

Stanislaus County Library (CA)

STRATEGIC PLAN 2011-2015

Final July 2011

*To foster the love of reading and to open the door to
knowledge*

--Stanislaus County Library Mission

Stanislaus County Library Advisory Board
with the assistance of:

- ◆ Ruth Metz Associates
- ◆ Page+Moris LLC
- ◆ Kress Consulting

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Acknowledgements

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In addition, the Library Advisory Board thanks Jeff Rowe, Alliance Worknet and Kara Washington, Stanislaus Literacy Center for their participation and for providing key information about their programs and partnerships with the Library.

The Library Advisory Board gratefully acknowledges the Library Management Team for its purposeful and focused development of goals consistent with the community vision and service directions. Likewise, the Library Advisory Board thanks the library staff for its participation in the planning process at crucial points along the way.

Table of Contents

Executive Summary	4
Key Findings.....	4
Priority Service Directions	6
Five Year Goals for the Library	6
For the Long-Term.....	7
Library Facilities and Technology Master Plan	8
Involve the Communities and Other Partners.....	8
In Conclusion	9
Stanislaus Strategic Plan.....	10
Introduction.....	10
Community Vision, Needs, and the Library.....	14
Library Service Goals	18
Five Year Goals for the Library	18
Library Organizational Goals	20
Library Organizational Values.....	25
Implementation of the Strategic Plan	26
Next Step: Library Facilities and Technology Master Plan	26
Exhibit A: Technology Review Report.....	29
Exhibit B: Current Facilities Space Conditions Assessment	39
Exhibit C: Community Focus Groups Summary Report	54
Exhibit D: Community Survey of Library Services.....	71
Exhibit F: Staff SWOT Inventory for Preliminary Service Responses.....	75
Exhibit F: Stanislaus County Community Snapshot.....	81
Exhibit G: Stanislaus County Library Snapshot.....	84

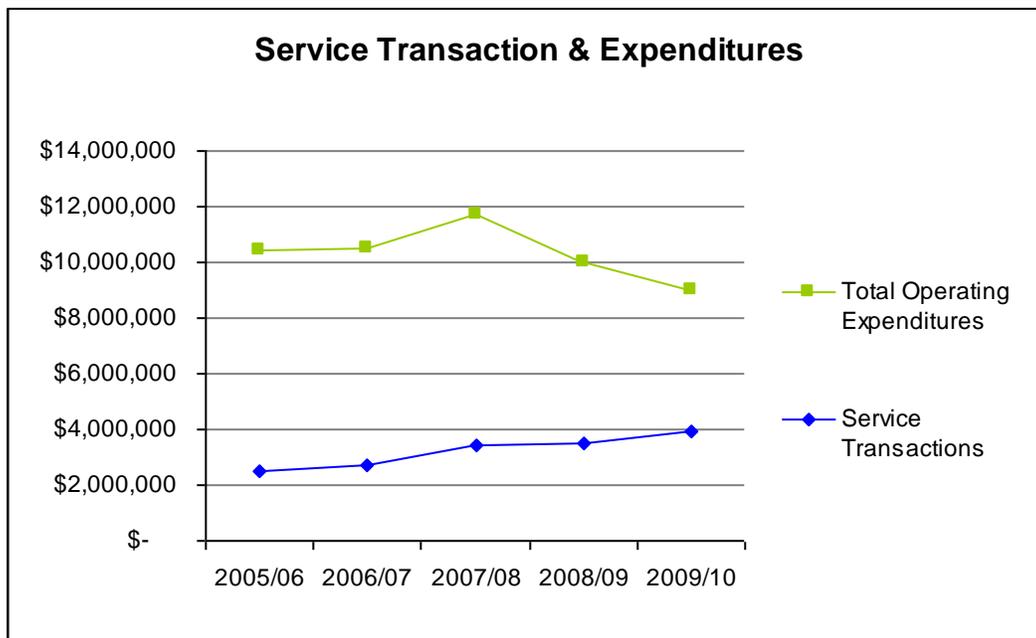
Executive Summary

In August of 2010, the Stanislaus County Board of Supervisors authorized a strategic planning process for the County Library. A citizen Strategic Planning Committee led the process that involved over 1300 residents throughout the County and over 1800 citizen hours.

