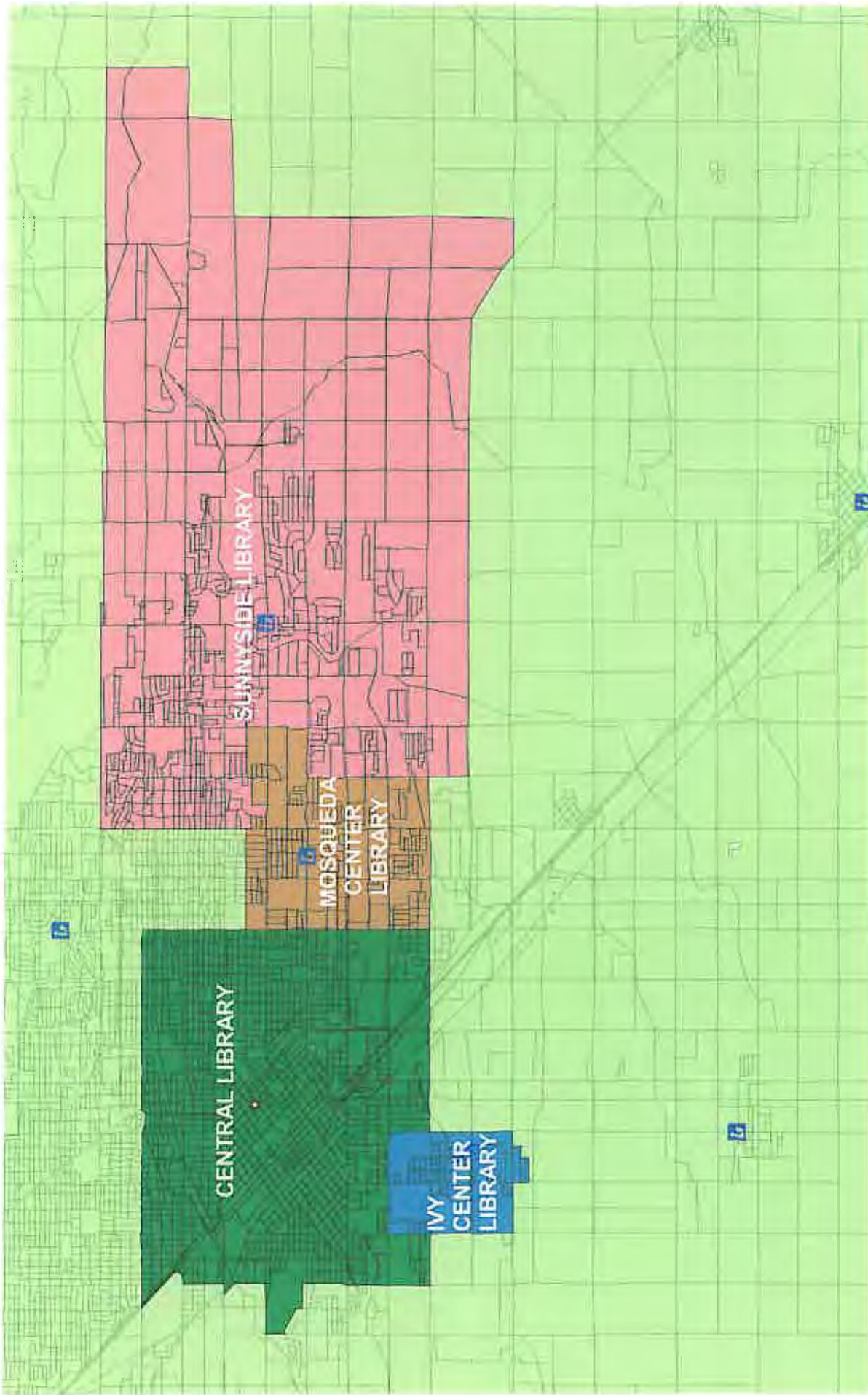N

CLOVIS LIBRARY

POLITI BRANCH LIBRARY

PINEDALE LIBRARY
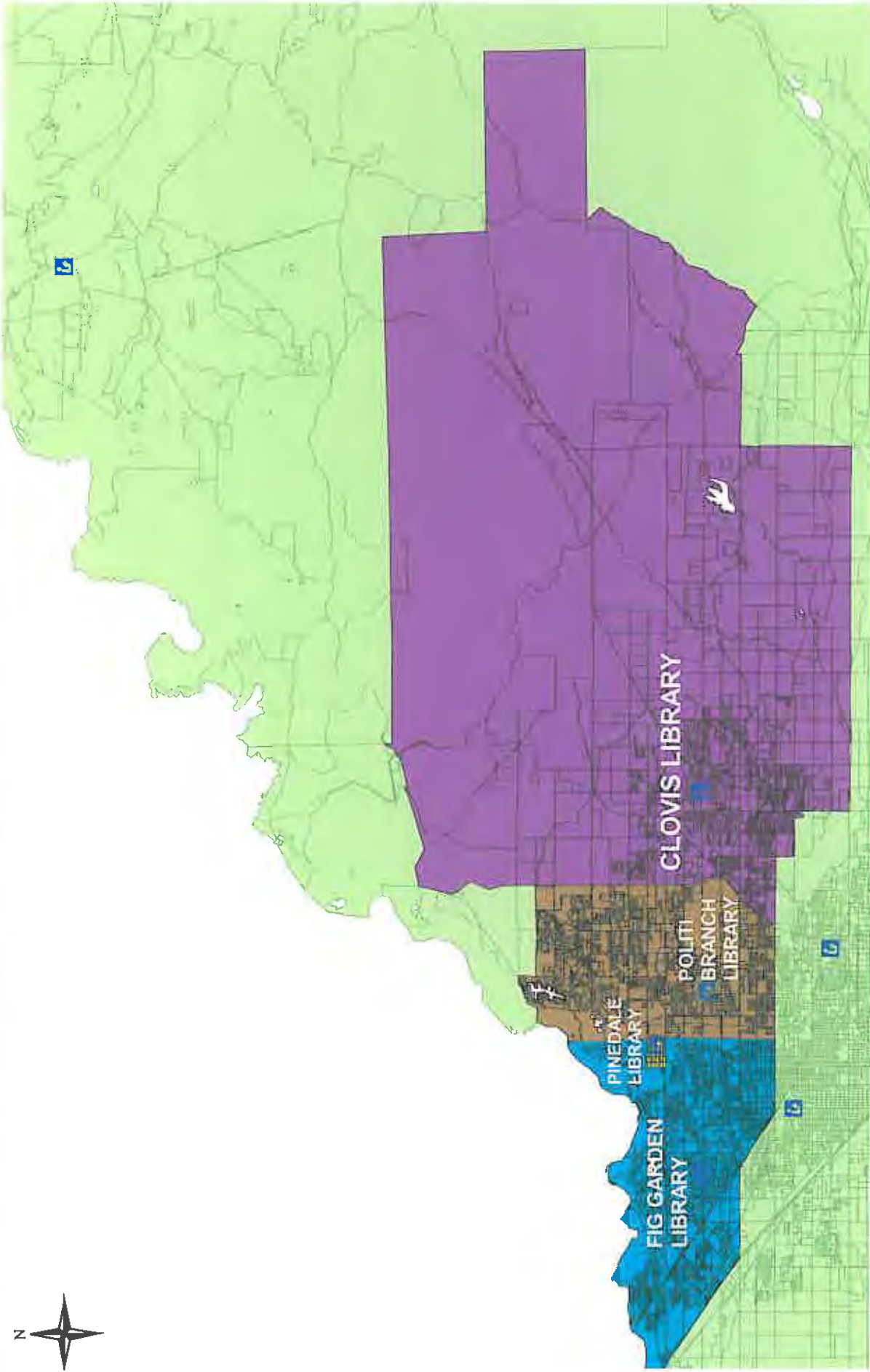
FIG GARDEN LIBRARY

Branch Libraries
Pinedale
Clovis
Figgarden
Politi
06019blk00.shp (tracts and blocks)

4   0   4   8   Miles

Region H

CENTRAL LIBRARY

SUNNYSIDE LIBRARY

MOSQUEDA CENTER LIBRARY

IVY CENTER LIBRARY

Region I

Central Library
Central
Branch Libraries
Ivy
Sunnyside
Mosqueda
06019blk00.shp (tracts and blocks)

