

# Pacifica Library Needs Assessment

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SAN MATEO COUNTY LIBRARY  
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# Executive Summary

## ***Introduction***

The San Mateo County Library (SMCL), the City of Pacifica, the Pacifica Friends of the Library, and the Pacifica Library Foundation have formed a partnership to study the library service needs of Pacifica. This Library Needs Assessment had three primary goals.

- Describe how the current facilities enable or limit the community's access and enjoyment of the library's collections and services.
- Identify Pacifica's unique and specific library needs.
- Describe the minimum space required to meet the defined need, providing access to library collections and services, both for current and future needs.

The Pacifica Library Needs Assessment has considered numerous sources of information and influences, as they pertain to the delivery of library services in Pacifica:

- Community Background and Demographics
- SMCL Service Model Principles
- Community Input
- Existing Facilities
- Peer Library Benchmarking



## Executive Summary

### ***Community Background***

The City of Pacifica is a largely residential community with a diverse demographic profile. The City of Pacifica is a member of the San Mateo County Library Joint Powers Authority which provides library services to the City of Pacifica and surrounding unincorporated areas.

### ***San Mateo County Library Service Principles***

The San Mateo County Library Vision, developed prior to this Needs Assessment, is driven by these primary service principles:

- A welcoming environment which offers a variety of settings and options
- Defined spaces that excite and inspire
- Intuitive systems and layout
- Maximize self-service and operational efficiencies
- Customer driven service

To address these goals, several strategies and space concepts are implemented in the San Mateo County Library facilities:

- Self Reliant Service – flexible service areas and use of technological advancements to best leverage staff and customer resources and time
- Marketplace – vibrant entry area with display space for library materials
- Kids and Family Place – welcoming, comfortable space for families and children to celebrate books and reading
- Teen Zone – dedicated teen space that supports their educational needs, group study, computer access, and recreational reading
- Community Living Room – space providing comfortable, relaxed, and quiet atmosphere for reading
- Gathering Space – environment for people to gather and relax with one another
- Computer and Homework Center – space providing community access to tools and supporting lifelong learning

### ***Community Input and Analysis***

Multiple methods of outreach were employed to gain community insight and priorities. These included two public outreach meetings, a focus group, a staff workshop, key informant interviews, and an online survey. The community outreach is summarized as follows:

The Pacifica community greatly appreciates its library services. Staff service is seen as excellent. Overall satisfaction with library services and programs is very good. However, there are consistent concerns with accessibility and overcrowding in the libraries. Participants want more of every key resource including collections, reader seating, technology, and meeting space. Acoustic separation for different activities is another primary concern. Participants were excited about the ability of library facilities to engage the Pacifica community and highlight the unique qualities of the coastal community.

## Executive Summary

### ***Existing Facilities Assessment***

The Library Needs Assessment conducted and compiled research on existing services and facilities documentation. Currently, Library services are provided in two existing library facilities. Both facilities are overcrowded, present accessibility challenges to their users, and are dated. The open floor plans promote good oversight for staff, but also create acoustical issues for different types of use, especially when activities take place concurrently. In addition, workspace is inadequate for staff.

### ***Peer Library Benchmarking***

The facilities are deficient in several key library metrics, compared to other benchmarked peer libraries. There are inadequate amounts of collections, reader seating, computer stations, and space for programs.

### ***Recommendations***

The Pacifica Library Needs Assessment offers the following types of recommendations:

- Service Needs
  - Qualitative
  - Quantitative
- Facility Size
  - Single Facility
  - Multiple Facilities

### ***Qualitative Service Recommendations***

The first set of service recommendations is qualitative. These recommendations address facility design and layout, but on their own, do not necessarily add square footage to the service needs. The space required to follow them is included in the overall growth, which is discussed in the quantitative recommendations. For an explanation of Net Square Feet (NSF) and Gross Square Feet (GSF), see section VII, Recommendations.

#### **Entry**

- Provide space for a welcoming, visible, accessible entry.
- Create appropriate space for Community Information.
- Provide accessible bookdrop with direct access into staff work space.
- Create easy access to accessible restrooms.

#### **Marketplace**

- Improve sense of entry and path of arrival to the Marketplace.

#### **Gathering Space**

- Allow and encourage gathering with an emphasis on social interaction and discussion.

#### **Community Living Room**

- Provide comfortable seating for reading.



## Executive Summary

### Quantitative Service Recommendations

#### Children’s Programming

- Provide space for typical children’s programming. This space will be accommodated in other growth recommendations, such as seating and collections.
- Allow for overflow and use of the Library Program Room by the children’s area for larger and special events.

#### Accessibility

- Provide space for required accessibility improvements. This space is accommodated within the quantitative recommendations.

#### Collections

Current	*69,600 items	*2,650 NSF
Recommended	136,500 items	12,380 NSF
Increased by	1.96 x items	4.67 x SF

*\*Collection adjusted to account for duplication, see explanation in Section VI – Peer Library Benchmarking.*

#### Reader Seating

Current	84 seats	1,340 NSF
Recommended	182 seats	4,370 NSF
Increased by	2.16 x seats	3.26 x SF

#### Technology

Current	21 computers	300 NSF
Recommended	45 computers	1,370 NSF
Increased by	x 2.14 items	x 4.57 SF

#### Library Program Room / Community Room

Current Total	60 seats	1,120 NSF
Recommended Total	150 seats	*2,630 NSF
Increased by	2.50 x seats	2.35 x SF

*\*This space includes a kitchenette and storage space.*

#### Group Study / Meeting Rooms

Current	0 total seats	0 NSF
Recommended	24 total seats	*840 NSF

*\*This space can be provided in multiple rooms with 4-10 seats each.*

## Executive Summary

### Pacifica Friends of the Library

#### Sales Area

Current	30 NSF
Recommended	50 NSF
Increased by	1.67 x SF

#### Storage Area

Current	220 NSF
Recommended	300 NSF
Increased by	1.36 x SF

### Teen Room

Current	0 NSF
Recommended	*300 NSF

*\*This is the additional space needed to have a separate teen room beyond the space for teen seating, collection, and technology.*

### Staff Spaces

Current	1,400 NSF
Recommended	2,820 NSF
Increased by	2.01 x SF

### Service Needs Summary

	Current	Recommended
Collections	*2,650 NSF	12,380 NSF
Reader Seating	1,340 NSF	4,370 NSF
Technology	300 NSF	1,370 NSF
Program/Community Room	1,120 NSF	2,630 NSF
Group Study	0 NSF	840 NSF
Pacifica Friends of the Library	250 NSF	350 NSF
Teen Space	0 NSF	300 NSF
Staff Space	1,400 NSF	2,820 NSF
<b>Service Need Subtotal</b>	<b>*7,060 NSF</b>	<b>25,060 NSF</b>

*\*Size adjusted to account for collection duplication*

### Facility Size Recommendations

#### Single Facility

	Current	Recommended
Service Needs	*7,060 SF	25,060 NSF
Building Support	2,680 SF	8,350 NSF
<b>Gross Total</b>	<b>*9,740 SF</b>	<b>33,410GSF</b>

Increased by 3.43 x SF

*\*Size adjusted to account for collection duplication*

	Current	Recommended
Parking	41 spaces	134 spaces



## Executive Summary

### **Multiple Facilities**

Providing library services in multiple facilities requires additional adjustments to the Service Needs Recommendations. Intentional duplication of services for multiple facilities is needed to allow both facilities to adequately function independently. Below are the additional requirements for providing library services from two facilities.

#### **Additional Area Recommended**

<b>Collections</b>	5,590 NSF
<i>increased for required duplication</i>	
<b>Program/Community Room</b>	930 NSF
<i>150 seats at one, 50 seats at the other</i>	
<b>Pacifica Friends of the Library</b>	50 NSF
<i>duplicate sales at each location, split storage evenly</i>	
<b>Teen Space</b>	300 NSF
<i>duplicate teen room at each location</i>	
<b>Reader Seating, Technology, Group Study</b>	0 NSF
<i>split evenly between locations</i>	
<b>Staff Space</b>	890 NSF
<i>increased in proportion to overall growth</i>	
<b>Total Additional</b>	<b>7,760 NSF</b>

#### **Building Size**

	<b>1st Branch</b>	<b>2nd Branch</b>
Collections	*8,990 NSF	*8,990 NSF
Seating	2,190 NSF	2,190 NSF
Technology	680 NSF	680 NSF
Program/Community Room	2,630 NSF	930 NSF
Group Study	420 NSF	420 NSF
Pacifica Friends of the Library	200 NSF	200 NSF
Teen Space	300 NSF	300 NSF
Staff Space	1,850 NSF	1,850 NSF
Building Support	5,750 NSF	5,180 NSF
<b>Gross Total</b>	<b>*23,010 SF</b>	<b>*20,740 GSF</b>



## Executive Summary

<i>Facility Comparison</i>	<b>Single Library Branch</b>	<b>33,410GSF</b>
	Service Need:	25,060 NSF
	Parking Required:	134 Spaces
	<b>Two Library Branches</b>	<b>43,750 GSF</b>
	Service Need:	32,820 NSF
	Parking Required:	176 Spaces
	First Branch	23,010 GSF
	Service Need:	17,260 NSF
	Parking Required:	93 Spaces
Second Branch	20,740 GSF	
Service Need:	15,560 NSF	
Parking Required:	83 Spaces	



## Executive Summary

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## I. Introduction

### *Context and Purpose*

The San Mateo County Library (SMCL), the City of Pacifica, the Pacifica Friends of the Library, and the Pacifica Library Foundation have formed a partnership to study the library service needs of Pacifica. This Library Needs Assessment had two primary goals. The first goal was to describe how the current facilities enable or limit the community's access and enjoyment of the library's collections and services. The second goal was to identify Pacifica's unique and specific library needs and to describe the minimum space required to meet the defined need, providing access to library collections and services, both for current and future needs.