Key Findings

The Library is doing a great deal with relatively limited resources.

The use of the Library has grown dramatically over the last five years. Customer service transactions reached nearly 3.59 million last year. This is nearly double the transactions of five years ago. Even with the Library's unfortunate reduction in hours over the last three years, circulation, computer use, and virtual visits through the Library's web portal are at an all-time high.



The Library is a great bargain.

The Library keeps raising the bar on output even as its revenues and staffing have declined. The Library's per capita expenditure, about \$16 in 2009/10, is among the lowest of 21 jurisdictions in California serving 500,000 or more residents.

The libraries in Stanislaus County are funded in large part by a 1/8-cent dedicated sales tax, first passed by 2/3 of the voters in 1995, again in 1999 and in 2004. The current tax

is in effect until June 30, 2013. Since its inception, the library's dedicated sales tax has brought in around \$100 million to fund the 13 libraries in Stanislaus County. The cost is minimal to the community, about \$1.66 per household per month, or \$20 per family per year.

This tax support guarantees free access to all people of all ages and from all walks of life. Although the tax brings in less revenue during an economic downturn, it has been a stable source of funding for the past 14 years. Without it there would be no library service in Stanislaus County today. It does not provide debt capacity for expansion or renovations, however, which the Library needs in its future.

Residents Need More

The Committee found that our residents and communities want even more from the Library. Ours is a county in which individuals and families face enormous obstacles. The population of the County is younger and more diverse by comparison with California and the U.S. More than forty percent of the population is Latino or Hispanic. More than 20% of residents are foreign-born while over 40% speak a language other than English in the home.

The educational attainment of the adult population in Stanislaus County is lower by comparison with the U.S. Nearly one-quarter of adults aged 25 and older have less than a high school education. The median household income is significantly lower while the poverty rate and unemployment rate are significantly higher than the rest of the nation. The median family income is about \$10,000 less than the state average. The poverty rate in the County is 17% and unemployment is 18%.

The County has a disproportionate share of low paying jobs and a workforce that is not prepared for skilled jobs. The labor market doesn't require skilled jobs because the unskilled, uneducated workforce is not attractive for businesses that require a more skilled labor force. People want training and education for more advanced jobs but the training and educational opportunities are limited, too costly for an impoverished population, and the jobs are not there for people when they have completed their training and education.

The Committee believes that the Library must be even more intentional in partnering with local governments, businesses, education, and non-profits to help remedy these conditions. Our residents want a better quality of life through literacy, youth development, workforce education, and training for life skills. The Library plays a vital role in addressing these needs and must become even more proactive and focused on these outcomes.

Library Income Has Declined and is Extremely Limited

Even with its dedicated funding source and the County's general fund contribution, the library faces serious challenges just to continue the services it has been providing. The tax revenue for the Library has plunged from nearly \$9 million in 2005/06 to \$6.2 million

this year. The total operating budget of the Library in the current year, 2010/11, is \$8,387,667. This is \$15.81 per capita. The Library has had to reduce its workforce by 19% over the last three years due to revenue shortfalls.

Priority Service Directions

The Committee understands that the revenues for the Library are extremely limited. All the more reason to focus the services of the Library on the most pressing community needs. This five year plan calls for the Library to be extremely intentional about these service directions over the next five years.

- Connect residents to the online world
- Provide safe and serviceable library facilities throughout the County
- Improve literacy for all ages
- Help residents find and learn to find reliable information.

Five Year Goals for the Library

These five-year goals for the library emphasize the four service directions. Included under each are activities under consideration by the Library's Management.

1. All residents will have serviceable library facilities and technology that connects them with people in their communities and in the online world.

Activities under consideration:

- Master Facilities and Technology Plan
 - Upgrade Internet connection, wide area network connections, and local network infrastructure
 - Provide loaner laptops to lessen the burden on public computers and maximize investment in wireless infrastructure.
 - Lobby for better placement and branding on the County website
 - Invest in user interface assessment for the Library website and online catalog
 - Add metadata enhancement and social networking features to the catalog, such as cover art, book reviews, and ratings.
 - Add a full-featured mobile interface for the website and catalog.
 - Provide additional technology training to staff, and allow time for exploring new technologies.
2. The burgeoning and underserved population of children from birth to age 5 will have programs and services designed to ensure that they will enter school ready to learn how to read, write, and listen.