N

1   0   1   2   Miles

CEDAR CLINTON LIBRARY
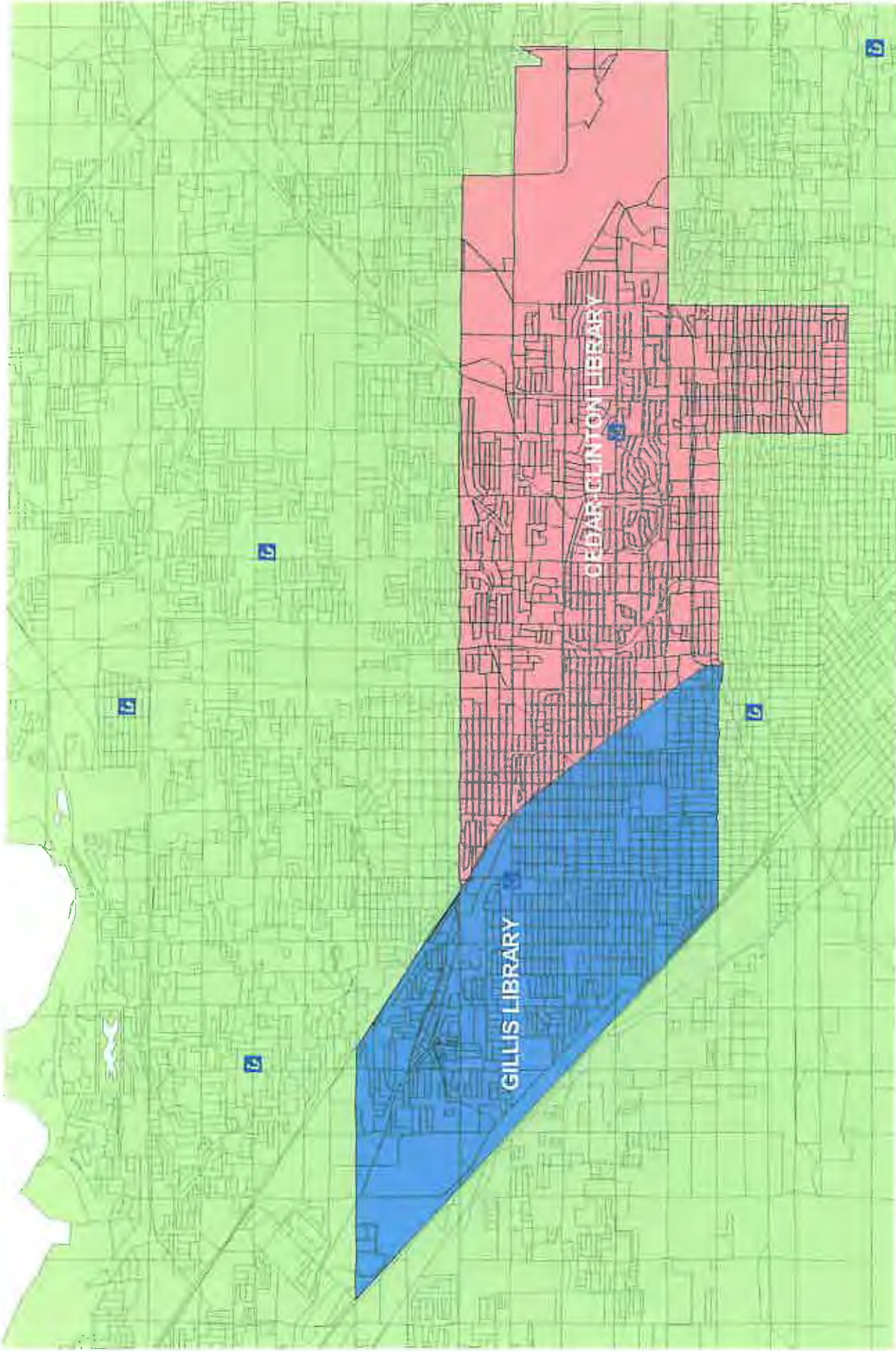
GILLIS LIBRARY

Branch Libraries
🏛 Cedar_clinton
Gillis
06019blk00.shp (tracts and blocks)