The four entities noted above formed a project Core Team, whose responsibility was to manage the Library Needs Assessment process. The Core Team also established additional goals for the Pacifica Library Needs Assessment. The effort would establish a common understanding of the existing library services and provide insights to the community of the potential for future library services. The outreach efforts would include a broad and diverse spectrum of the community, including geographic diversity, library users and non-users, open public comment, and more. Then finally, the Library Needs Assessment would help generate an aligned community direction to move forward with a library project by building advocacy, information, and tools for next steps.

### *Approach and Methods*

The Library Needs Assessment process took steps to ensure a holistic understanding of the community's current and future needs. These steps included:

- Outreach to the community to assess their needs, expectations, and perceptions of library services, as well as the library's role in the community – now and in the future.
- Analysis of the community's current and future character and defining elements.
- Analysis of the community's current and projected demographic data.
- Observations of service limitations of the existing library facilities including a basic analysis of current space utilization.
- Recommendations for the space needed to accommodate anticipated future services, collections, and programs.

The Pacifica Library Needs Assessment has also considered numerous sources of information and influences, as they pertain to the delivery of library services in Pacifica:

- Community Background and Demographics
- SMCL Service Model Principles
- Community Input
- Existing Facilities
- Peer Library Benchmarking



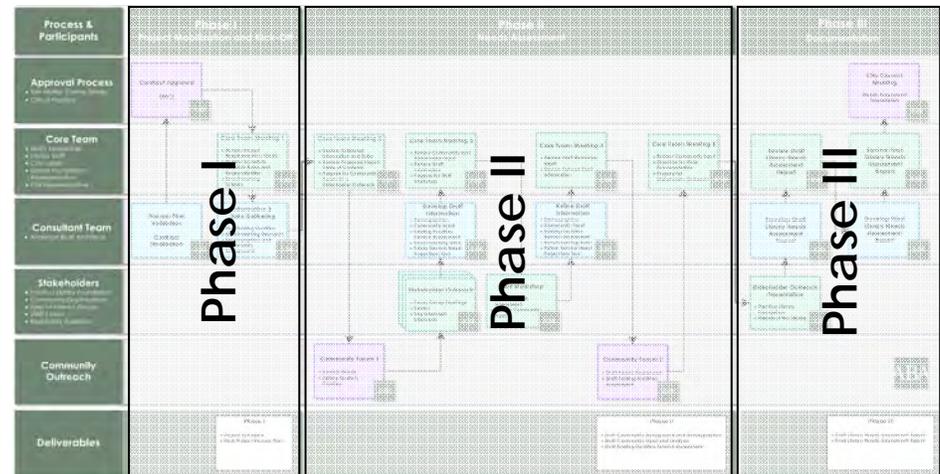
# I. Introduction



# I. Introduction

## Process Map

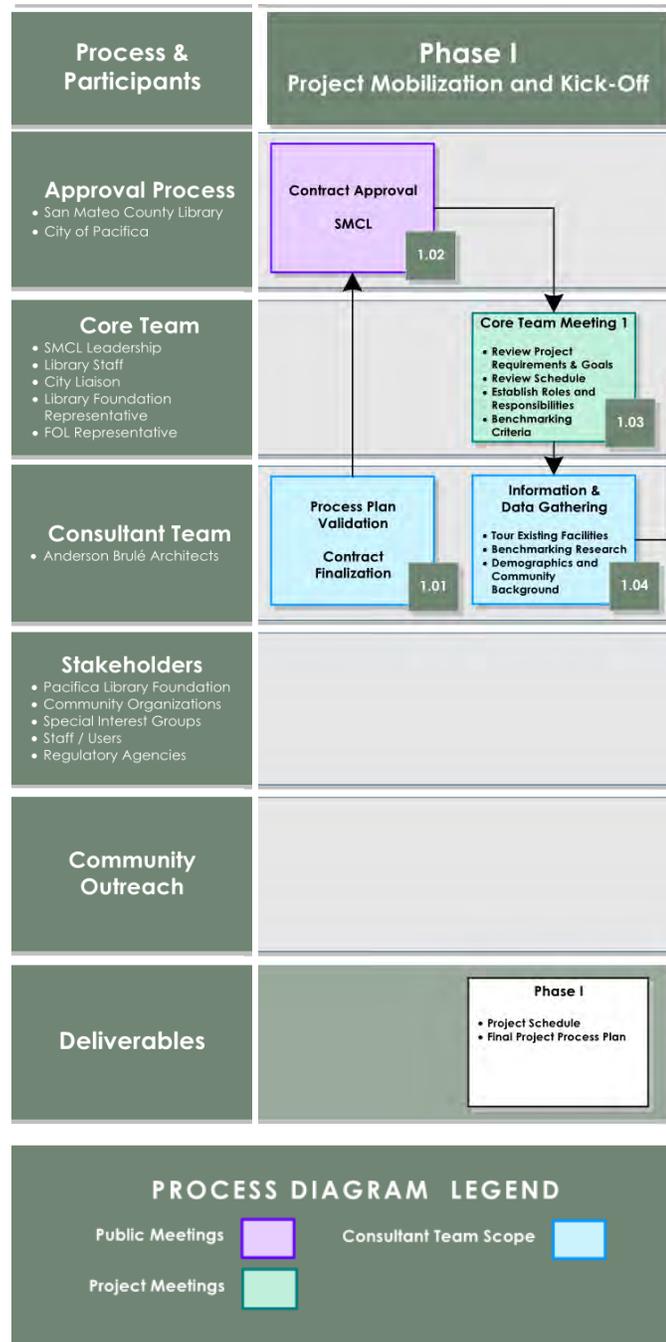
The Pacifica Library Needs Assessment began by designing and approving a process specifically tailored to the project needs. The following process map illustrates the path and key steps to the final report. The effort was broken down into three separate phases as shown below. Regular meetings and communication with the Core Team allowed for check-in review, input, and redirection as the project progressed. Multiple outreach meetings gathered community input and reaction to ongoing analysis at key points in the process. An overview of the entire Process Map is included below, followed by a detailed description of each phase.