Activities under consideration:

- Programs and crafts "in a box" for branches
- Emphasize early literacy activities/tips @ weekly storytimes at all branches.

- Partner with day care and early literacy providers
 - Develop a program with collections for doctors to prescribe reading to parents at clinics and checkups
3. The unemployed and underemployed residents will have Library programs and services that improve their workforce readiness.

Activities under consideration:

- Purchase materials on career training
 - Develop ongoing partnerships with Workforce Alliance
 - Implement focused publicity/marketing for Job Now services
 - Additional funding for adult literacy program
 - Recruit literacy tutors and students in Oakdale and Patterson
 - All public service and outreach staff speak about the need for literacy programs
4. In an increasingly complex world of information, all residents will be able to find and effectively use the best information to meet their needs.
- Develop a series of short You Tube videos for public on locating information.
 - Reference staff expands one-on-one teaching with public
 - Recruit more volunteers to teach computer classes, offer more classes, explore use of computer lab

For the Long-Term

This planning process has clarified how the Library must focus its operating resources in the next five years. This must not be the end of planning, however.

Even while technology is changing how people access information, our residents want real libraries. People want the Library to be open, to provide collections for reading, learning, and finding information for making everyday decisions. They want the Library to provide adequate space for people to engage in these activities in their communities. People want a community place that connects them to each other and the world.

The Library is that place but its physical development has not kept pace with the growing population. On average, the Library system's facilities are almost 30 years old. The County population has grown 130% since the 1970s, when the system last undertook major capital construction - from a 1970 population of 229,000 to an estimated 530,500 people in 2010. This increase, plus an aging facility infrastructure, is placing a growing burden on the Library's facilities.

While the Library has provided very good technology, especially given its limited resources, it will not be able to keep pace with the expectations of the public without addressing facility and capacity deficits. The rapidly increasing availability of bandwidth-intensive web resources, the emergence of popular new technologies, and an

increasingly demanding audience will require the Library to make significant investment in technology infrastructure and technology-related services in order to meet residents' needs.

Library Facilities and Technology Master Plan

Admittedly, we are living in economic hard times. Nevertheless, we urge the County to take the leadership to position the Library for the future by commissioning a Library Facilities and Technology Master Plan.

As a next step in planning for the long-term future of our libraries, we urge the County Board of Supervisors to initiate a library facilities and technology master planning process that will guide the Library's future physical and virtual development. A combined master plan of facilities and technology is strongly recommended because technology is changing models of service delivery in libraries and this impacts the facilities and space needs. The library of today and tomorrow is both physical and virtual and the physical and virtual are interdependent.

The plan's purpose is to provide a road map for the Library's development over the next fifteen to twenty years, ensuring facilities are sized to meet each community's service needs, strategically located for population growth and designed to support library services now and into the future. Technology is an integral part of the service scheme and Master Plan.

Involve the Communities and Other Partners

It is essential to involve the cities. They have a vested interest in the community libraries and are potential partners in leveraging resources. Schools, colleges, and universities are also potential partners. For example, California has many impressive examples of joint use facilities with universities, community colleges, and schools. Building the relationship with the cities and other partners can only improve the Plan.

To develop a Library Facilities and Technology Master Plan that has the political and financial support for execution, the community must be engaged and provide input into all of the master planning stages: needs assessment, evaluations, recommendations, and implementation phasing.

An estimated market cost for a master facilities and technology plan would be in the range of \$150,000. This report includes suggested scope of work and service specifications. A request for quotation should give the County a reliable market range. Funding sources for this process could include the County's capital improvement fund, grants, gifts, co-funding with partners, or all of these.

The closer the process follows on the work just completed, the better. The information obtained in the planning process just concluded would provide momentum and continuity. The community needs assessment conducted already provides a strong starting point for developing detailed information about current and future space, technology, and service needs, countywide library facility and technology standards, and recommendations for achieving those standards.

In Conclusion

While income for the Library has declined due to the economic downturn, the dedicated library tax and contributions from the County have resulted in a strong library system that serves our communities well. The Library is an essential part of our communities and it provides high value at low cost. It is critical that the Library leadership focus its modest resources on the recommended four service priorities over the next five years.