Region J

N

1   0   1   2 Miles

Appendix I: Projected Population by Current Service Areas

Branch	2000 pop	2010 pop	2020 pop	2025 pop
Big Creek	266	1,584	1,741	1,771
Biola-estimate	1,037		1750	
Del Rey-estimate	850		1750	
Tranquillity	1,192	2,582	2,709	2,733
Pinedale	2,705	2,994	3,085	3,136
Miramonte	457	3,130	3,184	3,194
Laton	1,916	3,367	3,569	3,608
Piedra	2,388	4,805	4,949	4,976
Shaver Lake	1,192	4,983	5,584	5,696
Bear Mountain	3,731	6,367	6,421	6,431
Riverdale	5,296	6,090	6,451	6,521
San Joaquin	4,157	5,958	7,471	7,755
Millerton New Town	819	5,953	9,210	10,176
Fowler-revised	7,642		10,000	
Orange Cove	8,229	9,660	10,334	10,460
Caruthers	7,037	10,146	10,846	10,982
Firebaugh	9,406	10,210	10,928	11,063
Auberry	8,705	11,665	11,665	11,665
Ivy	4,515	7,806	12,262	14,759
Kingsburg	10,350	12,176	13,448	13,689
Easton	8,767	13,730	15,513	16,252
Parlier	12,557	14,932	16,313	16,573
Mendota	9,712	13,736	16,738	17,302
Kerman	16,337	19,147	21,441	21,873
Fowler-Revised	7,642	21,002	28,938	30,433
Reedley	26,146	33,369	38,014	38,882
Selma	26,598	34,828	40,913	42,056
Mosqueda	30,995	38,515	42,660	44,986
Politi	47,602	51,655	53,598	54,684
Gillis	51,401	51,581	53,809	55,057
Sanger	26,020	41,703	61,904	69,879
Woodward	52,560	71,640	71,614	71,263
Cedar Clinton	69,323	78,960	82,496	84,480
Central	68,378	76,467	83,719	87,792
Fig Garden	72,038	81,190	90,154	95,185
New Branch	38,403	70,811	102,519	120,258
Sunnyside	41,045	67,470	112,378	134,935
Clovis	91,799	124,201	155,326	183,005
TOTAL	**777,326**	**1,014,413**	**1,221,904**	**1,313,510**

Appendix K

Options for the Talking Book Library for the Blind (TBLB)

1) Stand alone branch, as TBLB is currently, with a larger space in a more transit accessible location.
- Advantages: Maintaining TBLB's strong identity as a unique service and a branch on its own like other branches, an identity that our patrons know and respect. Possibility of exciting growth as a showplace subregional library.
- Disadvantages: same as currently: somewhat of a lack of visibility and knowledge of service in the greater four county community and even somewhat within the library community ("foster child")—this must be ameliorated with extensive strong outreach and the building of a strong and vital library.

2) Co-Location as part of a new/remodeled Fresno Central Library.
- Advantages: Convenient and much easier access for patrons to the many other programs and services the library provides beyond TBLB's audio collection: Access to the library's commercial audio book and music collection, videos, described videos, large print books, adult and children's programming, reference materials, internet computers (if made accessible). No longer marginalized—as one patron put it, "I could finally take my family to a library WE ALL could use". Convenience and efficiency for staff in terms of delivery of mail, visibility among other library staff, use of other library staff amenities. High library traffic mean more visibility for service but would require careful explanation to curious walk-in people as to qualifications for service (would have to turn non-disabled people away and redirect them to the commercial audiotape collection).
- Disadvantages: Possibility of being "shelved away" in a non-visible or non-traffic area of the new central library and becoming more of a "warehouse and post office" function than an active, vital, important and known unique service of the library. Downtown location is shied away from by many TBLB patrons for a variety of reasons—fears for safety, lack of good transit (current Central location best, Fulton Mall location second, Arts/Cultural location third choice, but no choice has really GOOD transit accessibility). TBLB staff would need to maintain their identity as staff of TBLB specifically while blending into the staff amenities of the Central Library.

3) Co-location with a new/remodeled Central Library, but not directly a part of the building—some sort of a "stand alone unit" on Central Library property connected by breezeway or other method to the Central Library.
- Advantages: This allows for more of a strong unique identity while maintaining the convenience of access to Central Library programs and resources.
- Disadvantages of transit/downtown location remain.

4) Co-location with an existing or new branch in another portion of the city with better transit accessibility.
- Advantages and disadvantages are similar to Central library location, including convenient access to many library services and programs, but accessibility by transit would be improved and the aura of "downtown" not a concern. Special concern would be that TBLB maintain

its identity as a library serving all four counties and not a service or adjunct of whatever branch location it is attached to. Very careful planning would be required for this. Staff again would need to maintain their identity as staff of TBLB and not staff of the branch it is co-located with.

5) Co-location with another resource organization serving a similar community to TBLB (For example: The Valley Center for the Blind, the Center for Independent Living, the Area Agency on Aging's new facility at the old Sierra Hospital).

- Advantages: "one stop shopping" for patrons to resources they can use: gradual transition and exposure for patrons into TBLB's services.
- Disadvantages: Further marginalizes TBLB from the rest of the Fresno County Library as "for the disabled" when many who might not consider themselves "disabled" or utilize the services of other organizations still qualify for TBLB. Careful partnership arrangements would need to be made and the health of the sister organization(s) well considered.

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Notes