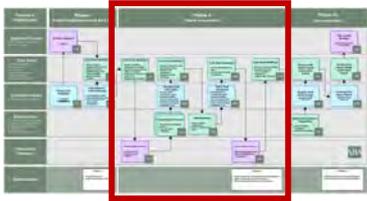
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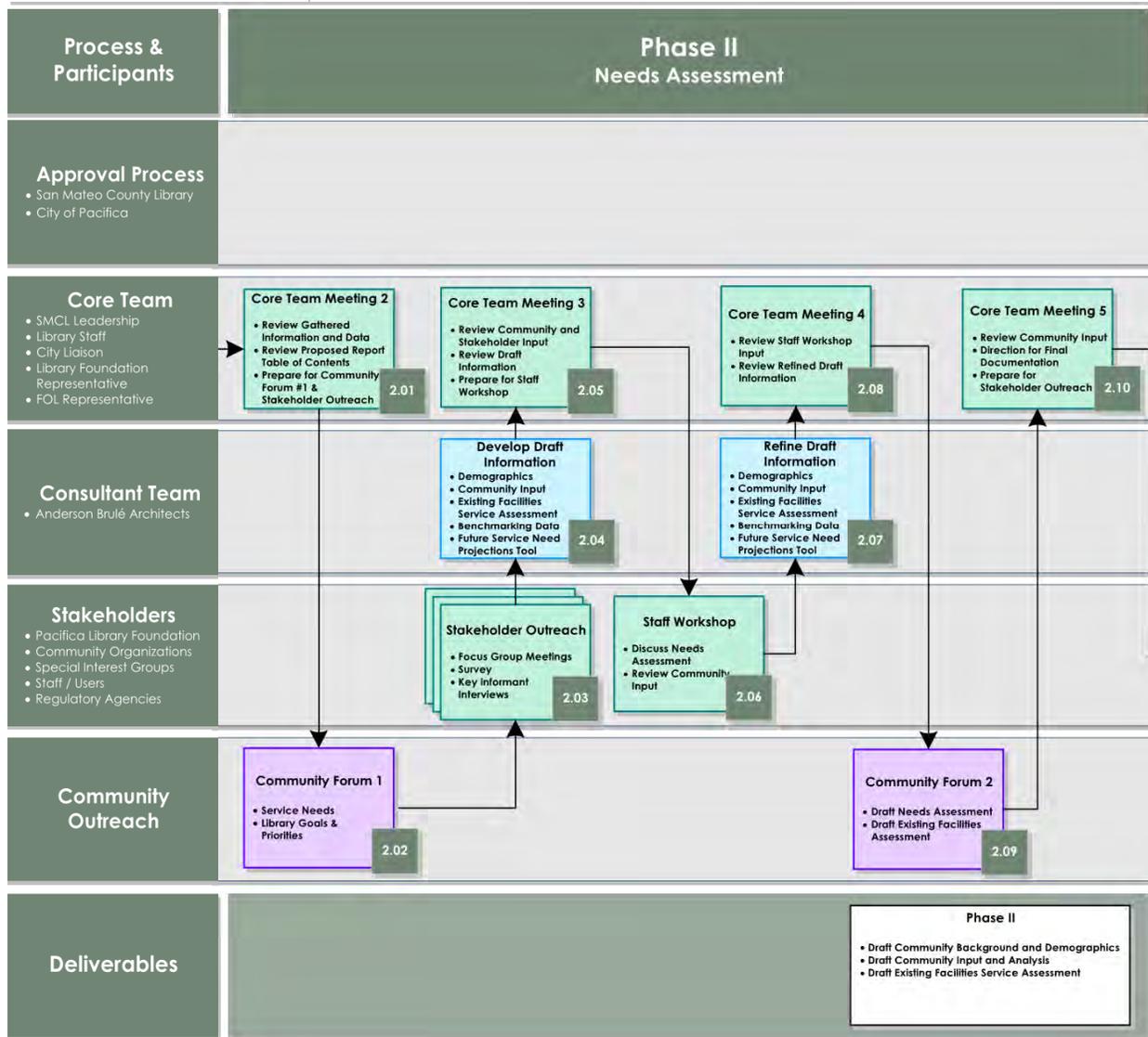
Phase I of the Library Needs Assessment established the project process and schedule, identified process participants and gathered information that was foundational to the rest of the work in the project.



# I. Introduction



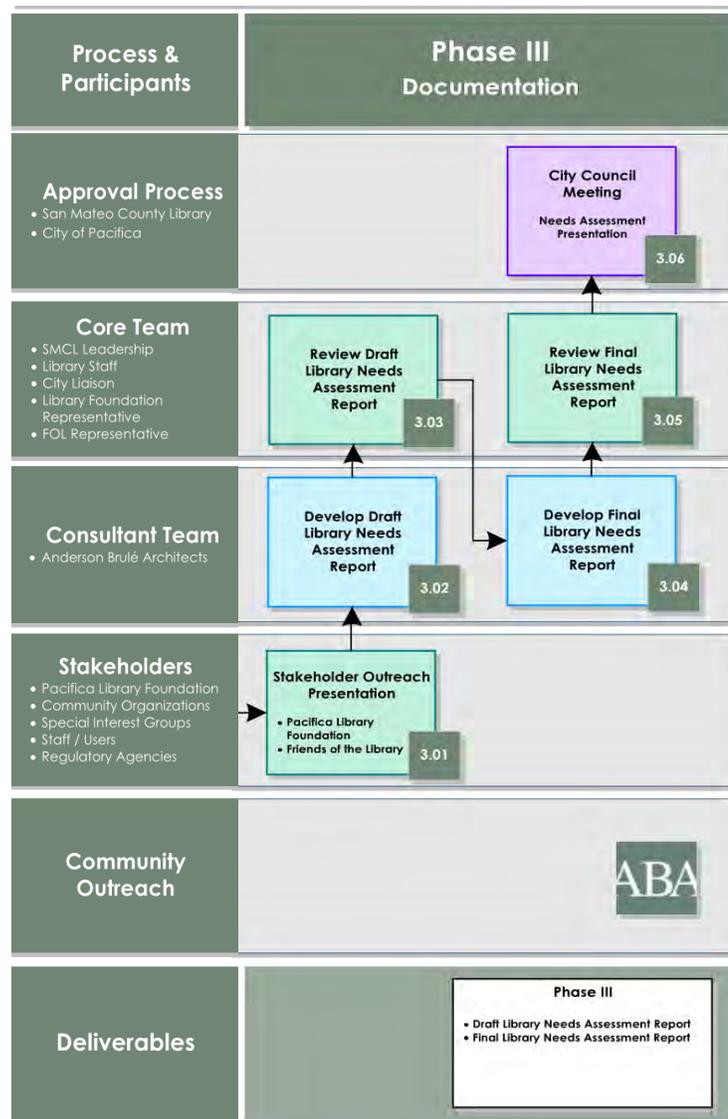
Phase II of the effort focused on seeking stakeholder and general community input, as well as synthesizing and analyzing the information gathered in the first phase of work. Additional research and study was conducted to inform the development of the Library Needs Assessment recommendations.



# I. Introduction



Phase III brought together all of the data, research and input compiled throughout in the project into a final report and presentation. This documentation will provide insight and direction on the future of Pacifica's Library Services. It will also be a resource and evaluation tool for the community, so that if Library facility and/or service improvements are completed, they can be measured against the documented Library Needs, delineated herein.



## I. Introduction

### *Process Participants*

A truly collaborative process yields the most comprehensive solutions, which address the aggregate needs, issues, vision, and concerns of all stakeholders. The community participated through five methods of outreach – community meetings, an online survey, a focus group, key informant interviews, and a staff workshop.

### **Core Team**

To facilitate this collaborative process, a Core Team comprised of SMCL staff, Pacifica City staff, Pacifica Friends of the Library representatives, and Pacifica Library Foundation representatives formed to provide leadership and direction to the process.

The Core Team was charged with the following tasks.

- Review and validate the proposed process and align it to the project goals and parameters.
- Assist in identifying the process participants, including stakeholders and staff, as well as library users, non-users, and the community at large.
- Review the outreach plan, which identifies the most appropriate time within the process to seek input and feedback from the community.
- Publicize outreach opportunities to encourage input from a broad and diverse section of the community.
- Provide ongoing leadership, direction, and course correction as necessary to ensure that the integrity of the process is protected and that the process will support achievement of goals and objectives.
- Review the draft content and provide constructive feedback for improving the final library needs assessment.

Core Team Members included:

- Steve Rhodes, City of Pacifica
- Greg Bodin, San Mateo County Library
- Thom Ball, San Mateo County Library
- Rachel McDonnell, San Mateo County Library
- Eric Ruchames, Pacifica Library Foundation
- Stephanie Vinces, Pacifica Library Foundation
- Caroline Barba, Pacifica Friends of the Library
- Reba Leon, Pacifica Friends of the Library

### **General Community**

Each member of the Pacifica community had at least three opportunities to provide input.

- Online Survey - 276 respondents
- Community Meeting #1 – approximately 60 attendees
- Community Meeting #2 – approximately 45 attendees



## I. Introduction

### **Focus Group**

The Focus Group invitees were selected to represent a cross section of the demographic makeup of the service population. There were eight participants, including three young adults. Participants were asked to represent their own opinions and the opinion of others with similar demographic backgrounds.

Focus Group Participants included:

- Kjersti Chippindale
- Jerry Crow
- Nancy Hall
- Helen James
- Joey Koblitz
- Hanna Olsen
- Steve Sinai
- Steve Wright

### **Key Informant Interviews**

The Key Informant interviewees were selected for the depth of their involvement and history with the Pacifica community. This relationship allows them to provide a deep level of insight into the needs of the library and the community through personal experience.

Key Informant Interviewees:

- Laurie Frater, Jefferson Union High School District Board Member
- Mary Ann Nihart, City of Pacifica Mayor
- Joan Weideman, Pacifica School District Board Member

### **Staff Workshop**

Library staff members who work at both library facilities gave input on their observations of patron needs and of their own experience with providing library services.