The Committee urges the County Board of Supervisors to accept and also endorse this Strategic Plan for the Stanislaus County Library.

In addition, it is time for all of us to get behind the development of the library facilities, starting with a Library Facilities and Technology Master Plan. We respectfully urge the County Board of Supervisors to authorize and to support the County Librarian in the initiation of this next stage of planning for the Stanislaus County Library.

Stanislaus Strategic Plan

Introduction

In August of 2010, the Stanislaus County Board of Supervisors authorized a strategic planning process for the County Library. As part of the process, a technology review (Exhibit A) and a preliminary facility assessment (Exhibit B) were also conducted to document existing conditions for planning purposes. The findings of the preliminary facilities assessment and the technology review are referenced in this report. The full reports of these project elements are included in the Exhibits A and B of this document.

Key to the strategic planning process was the Library Strategic Planning Committee (Committee). This citizen-based Committee was made up of the County Board of Supervisors-appointed Library Advisory Board. Additional community leaders were invited to round out the Committee. The Committee members brought a diverse perspective to the process as these leaders are involved in the business, civic, educational, and cultural life of the county and the cities therein. The Committee also included *ex officio* members and County Librarian, Vanessa Czopek, and Library Manager, Susan Lilly.

The Committee set service directions for the Library over the next five years based on its analysis of community input, library conditions, and the future trends. Community input included 13 meetings, one in each of the 13 branch service areas of the county. A "Community Focus Group Summary Report" is included in this document (Exhibit C). The process also included a user on-line and paper survey; a "Summary of Survey" (Exhibit D) is included in this document. The consultants also interviewed community stakeholders and key informants, including the Chair of the County Board of Supervisors.

The process further included an analysis of the Library's readiness to take on these service directions. This analysis was guided by the consultants working with the Library Management Team and staff. The staff produced a strengths, weakness, opportunities, and threats inventory for the proposed service directions (Exhibit E). The process also included the consultants' preliminary assessment of all of the library facilities and a review of the Library's current technology. This document also includes the "Snapshot of the Community" (Exhibit F) and the "Snapshot of the Library" (Exhibit G), both prepared for the Committee as points of departure for discussion of needs and assets.

Stanislaus County

Stanislaus County is located in California's Central Valley. Its 1,521 square miles includes nine incorporated cities: Ceres, Modesto, Patterson, Newman, Hughson, Riverbank, Oakdale, Turlock, and Waterford. The largest city and the County seat is Modesto. There are many unincorporated communities within the County as well as substantial areas of state and federally controlled parks, wildlife areas, and other public lands. Major geographic features include the Stanislaus River, the Tuolumne River, and

the San Joaquin River. The County population and commerce is served by major transportation routes that include Interstate 5 and highways 99, 120, and 132.

The population has grown dramatically mainly in the cities; the growth in the unincorporated County has been steady at less than 1.5% over the last decade. Overall, the population increased by 18%, from 451,190 to 530,584, between 2000 and 2010. The population is expected to increase by 32% in the next decade to 699,144 (2020) and again by 23% to 857,893 by the year 2030.

Much of the population growth over the last two decades was influenced by the relative proximity to the San Francisco Bay Area metro region job markets and freeway access to inexpensive land for housing development in Stanislaus County. The resultant residential growth made the cities into bedroom communities and many residents into commuters. In California's rapidly urbanizing San Joaquin Valley, the entire County became one of the fastest growing regions in the State of California. Forecasters continue to believe that this growth will increase even in the face of the recession.

The economic downturn has contributed to a housing crisis in the County. Stanislaus County has some of the highest foreclosures rates in the nation.¹ The high foreclosure rate, the drop in home values, the virtual stoppage of new construction, the double digit unemployment rate, and the overpayment for housing (more than 30% of monthly income) will continue to force more families into poverty and more individuals and families into homelessness. This crisis is causing the County to put housing affordability at the top of its priority list of immediate needs, even ahead of saving and creating jobs.

The population of the County is younger and more diverse by comparison with California and the U.S. More than forty percent of the population is Latino or Hispanic. More than 20% of residents are foreign-born while over 40% speak a language other than English in the home. These population trends are expected to grow in proportion to the overall population growth of the County.

The educational attainment of the adult population in Stanislaus County is lower by comparison with the U.S. Nearly one-quarter of adults aged 25 and older have less than a high school education. This is about double the national rate. The median household income is significantly lower while the poverty rate and unemployment rate are significantly higher than the rest of the nation.

According to the U.S. Census Survey, 2009, the median family income is \$55,187 compared to \$61,082 nationally. In 2008, it was about \$10,000 less than the state average. The average salary is about \$33,000. The poverty rate in the County is 17% compared to 14.1% nationally. Unemployment is 18% in the County compared to 9.9% nationally. In the wake of the economic downturn, local estimates of families living in poverty and the unemployment rate are believed to be significantly higher than 2010 U.S. Census Bureau estimates.

¹ <http://www.co.stanislaus.ca.us/planning/pl/gp/housing-element.pdf>

Community leaders struggle with a seeming conundrum that Committee members say stifles the quality of life in the County. That is, the County has a disproportionate share of low paying jobs and a workforce that is not prepared for skilled jobs. The labor market doesn't require skilled jobs because the unskilled, uneducated workforce is not attractive for businesses that require a more skilled labor force. People want training and education for more advanced jobs but the training and educational opportunities are limited, too costly for an impoverished population, and the jobs are not there for people when they have completed their training and education. The Committee believes that the Library must be even more intentional in partnering with local governments, businesses, education, and non-profits to help remedy these conditions.

Stanislaus County Library

The Stanislaus County Library system was established in 1912 under the State's County Free Library law. Over the years, libraries from local communities joined the system to make up the 13 libraries currently in Ceres, Denair, Empire, Hughson, Keyes, Modesto, Newman, Oakdale, Patterson, Riverbank, Salida, Turlock, and Waterford.

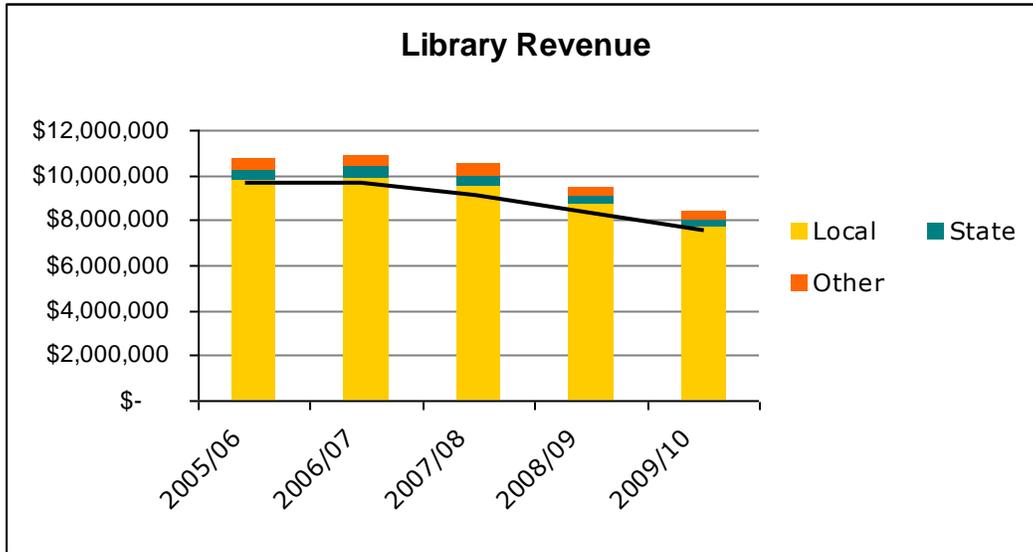
The libraries in Stanislaus County are funded in large part by a 1/8-cent dedicated sales tax, first passed by 2/3 of the voters in 1995, again in 1999 and in 2004. The current tax is in effect until June 30, 2013.

Prior to 1995, when the voters first approved the tax, libraries were only open 240 hours per week, with 34 staff members. There were no children's story times or programs, no class visits or teen services. Reference was limited, without phone or email ability, public internet access was non-existent, there were no premium content information databases and new materials purchased annually were about 1/6 the number of items added annually since the tax was approved by voters. Senior services were limited and there was no ReadingWorks adult literacy tutoring program.