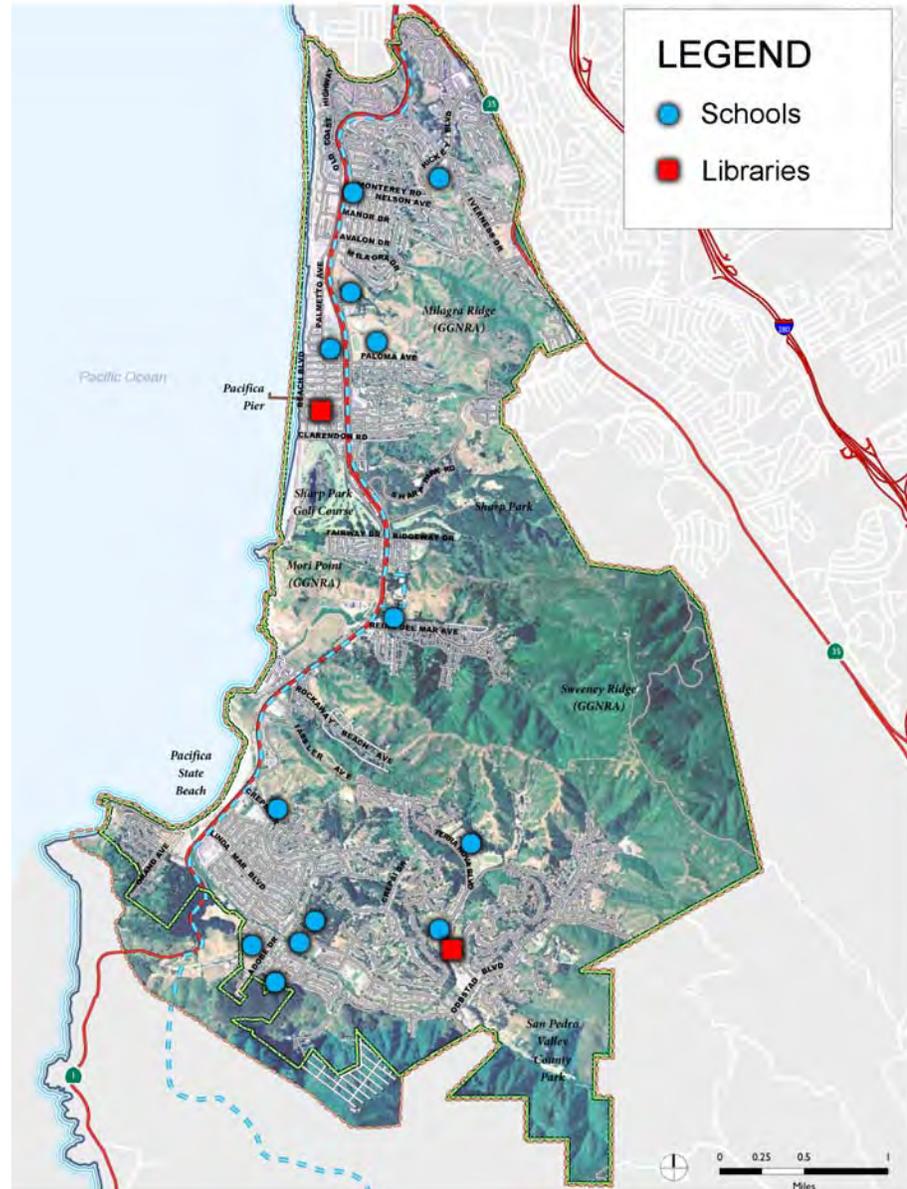
Staff Workshop participants

- Thom Ball, SMCL Branch Manager
- Gail Benjamin, Library Assistant
- Nicol Cassidy-White, Library Assistant
- Liesel Harris-Boundy, Librarian
- Carabelle Imperial, Library Assistant
- Michele Knapp, Library Assistant
- Reeba Lynn, Librarian
- Gwen Miller, Librarian
- Christina Olsen, Library Assistant
- Paula Teixeira, Circulation Supervisor
- Chris Vance, Library Assistant

## II. Community Background

### Service Area and Population

The Pacifica libraries serve the City of Pacifica, as well as some of the population in unincorporated areas of San Mateo County. In assessing the Library services needs, the total service population is considered. The City's boundaries delineate the majority of the service population for the Library Needs Assessment.



City of Pacifica



## II. Community Background

### *History of Pacifica Library Services*

- 1915** – San Mateo County founded
- 1932** – Branch Library opened in San Pedro School Building
- 1948** – Sharp Park Library moved to a location on Francisco Boulevard
- 1957** – Pacifica was incorporated as a City
- 1960** – Sanchez Library opened in the Linda Mar Shopping Center
- 1961** – Sharp Park Library displaced by Highway 1 expansion  
Sharp Park Library relocated to rented space on Palmetto Avenue
- 1965** – Sharp Park Library opened at 104 Hilton Way
- 1978** – Sanchez Library was closed due to budget constraints
- 1979** – Pacifica Friends of the Library was established  
Sanchez Library reopened in the former Pedro Valley School Building
- 1982** – Sanchez Library opened at 1111 Terra Nova Boulevard
- 1999** – SMCL Joint Powers Authority was founded
  - SMCL provides Library Services
  - Participating Cities provide Library facilities

### *Research Sources*

SMCL and City staff provided documents relating to both the community and library. Demographic and planning information was obtained from national, state, and local sources. Since the unincorporated areas of the County that contribute to the service population are very similar to Pacifica demographically, this report just includes demographic information for the City of Pacifica.

At the time of this report, the U.S. Census Bureau has released a limited amount of the 2010 Census data. In addition, the U.S. Census Bureau provides annual American Community Survey (ACS) data for cities and towns less than 60,000 in population. These sources, together, provided basic demographic information for Pacifica that was utilized in this Library Needs Assessment.

The Housing Element in the City of Pacifica's General Plan defines the future expected growth in the community. The growth projections noted in the Housing Element are based on Association of Bay Area Governments' (ABAG) publication "Projections 2007." The Core Team chose to use the ABAG's 2007 growth figures as the basis for service population growth over the next 20 years.



## II. Community Background

This Library Needs Assessment also utilizes information from the Environmental Systems Research Institute (ESRI). ESRI is a data development company that uses the traditional statistical methodology of cluster analysis, combined with data mining techniques to provide updated and projected demographics. They then use this data to segment U.S. neighborhoods into distinct markets, that are all now industry benchmarks. This information provides supplementary profile information for this community, and was also recently utilized by the City of Pacifica in their assessment of the Waste Water Treatment Plant site reuse.

Tapestry Segmentation is ESRI's market segmentation system, which classifies U.S. neighborhoods into 65 segments based on their socioeconomic and demographic composition. Segments are categorized into 12 Life Mode Summary Groups that reflect lifestyle/lifestage, and into 11 Urbanization Summary Groups that show levels of affluence and population density. Segmentation systems operate on the theory that "like seeks like." This system reveals community diversity, describes lifestyles and lifestages, and incorporates a wide range of data such as demographic, business, and market potential. Essentially, it takes a simple outline of statistical data and gives more in-depth insight into the community.

### *Demographic Analysis*

ABAG estimates a total population growth of 7.67% by 2030 in Pacifica. This averages an annual growth rate of 0.37% per year. The San Mateo County Library Service Population for 2009-10 reports the service population for the Pacifica Libraries was 42,254. Based on this baseline service population and compounded growth rate, the service population for Pacifica Library services in 20 years (2031) will be 45,496.

The 2010 Census found race distribution in Pacifica as follows: White 64.9%, Asian 19.4%, and Other 15.7%. In comparison, the distribution in California is White 60%, Asian 11%, and Other 29%.

The 2008 ACS contributed additional demographic data. It showed 30.5% of Pacifica households are families with children. An estimated 19.7% of the community are foreign born. The estimated median age is 42.3 years. In comparison, the U.S. median age is 36.8 years. Overall education levels are higher than the national levels, with 36.3% holding Bachelor degree or higher compared to a national figure of 24%. Finally, the estimated average household income \$101,000.



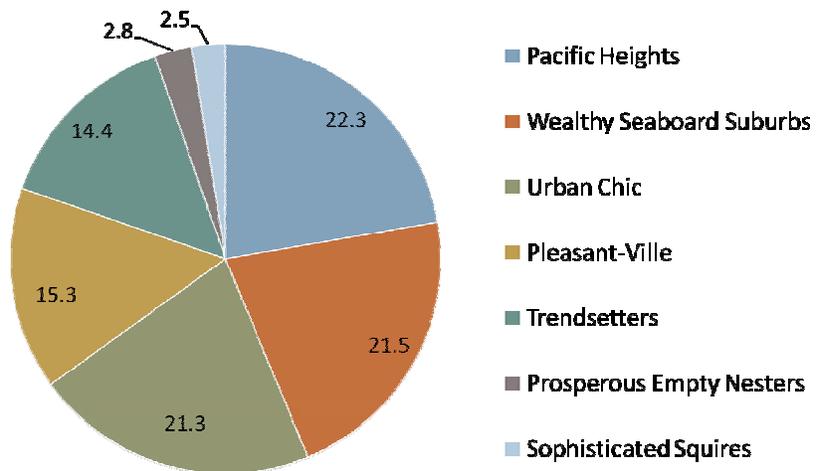
## II. Community Background

### Socio-economic Profile

Demographically, Pacifica is a very diverse community. Seven segment types were identified by ESRI, which is a high number, relative to Pacifica's population size. This denotes Pacifica as a community with diverse socio-economic lifestyles. Municipalities commonly have five or more segment types, but rarely as evenly represented as in Pacifica. Larger cities can have well over ten segment types.