Since its inception, the library's dedicated sales tax has brought in nearly 100 million to fund the 13 libraries in Stanislaus County. The cost is minimal to the community, about \$1.66 per household per month, or \$20 per family per year. This tax support guarantees free access to all people of all ages and from all walks of life. Although the tax brings in less revenue during an economic downturn, it has been a stable source of funding for the past 14 years. Without it there would be no library service in Stanislaus County today. It does not provide debt capacity for expansion or renovations, however, which the Library needs in its future.

The Library Advisory Board is aware that even with this tax in place, in this current economic environment, the library faces serious challenges just to continue the services it has been providing. The tax revenue for the Library has plunged from nearly \$9 million in 2005/06 to \$6.2 million this year. The total Library revenue in the current year, 2010/11, is \$8,387,667. This is \$15.82 per capita. The Library has had to reduce its workforce by 19% over the last three years due to revenue shortfalls. This has resulted

in fewer hours of service in all the libraries. The Library employs 131 individuals the full-time equivalent of 87.85 staff, nearly half of whom are part time.



By comparison with other California libraries serving populations over 500,000, Stanislaus County Library is fourth from last in funding per capita for library services. This constrains the level of service the Library can provide.

The libraries are open only 4 to 5 days per week depending on the site. In spite of these limited hours, the Library is doing an admirable job of providing services and keeping up with technology-based services. In FY 2009/10, the Library provided 3.95 million customer service transactions. These include items checked out of the Library, e-branch use, computer use, program attendance, reference questions answered, and interlibrary loans.

Sixty-four percent of County residents have a library card that has been used at least once within the last year. These card-holders circulated 2.319 million items from the libraries in fiscal year 2009/10. The Library’s e-branch is a portal to the Internet, databases, and content. The use of the portal has dramatically grown to over 1 million “hits” in 2010. Computer use by the public totaled 239,798 sessions in 2009/10.

Additionally, the staff answered 142,311 reference questions. Library staff hosted 285 class visits for nearly 7,800 students and made 158 visits to school classrooms for 4,881 students to showcase the library and library cards. Additionally, staff delivered 1,043 story time programs for 36,028 children and their adult caregivers, while another 457 programs were presented to 13,751 participants of all ages. Another 5,917 participants attended 128 community presentations made by library staff.

The Library partners with many organizations to leverage its resources for the benefit of County residents. It partners with the Stanislaus Literacy Center to produce the adult literacy program, *ReadingWorks*. It partners with libraries across the world to provide Question Point, an online reference service that operates around the clock and around the world.

The Library also partners with the Stanislaus County Office of Education (SCOE) and with the Library Foundation and Friends of the Library groups who volunteer for a variety of assignments, from tutoring to docenting to promoting literacy and reading throughout the County. Other partners include daycare centers, Community Hospice, the Modesto Bee, Valley First Credit Union, Golden 1 Credit Union, and individual experts in the community who provide seminars and workshops on timely topics, such as financial management.

Community Vision, Needs, and the Library

The Committee envisions a future of economic vitality wherein Stanislaus County residents enjoy a better quality of life. This can be achieved through literacy, youth development, workforce education, and training for life skills. The Library plays a vital role in positively addressing these needs. Yet the Library is facing perhaps the most difficult funding challenges of its history, with local, state, and federal funding all threatened at the same time.

It is vitally important therefore, that Library leadership focuses Library resources to maximize the Library's impact. This may mean reducing or discontinuing some services and functions. It may mean redesigning service and staffing models around these service directions. The Library leadership must even more actively partner than it already does with others in the County to leverage Library resources. The Library leadership must convincingly make the case with the voters that the Library is making a quantifiable difference in improving literacy, educational attainment, and workforce competency.

The Committee recommends that over the term of this Plan the Library focus 80% of its discretionary resources on the following four over-arching service directions:

1. **Connect residents to the online world.** The Library has done a formidable job of providing access to the online world for the many residents who do not have access at home. The Library has 229 computers in the community libraries. It has a portal to information on the web, to the collections of the libraries, to databases and critically important resources like *JobsNow*, and to free public, wireless internet access. Library staff and volunteers provide computer classes and one-on-one help using the computers, Smartphones, and finding trustworthy information as quickly as possible.

Still, rapidly, constantly changing technology is challenging the Library budget and staff to keep up with the pace of change. The services of the Library must meet customers “where they are”: the early adapters with technology and also those who need to learn how to use the technology for school success, job success, and to function in an increasingly technology-dependent world.

Connecting residents to the online world is at the top of the list of service directions because it enables and supports the Library in addressing all of its service directions. According to the Technology Review (Exhibit A) conducted as part of this planning process, the Library must address deficits and plan strategically for technology. Otherwise, the Library will be unable to keep up with rapidly changing technology and the means to effectively connect residents to the online world. This capability enables the Library to provide services and operations that support all four service directions.

- 2. Provide safe and serviceable library facilities throughout the County.** The 13 locations of the Stanislaus County Library are not only portals to the online world; these are also community centers for information, learning, and literacy for all ages. However, they are over-crowded having been built for a much smaller population. The details of the facility assessment are included in the “Preliminary Facilities Assessment Report”, Appendix B.

The 13 locations of the Stanislaus County Library are in serious need of improvement. They need additional space for seating, children’s and family programming, collections and shelving, for computers, and for the electrical capacity to provide for emerging technologies. During the term of this plan, the Library should prepare a detailed facilities and technology master plan that includes a funding strategy. This should be done in partnership with the cities, the County, and civic and business partners.

- 3. Improve literacy for all ages.** The Library now emphasizes this service direction. The Library provides adult literacy through a partnership with the Stanislaus Literacy Center (SLC). It provides early literacy and school-aged literacy directly through its youth services programming and by partnering with the Stanislaus County Office of Education and daycare providers.

The SLC partnership product is called ReadingWorks. The Library contracts with the SLC for adult literacy services for about 1,500 adults annually. The SLC promotes the Library as a resource for adult learners and encourages its literacy learners to get library cards. The Library promotes the SLC through its publicity and recruiting of volunteer tutors.

The Library provides space in many of its branches for adult tutoring, tutor training, and for testing. It also provides docents to help residents get their library cards. The Library also provides computers and the JobNow database. The library collections support tutors and learners in English, Spanish, Chinese, and other languages. The Library promotes literacy and reading through its annual community-wide reading campaigns. The Library recruits volunteers to teach people to use the computers through classes and one-on-one coaching.

The Library also has an early literacy program and partners with Stanislaus County Office of Education (SCOE) to bring early literacy education to daycare providers. WiggleWorms and Preschool Story Times incorporate early literacy tips for parents. Staff structures its children's programs to reflect early literacy principles and practices. The Library has an excellent collection of materials for preschoolers. The Library has an annual summer reading program for preschoolers through adults. It has complete kits for story times called *Traveling Tales* which are loaned to daycare providers. Staff and volunteers do school visits to promote use of the library and getting library cards.

The County Librarian, the Library Foundation and some of the community library Friends groups speak to community groups about literacy for all ages, and promote using the Library and getting a library card.

This Plan emphasizes increasing the number of individuals who benefit from the Library's literacy programs. This will be a challenge because the Library budget is further threatened with reductions at the local and state levels. Benefiting more residents is apt to require a new service and staffing model for literacy amidst decreasing revenues.

- 4. Help residents find and learn to find reliable information.** Whether it is for school, work, or for life's everyday decisions, finding information is something people need all the time. Knowing where and how to find the needed information reliably and efficiently is more challenging than ever because of the proliferation of information on the Internet. People need help finding the right information and also in quickly judging its reliability in the vast and unedited universe of the Internet.

The Library does this presently by offering basic Internet and email classes in Modesto twice each week and by providing one-on-one guidance, side-by-side to the users of 229 computers throughout the Library System. The staff in the libraries help people locate things in the collection and online and explain how they did so, if the customer is interested. The Library's webpage is designed to help people find information online. The Library partners with the Modesto Bee to produce *Web Wednesday*: technology tips presented in a one-hour interactive session.