The segment types for Pacifica are:

- Segment 11, titled "Pacific Heights" at 22.3%;
- Segment 05, titled "Wealthy Seaboard Suburbs" at 21.5%;
- Segment 09, titled "Urban Chic" at 21.3 %;
- Segment 10, titled "Pleasant-Ville" at 15.3%;
- Segment 23, titled "Trendsetters" at 14.4%;
- Segment 14, titled "Prosperous Empty Nesters" at 2.8%; and
- Segment 06, titled "Sophisticated Squires" at 2.5%.



The "Pacific Heights" segment type is mostly comprised of married couples with the highest percentage of Asian/Pacific Islanders. Education is important to this group. Over 63% of them own single-family homes. This segment also includes large numbers of immigrant population who keep in touch with their families living overseas. They travel some and enjoy music, books, movies, and television for entertainment. They are financially conservative and health-conscious.

## II. Community Background

The “Wealthy Seaboard Suburbs” segment is often found in older, established neighborhoods. The majority are white and affluent with professional jobs. Eighty-nine percent of this segment own single-family homes. This profile invests in home improvements and loves to shop. They also enjoy travel and cultural amenities.

The “Urban Chic” segment leads a sophisticated exclusive lifestyle and more than half are married couples without children. They are well educated and 67% own a home. This profile focuses heavily on lifestyle and experiences. They travel extensively, appreciate cultural amenities, and are actively fit. They make sophisticated food, health, and financial investment choices.

The “Pleasant-Ville” segment is mostly middle-aged married couples with children. Their lives are generally settled and 82% own a single-family home. Prosperous domesticity distinguishes the settled lives of “Pleasant-ville” neighborhoods. Home improvement projects are a priority. “Pleasant-ville” residents spend time with their families, dine out, play cards and board games, attend baseball games and visit theme parks. They enjoy taking sightseeing vacations.

The “Trendsetters” segment is comprised of an ethnically diverse mix of singles and families. They are typically educated working professional, most (68%) of whom rent. “Trendsetters” are spenders; they shop in stores, online, and by phone. To keep in touch, they always have their electronic gadgets and computers nearby. They also travel, go to the movies, attend rock concerts, and read.

The “Prosperous Empty Nesters” are generally retired, predominantly white, and own homes in established neighborhoods.

The “Sophisticated Squires” live a county life on the urban fringe. They are educated, married couples with children, who own a home.



## II. Community Background

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### III. SMCL Service Model Principles

#### *Service Model Principles*

The San Mateo County Library serves member cities and unincorporated county areas throughout San Mateo County. They provide consistent, high quality library services that are founded in their Vision, which is driven by these primary principles:

- A welcoming environment which offers a variety of settings and options
- Defined spaces that excite and inspire
- Intuitive systems and layout
- Maximize self-service and operational efficiencies
- Customer driven service

These principles provide a framework for the library services offered at each site within the SMCL system. Every library has a consistent set of services available. To some extent, these services are tailored to the specific needs of the individual library's service area community. For example, every library will need to provide specific children's library services, but the extent and manner in which they are provided will vary based on the demographics of a specific service population and the projected growth of this age group, as well as available space and configuration to deliver children's services.

The service model is an evolving approach to providing library services that seeks to create a comfortable community space for all. For more details on the SMCL Service Model, please refer to "San Mateo County Library Service Model," which was updated and republished in July 2010. The Service Model statement is a living document that is updated as needed. The service model adjusts to meet the changing needs of the community. The following sections present strategies and space concepts SMCL uses to achieve the principles outlined in the Service Model.



### III. SMCL Service Model Principles

#### *Self Reliant Service*

#### **Key Points of Self Reliant Service**

- Flexible service desks allowing staff to teach and assist at points of need
- Use of automation and effective design to create a highly efficient operation
- Harnessing of customer power to maximize their time and minimize wait



#### *Library Spaces*

#### **Marketplace**

- Exciting vibrant space near the entrance
- Attractive shelving and displays that encourage browsing and increase circulation
- Bookstore look and feel that brings people together
- New, high interest material and multimedia displayed



### III. SMCL Service Model Principles

#### Kids & Family Place

- Provides a welcoming, comfortable space for families to spend time together and connect with other families
- Employs design elements that delight children, use color and whimsy to encourage the imagination
- Celebrates books and reading with a special space for storytelling



#### Teen Zone

- Supports the needs of teens who use the library independently
- Accommodates group study and computer access
- Provides comfortable lounge furniture as well as study tables
- Includes collections for homework support, recreational reading, and multimedia



### III. SMCL Service Model Principles

#### Community Living Room

- Provides a place for the reader
- Features ample, comfortable seating
- Relaxed atmosphere and quiet reading space
- Magazines and newspapers are located in this area



#### Gathering Space

- Provides an environment where people can socially interact and converse



#### Computer and Homework Centers

- Supports Library Vision for lifelong learning
- Provide access to tools and expertise not available in all homes



## IV. Community Input and Analysis

### *Community Input Through Outreach*

The community outreach included two public outreach meetings, a focus group, a staff workshop, key informant interviews, and an online survey. Input from the community through these outreach efforts is summarized and analyzed below. Generally, the different forms of input aligned with each other. Exceptions have been specifically identified where they occurred.

The first portion of this section outlines the different outreach efforts and the questions that were discussed. The following section summarizes the input gathered in the outreach process. Refer to the Appendix for memoranda associated with community outreach.

### *Outreach Meeting #1*

The first Outreach Meeting was on February 17, 2011 at Ingrid B. Lacy Middle School. There were approximately 60 attendees. While the attendance quantity was considered good, it should also be noted that several competing meetings were held concurrently. This is a common occurrence in Pacifica.

The meeting began with an overview of the Library Needs Assessment Process and then presented research already gathered on Pacifica's Community Background and the SMCL Service Model. The rest of the meeting was spent gathering input from the community through two exercises.

The first exercise involved pairs of community members interviewing each other with the following questions:

- What excites you about library services in Pacifica? What concerns you?
- What should library services be in Pacifica today? In ten years?
- What would your ideal library experience feel like in Pacifica, ten years from now?
- What is the most important thing a library can do for the community today, and why? In ten years?

The second exercise brainstormed in small groups, rotating through the following four questions:

- What are you excited about in the library services you use? Which libraries do you use? (services, spaces, collections, etc.)
- What is the value of library services to you? And to the Pacifica community? (technology, programs, seating, etc.)
- What would you like to do, or have access to, at the library that you currently do not? (collections, spaces, programs, etc.)
- What kinds of partnerships with the library services would enhance services to the community? (schools, community groups, etc.)



## IV. Community Input and Analysis

### *Focus Group*

Outreach Meeting #1 was publicized with the following methods:

- Black and White Posters (Approximately 115 total)
- Color Posters (Approximately 140 total)
- Newspaper Advertisement and Articles
- Online Articles
- Online notification
- Flyers (4,400 total)
- Email distribution lists

The Focus Group meeting was hosted on March 12, 2011 at Sharp Park Library. Eight community members attended. The meeting began with an overview of the Library Needs Assessment Process and then presented research already gathered on Pacifica's Community Background and the SMCL Service Model. The majority of the meeting was spent gathering input from the Focus Group with the following questions:

#### Participant Backgrounds

- Who do you feel you represent in the community?
- Do you use library services? If so, which ones, how often, and for what purpose?
- What are your goals and expectations of this meeting and process?

#### Library Service Needs – Current and Future Needs

- What do you appreciate about the library services you receive? What is working well?
- What community needs are not being met? Why do you believe they are not being met?
- What other libraries have you visited?

#### Service Priorities

- What do you believe will be the three most critical issues for the community in the next ten years? Why?
- What might be the library's role in addressing these issues?
- What do you believe are the three most critical services to deliver at the library? Which of these need the most improvement?
- What would you like to be able to do or have access to at the Library but currently cannot?
- How do you think the library should change? Stay the same?
- Describe your ideal visit to the Library in ten years. What is the experience? What are you doing?



## IV. Community Input and Analysis

### *Staff Workshop*

The Staff Workshop was facilitated on March 18, 2011 at Sharp Park Library. Twelve staff members attended. It began with an overview of the Library Needs Assessment Process and then presented research already gathered on Pacifica's Community Background and the SMCL Service Model. The rest of the meeting was spent gathering input from the SMCL staff with the following questions:

### **Library Service Needs – Current and Future Needs**

#### Existing Services

- What library services are working well? Which are not and why?
- What services are in the highest demand?
- What services are underutilized?
- What services need improvement?

#### Unmet Service Needs

- What community needs are not being met?
- What services are requested of the library that you do not deliver?
- What unmet needs should the Library seek to meet?
- What service needs can or should be met on a system-wide level, rather than locally?

#### Service Trends

- What services have you seen at other libraries that you think would benefit Pacifica?
- Based on your experience in providing library service in Pacifica, what trends do you see in library service needs?
  - Collections
  - Seating
  - Technology
  - Programs
  - Online Services

### **Library Service Delivery**

#### Current Library Operations

- How do the current Library facilities impact service delivery?
- What services are affected? How often and in what conditions?
- What services do you want to provide, but do not because of the current facilities?
- What about the current facilities enhances library services? What do you not want to lose?

#### Future Library Operations

- How would you like to provide services in the future?
- What changes would you make? What things would you do differently?
- What do you need to better provide Library services in Pacifica?



## IV. Community Input and Analysis

### Library Service Priorities

#### Critical Issues in the Next Ten Years

- What do you believe will be the three most critical issues for the community? Why?
- What might be the library's role in addressing these issues?

#### Critical Library Services

- What do you believe are the three most critical services to deliver at the library?
- Which of these need the most improvement?

### Key Informant Interviews

There were three separate Key Informant Interviews, conducted over the telephone. They began with a brief introduction of the process and then gathered input, guided by the following questions:

- Who do you feel you represent in the community?
- What do you believe to be the three most critical issues for Pacifica today and in the future?
- What do you see as the library's role in addressing those issues?

### Library Services – Current and Future Needs

- Do you use library services? If so, which ones, how often and for what purpose?
- What other libraries have you visited?
- What do you appreciate about the services you receive? What is working well?
- What would you like to be able to do or have access to at the library, but currently cannot?
- How do you think the library should change? Stay the same?
- How do you see individuals accessing library services in the future – and what issues do you believe might arise?
- Describe your ideal visit to the Library in ten years. What is the experience? What are you doing?



## IV. Community Input and Analysis

### Survey

The survey was publicized and available online from February 4 through March 23, 2011. The survey was available online at:

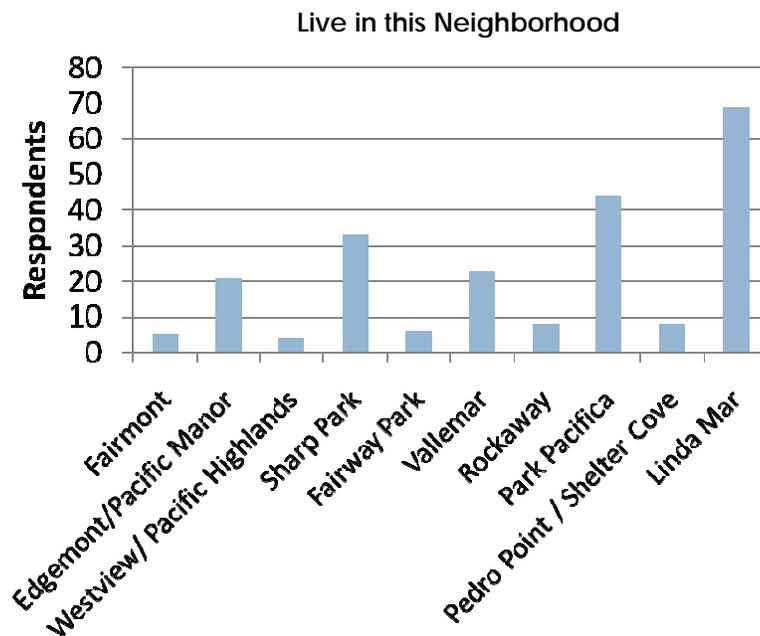
- [www.smcl.org](http://www.smcl.org)
- [www.cityofpacifica.org](http://www.cityofpacifica.org)
- [www.pacificallibraryfoundation.com](http://www.pacificallibraryfoundation.com)

Hard copies were available at:

- Sanchez Library
- Sharp Park Library
- City Hall

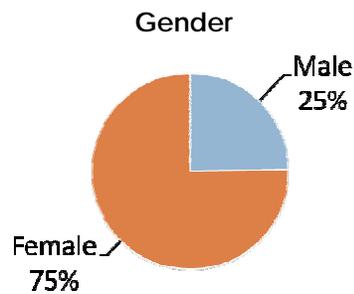
There were 276 respondents. The survey asked respondents to volunteer some personal information. This information gives some insight about who participated in the survey. A majority of respondents use the Pacifica libraries: Sharp Park (77.9%) and Sanchez (69.6%).

There were survey respondents from each neighborhood in Pacifica. The greatest number of responses came from Linda Mar and Park Pacifica residents. Since this survey was voluntary, the data only provides information regarding the distribution of survey respondent residences and does not necessarily correspond with a distribution of library users, in general.

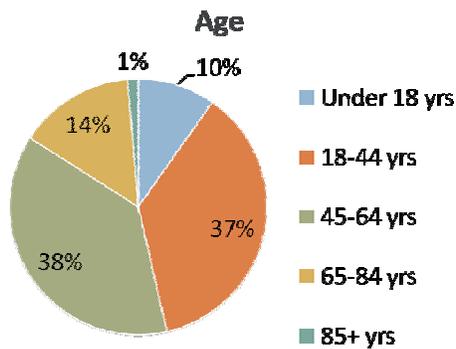


## IV. Community Input and Analysis

A significantly higher number of survey respondents were female. This is not uncommon in voluntary surveys.

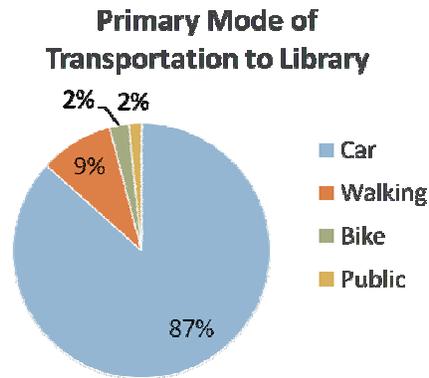


The survey collected a strong distribution of respondents from different age groups. As would be expected for the population, the highest percentage were between 18 and 64. The youth also turned in an excellent percentage of responses with 10% under the age of 18 years.



## IV. Community Input and Analysis

When asked about transportation, respondents overwhelmingly reported primarily using a car to get to the library. This was followed by walking as a distant second. Although this information was volunteered, it can still be considered indicative of general library use.



### *Outreach Meeting #2*

The second Outreach Meeting was held on April 6, 2011 at the City Council Chambers. Approximately 45 people attended. The meeting began with presentation of the Community Input to date, the Existing Facilities Assessment, and the Peer Library Benchmarking. For the remainder of the meeting, attendees could visit stations dedicated to each of these three topics where additional information was displayed. Each station also had a member of the consultant team to answer questions and to gather additional input and feedback.

Outreach Meeting #2 was publicized with the following methods:

- Posters (About 50 total)
- Flyers (50 total)
- Newspaper Advertisement and Articles
- Online Articles
- Online notification
- Postcard mailers (1,400 total)
- Email to distribution lists

### *Community Input Summary*

The next sections summarize the community input gathered through outreach. Comments are grouped by focus, concept, and theme. The three areas of focus are Pacifica's Critical Issues, value of the library to the community, concerns and unmet needs, and potential for the library services. Refer to the Appendix for memoranda associated with community outreach.



## IV. Community Input and Analysis

### *Pacifica's Critical Issues*

The Focus Group, Staff Workshop and Key Informant Interviews discussed critical issues facing Pacifica now and in the next ten years. This brought forward several critical issues affecting Pacifica's library service needs.

#### **Geographic Distinctions**

Pacifica has several unique and distinct geographic conditions that define the community: Highway 1 runs north/south through the middle of the city, forming a key connection to neighboring communities, but also a physical barrier between the Pacifica communities to the west and east side. The steep coastal topography isolates Pacifica from the larger Bay Area. A steep and undeveloped area, located near the midpoint of the city, creates a physical separation between the northern and southern areas of the city. This separation creates isolated neighborhood pockets within Pacifica as well.

#### **Unique Ecology**

Pacifica is a coastal community with unique ecology. Protecting and highlighting this unique ecology will be a key factor in what and how library services are provided.

#### **Economic Challenges**

In recent difficult economic times, Pacifica has seen small businesses struggle and unemployment grow. Supporting economic prosperity for small businesses and individuals will be a focus of library services.

#### **Changing Educational Landscape**

The educational landscape is changing statewide. The state budget is cutting many programs and resources. Library services are adapting to address the gap and help local schools and students achieve educational goals.

#### **Politically Active**

The citizens of Pacifica are very politically involved in their community. This shows a high level of citizen engagement and investment in the community. This has also created animosity and discord. Participants thought the library could play a strong role in creating a neutral ground. The library could be a place for the community to come together for education and productive discussion about issues. It could be a resource for constructive community dialogue and accurate information about key community issues.



## IV. Community Input and Analysis

### *The Value of the Library to the Community*

Each outreach effort discussed what participants valued in library services and what services they use. This is a summary of that input.

#### **Gathering Place**

Participants value the library as a place to gather. Community groups hold meetings at the library on a daily basis. Students gather at the library to do school work. Children and families gather for storytime. The library is a good place for kids to be. Beyond meetings, the library serves as a place to interact with other community members.

#### **Programs, Activities, and Events**

Users love the programs, activities, and events available through the library. There are a variety of programs for children and adults. These include book clubs, storytimes, summer reading, visiting authors, and travel programs.

#### **Staff and Friends of the Library**

Users have high praise for the quality of service provided by the SMCL staff. Their positive, friendly, and helpful attitudes were mentioned repeatedly. The high level of material circulated by the Pacifica libraries is due in part to the excellent efforts by staff. Although their workspace is crowded, the staff appreciate how well they work together to manage in spite of the conditions. The high quality of library services provided was solely attributed to an outstanding staff.

There is a strong Pacifica Friends of the Library group providing programs at both facility locations. Their fundraising also supports library programs and staff efforts.

#### **Learning Opportunities for All Ages**

Library users appreciate opportunities to learn for every age group. The library has several school outreach programs. They include training students and teachers about resources and methods available for research.

#### **Access to Collections, Technology, and Resources**

The library provides information and resources that people could not obtain on their own. Participants felt that this service is key to creating a level playing field. Many users appreciate the library's internet access and Wi-Fi. Library users also appreciate being able to reach library resources and their library accounts over the internet through the SMCL eBranch Library website.

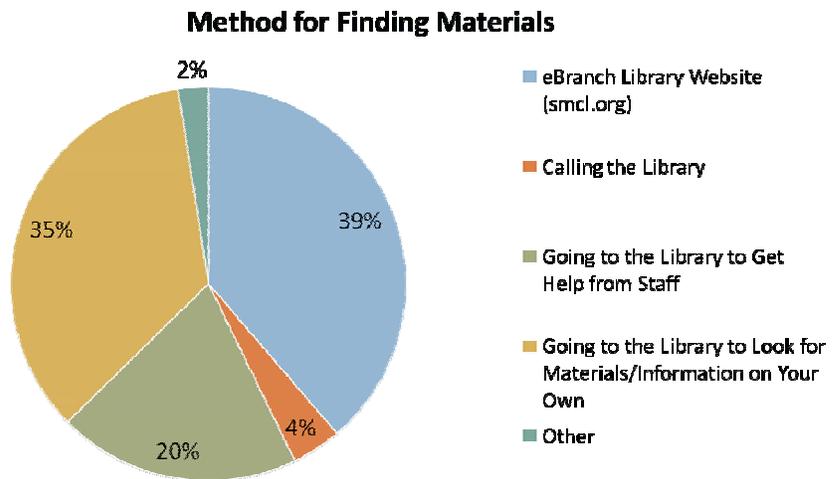


## IV. Community Input and Analysis

Library users also enjoy accessing the larger SMCL collection through the delivery system, which allow users to request items from other libraries and provide them with a much larger selection of materials than Pacifica could have on its own.

Library users enjoy the experience of browsing the collection and having direct physical access to the items. In addition to the experience itself, users like discovering items that they would not have otherwise considered. Many users described browsing as a fundamental part of their library experience.

Survey respondents find library materials with the following methods:



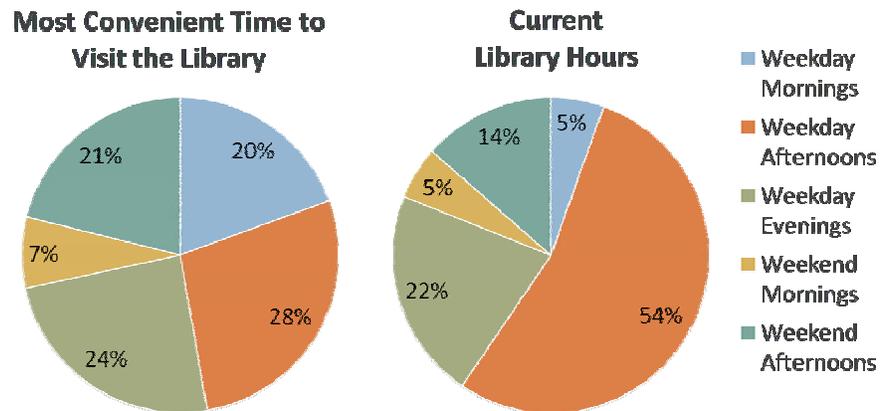
### *Concerns and Unmet Needs*

#### **Expand Hours and Days Open**

Participants consistently wanted the library to be open longer and on more days. Many recalled times they had gone to the library, only to find it closed. In addition, although the schedule has been the same for awhile, there was confusion about when each facility was open.

## IV. Community Input and Analysis

The chart below compares survey responses identifying the most convenient time to visit the library and the hours when it is currently open. There is a fairly equal distribution of when respondents want the library to be open, but current hours are heavily weighted to weekday afternoons.



### Larger Collection, Newer Materials

Participants want a larger collection available at their community library. They want the collection to increase in both variety and size. Participants recalled often needing to request materials from other libraries because it was not included in the local collection or all of the copies were already checked out. When the need was time critical, patrons had to drive to another city to get the item. Patrons also felt like they had to wait too long for requested materials. The top reason in the survey for using another library was collection availability (55.8%).

### More Space for Everything

Participants would like more space for every type of area in the library. They need more room for the collection and a larger marketplace to feature new and popular items. In both cases, the additional space would support both an increased collection, improved accessibility, and better browsing experience.

Staff need more work space to process materials, help customers, and store program resources. Currently, staff struggle in their workspace, often having to work "on top of one another." They also experience challenges serving customers from Service Desks that are awkwardly located or cluttered with material returns.

## IV. Community Input and Analysis

Staff and patrons struggle in the overcrowded space of the existing libraries. They shared stories of bumping into other people trying to locate items or knocking into shelves. Staff also noted that they often have to move chairs to help wheelchairs through the library.

The request for more parking spaces was another common concern. Inadequate parking for certain events, as well as for staff, was a consistent issue. The need for accessible parking was even more clearly expressed.

Participants also wanted more space for technology. They were specifically looking for an area that could be set up for training on technology. Participants suggested many uses, but the most consistent one was to enable a configuration allowing an instructor to sit alongside a student or give direction in front of a class.

### **Separate Spaces**

Since patrons use the library for many different types of activities, noise levels were a common concern. Some activities are naturally quiet and participants wanted a protected, quiet place in the library. Library users also need a space to interact with others. This should be a place where a moderate level of noise would not disturb those close by. Finally, some of the library programs are very vibrant and noisy. This is especially true for many of the children's programs. These activities also need some type of acoustical isolation. Currently, some library users avoid visiting the library during storytime. They often call ahead to ensure an activity is not scheduled during their visit. A solution that separates these different types of uses acoustically would enable the library to serve various simultaneous activities successfully.

In addition, participants also want spaces specifically designed for children and teens. They viewed these two user groups as key to the community, with very different and specific library service needs. Participants thought that separate spaces for children and for teens would help them feel more welcome and help them not worry about disturbing other library visitors.

### **Physical Accessibility**

Participants strongly felt the library has many accessibility challenges, inside and out. Overcrowding inside does not provide adequate aisle widths. Steep slopes and uneven paths are obstacles outside. Participants shared concerned stories of seniors "barely making it up the stairs." Even the able-bodied struggle to reach items on upper shelves and can easily "knock off an entire shelf," just trying to get by.



## IV. Community Input and Analysis

### **More Meeting Space**

Participants consistently wanted more meeting space. Every outreach effort offered insight about the struggles of the numerous active community groups to find a place to meet. Students and tutors want a place to work together in small groups. Participants also requested meeting space for both small and large groups. In addition to the high demand for meeting space, participants expressed concern about smaller groups using larger rooms than they needed, leaving optional space for larger groups. Participants hoped the library could provide flexible and adaptable meeting spaces that could change to accommodate different group sizes.

### **Update Technology**

Technology at the library is in high demand and participants want more. They thought there should be more computers because they often had to wait for a computer station, sometimes up to two hours. They also felt it was difficult to reserve enough time on the computers. Although most of the technology is on a four year replacement cycle, the participants perception was that the computers were quite old and need updating.

Participants also wanted updates and additions with other technology. They would like the library to make equipment such as laptops and portable electronic readers available for checkout. Additional seating and power outlets would also help support personal laptop use. They would also like to see current education technology, like smart boards, so that students could access this technology outside of school as well. A homework center with current technology capabilities would be a great feature at the library. Participants also requested media listening and watching stations, similar to those they have seen at other libraries.

### **Limited Budgets**

Participants were concerned about the limited funding available for supporting library services and budget cuts at state and city levels reducing services further. They hope future solutions will make good use of the limited resources.

### **Welcoming and Comfortable**

Participants want a library that is welcoming and comfortable. They would like a facility that is comfortable, so when they visit, they will want to stay awhile.

### **Pacifica Friends of the Library**

Participants want to maintain a space for the Pacifica Friends' sales and storage. However, the current storage has issues with flooding and moisture. They would also like to see space for the Pacifica Friends at all Pacifica library branches.



## IV. Community Input and Analysis

### **Development Help and Resources**

Participants would like staff support and additional library resources for key development tasks. High school students would like such support on college research and applications. Job searches and writing resumes are other potential training opportunities.

### **Security**

Participants were concerned about safety at the library and suggested better lighting in the building and on site as security improvements. There was also a concern about materials security, especially for unsecured returned items.

### **Additional Self-check Machines**

Participants would like to see more self-check machines, including equipment designed for children's use.

### **Library Service Dissatisfaction**

When asked about their satisfaction with library services, survey respondents were generally very satisfied with the level of service they received. However, there were significant levels of dissatisfaction in these areas:

- Collections and resources (12.8%)
- Public access to computers (6.9%)
- Getting materials from other libraries (4.8%).

Survey respondents were not using some library services because they were not satisfied with the level of service provided. Those services included available seating (29.4%) and comfortable seating (33.0%).

### **Using Other Libraries**

A significant number of participants use other libraries. Survey respondents indicated they visit:

- Serramonte Daly City (16.3%)
- South San Francisco (9.1%)
- San Bruno (6.5%)
- Westlake Daly City (5.8%)

The Focus Group members also use these libraries:

- Millbrae Library
- South San Francisco Library
- San Mateo Historical Association Library
- University of California at Berkeley Library

Survey respondents' top reasons for using another library were:

- Collections available (55.8%)
- Location (39.5%)
- Physical environment (30.2%)



## IV. Community Input and Analysis

### Unused Services

Survey respondents were not using some library services because they did not know about them including adult classes (32.6%), cultural and arts programs (31.0%), adult programs (28.7%), SMCL eBranch Library website (21.8%), and book clubs and author programs (21.3%).

### Service Improvement Priorities

Survey respondents most wanted to see these services improved: hours open (59.1%), collections and resources (37.0%), comfortable seating (18.7%), available seating (18.3%), children's programs (17.4%), teen programs (16.1%), cultural and arts programs (16.1%), and adult classes (15.7%).

From a list of their top service priorities, staff identified the following top priorities for improvement: technology, community place, education, hours.

### *Potential for the Library*

Participants also discussed ideas for potential library services and roles the library could take on. These are the strong and consistent points that came forward.

### Community Center

Many participants felt that the library could serve as a type of community center. The library could be a place to obtain community information and resources. It could provide connections to other community services and resources. The library could have a central community calendar, allowing different groups to coordinate their activities.

The library could also be a gathering place. This gathering place could build community connections and provide a neutral place for discussion and education. It could serve as a venue for arts and cultural displays. It would hopefully be near other amenities for convenience and with a stronger civic presence, to help create a center for the community.

### Increasing Excellence in Education

The library already supports education, but its role could continue to grow and be even more essential as schools suffer budget cuts. As a public resource, all students could benefit from additional resources and programs that support education.



## IV. Community Input and Analysis

### **New and Expanded Partnerships**

The library already enjoys some successful partnerships. Participants had several ideas for new partnerships and ways to grow existing ones. Partnerships with Channel 26, schools, and community colleges could provide unique educational opportunities. Partnerships with corporations or a Pacifica Friends of the Library gift shop could create additional funding opportunities.

### **Satellite Locations**

Participants recognize that Pacifica is made up of many neighborhoods and that many locations within Pacifica are geographically isolated. One concept participants suggested for delivering library services to more isolated areas, or anywhere further from a library location, is additional satellite locations. The locations could be with or in other buildings, like stores or schools. Each location could provide access to the library online and offer a method for picking up and returning collection items. A similar system could serve user communities like schools and senior centers. SMCL could also improve remote access by further promoting and educating the community about the services it has available online.

### **Lifelong Learning**

Many participants value the opportunities for lifelong learning. The library offers great programs for children as well as for adults, but participants would like even more programs for all ages. Participants want to see more classes and lectures available. Teens were also specifically mentioned as a target group for programs.

### **Highlight Beauty of Pacifica**

Participants love the beautiful coastal setting Pacifica enjoys. They want their library to highlight this coastal beauty and allow visitors to enjoy it while visiting the library.

### **Flexible, Adaptable, and Efficient Facilities**

Participants realize the library service needs will continue to change and want the library facilities to be able to adapt. They also felt that the library facility should support the way library services work. An effective library facility would allow for staff to have a productive and efficient workflow.



## IV. Community Input and Analysis

### **Educational Environmental Resource**

Pacifica library services could utilize its unique coastal location and active community groups to develop an educational environmental resource like an Ocean Discovery exhibit. Participant ideas include creating an exhibit space for ocean and/or coastal resources. These could support education for conservation. In addition, many people visit Pacifica for surfing, trails and biking. Partnerships and programs integrating these interests could draw in additional visitors.



## IV. Community Input and Analysis

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## V. Existing Facilities Service Assessment

### *Existing Services*

Pacifica Library's existing services consist of the materials collection available for public use and various programs that take place in and outside of library facilities. An outline of these services is listed below.

#### Materials Collection

- Adult
  - New Print
  - Paperbacks
  - Periodicals
  - Print
  - Media
  - Spanish
- Young Adult
  - Paperbacks
  - Periodicals
  - Print
  - Graphic Novels
  - Media
- Juvenile
  - Paperbacks
  - Periodicals
  - Print
  - Series
  - Media
  - Spanish
  - Holiday
- Reference Materials

#### Family Programs

- Movie Nights (Sanchez)
- Adult Programs
- Guest Speakers
- Educational Sessions
- Book Clubs
- Knitting Groups (Sanchez)
- Musical Performances
- Master Gardening Events (Sanchez)

#### Teen Programs

- Game and Movie Nights
- Film Fests (Sharp Park, Annually)

#### Children's Programs

- Baby Storytimes
- Toddler Storytimes
- Preschool Storytimes
- Musical Storytimes



## V. Existing Facilities Service Assessment

- Puppet Shows
- Reading Development
- Homework Center (Sharp Park)

### Friends of Library Events

- Book Sales (Sharp Park)
- Art Shows and Auctions (Sharp Park)

### Access to Larger Collections

- Inter-branch Borrowing
- Interlibrary Loan
- Holds

### *Operating Hours*

The Sharp Park Library is currently open to the public 41 hours per week with the following hours:

Monday - Wednesday	11 AM – 8 PM
Thursday	11 AM – 6 PM
Friday	Closed
Saturday	10 AM – 5 PM
Sunday	Closed

The Sanchez Library is currently open to the public 33 hours per week with the following hours:

Monday	12 PM – 8 PM
Tuesday - Wednesday	12 PM – 6 PM
Thursday	Closed
Friday	12 PM – 6 PM
Saturday	10 AM – 5 PM
Sunday	Closed

Sharp Park and Sanchez Library are staffed for a total of 74 hours per week. SMCL contributes 60 hours of this staffing, as outlined in the SMCL Joint Powers Agreement for Library Services for participating cities. The SMCL Joint Powers Authority and the City of Pacifica pay for the additional 14 hours that are currently being provided. The combined schedule means that a Pacifica library is open to the public 47 hours of the week with the following hours:

Monday- Wednesday	11 AM – 8 PM
Thursday	11 AM – 6 PM
Friday	12 PM – 6 PM
Saturday	10 AM – 5 PM
Sunday	Closed



## V. Existing Facilities Service Assessment

### *Staffing*

Below is the Pacifica libraries' staffing budget for 2009-2010. This is the total staffing for both libraries. Many of the staff work at both locations.

Branch Manager	1.0 FTE
Circulation Supervisor	1.0 FTE
Librarian I / II	3.0 FTE
Senior Library Assistant	1.0 FTE
<u>Library Assistant I / II</u>	<u>3.7 FTE</u>
Total	9.7 FTE

Position Count                      12 positions

### *Existing Facilities*

#### **Introduction**

Through the course of this Library Needs Assessment, ABA visited the Sharp Park and Sanchez Library multiple times. ABA observed the facilities using their background and experience with library design, library service trends, and current best practices within California libraries. This assessment represents ABA's professional judgment as to the existing facilities' strengths and limitations in terms of supporting library services.

This assessment is limited to a facility review of library service elements only, and does not assess more traditional architectural and building elements of the facilities including, but not limited to structure, architecture, landscape, electrical, mechanical, plumbing, energy use, etc.

For each location, the narrative first introduces the library and layout from a services perspective, provides a listing of zones, as well as a graphic layout. Following the narrative, the observations are then structured to align with the SMCL Service Principles:

- Welcoming Environment
- Space that Excites and Inspires
- Intuitive Systems and Layout
- Operational Efficiency
- Customer Driven Service