Staff provides help in person and on the telephone and by mobile phone during regular working hours. Staff shows customers how to cite a source and how to find information by using a table of contents, index, or search terms. In addition, the Library's website is a portal to *QuestionPoint*, a live online question service that is available 24 hours a day, seven days a week. The Library staff periodically has face-to-face classes in Modesto for those who use its Foundation Center resources.

These four service directions are not new to the Library. However, funding of the Library has been very modest while the needs of a dramatically growing population continue to expand. Funding for Library technology and facilities development, in particular, has lagged. The Library has done an extraordinary job in keeping up as well as it has with technology, given its funding. However, it needs an infusion of technology funding to continue and to broaden its impact on literacy and information fluency for youth and adults.

This plan calls for the Library to be extremely intentional about these service directions over the next five years. Library administration will direct about 80% of its discretionary resources to these service directions. This may mean that other services will be reduced or discontinued.

The needs of the community are great and the funding of the Library is diminishing. Therefore, Library Management will have to reconfigure its operations to be ever-more efficient, including using technology to gain efficiencies, eliminating or honing processes, and leveraging staff to reach the greatest possible number of residents. Library management will have to creatively rethink and revise its staffing model for these service directions.

However, reconfiguring the staffing model when it is so lean is not a remedy to the critical shortage of Library resources. The Library's partners, including the cities in which the libraries reside, as well as the business and civic leaders and the community at large must be made aware of the Library's condition and be enlisted to help take the Library to the next level. This begins with a master facilities and technology plan.

Library Service Goals

The Committee endorses the following Library Service Goals, Library Organizational Values, and Organizational Goals. The Committee urges the County Board of Supervisors to accept and also endorse this Strategic Plan for the Stanislaus County Library.

The service goals are directed toward the public while the organizational goals are internal to Library operations. They are interdependent sets of goals, the organizational goals being necessary for the accomplishment of the service goals. Finally, the Library Organizational Values express the long-held philosophic underpinnings of the Library as an institution.

Five Year Goals for the Library

These five-year goals for the library emphasize the four service directions. Included under each are activities under consideration by the Library's Management.

1. All residents will have serviceable library facilities and technology that connects them with people in their communities and in the online world.

Objectives:

- Establish quantity of use baseline for wireless use in the libraries and mobile app use and increase that use 10% in each successive year of the Plan
 - Begin to count wireless logs-on in the library
 - Capture mobile app use
- Virtual website hits increases annually by 10%
- Computer wait time decreases by 50% in the library (branches submit data monthly so that it can be tracked)
- Computer use in the library increases as the result of laptop check-outs
- Achieve 80% of list of activities (see checklist below) or alternative activities determined by the management team.

Activities under consideration:

- Master Facilities and Technology Plan
- Upgrade Internet connection, wide area network connections, and local network infrastructure
- Provide loaner laptops to lessen the burden on public computers and maximize investment in wireless infrastructure.
- Lobby for better placement and branding on the County website
- Invest in user interface assessment for the Library website and online catalog
- Add metadata enhancement and social networking features to the catalog, such as cover art, book reviews, and ratings.
- Add a full-featured mobile interface for the website and catalog.

- Provide additional technology training to staff, and allow time for exploring new technologies.
2. The burgeoning and underserved population of children from birth to age 5 will have programs and services designed to ensure that they will enter school ready to learn how to read, write, and listen.

Objectives:

- Establish a baseline and improve the effectiveness of our early literacy story times by 10 % in each successive year.
 - Create an evaluation tool related to the six tips of our Ready to Read program and administer quarterly
- Increase annually by 10% the number of day care providers benefitting from our outreach
- Achieve 80% of list of activities under consideration or alternative activities determined by the management team.

Activities under consideration:

- Programs and crafts “in a box” for branches
 - Emphasize early literacy activities/tips @ weekly storytimes at all branches.
 - Partner with day care and early literacy providers
 - Develop a program with collections for doctors to prescribe reading to parents at clinics and checkups
3. The unemployed and underemployed residents will have Library programs and services that improve their workforce readiness.

Objectives:

- Establish a baseline for work readiness and job search use of the library and its website and promote an annual increase in use of 10% thereafter.
 - Track circulation of library materials for resumes, jobs, and job preparation, etc.
 - Track hits for JobNow log-ins and job-related pages on the website
 - Ask Workforce Alliance to add a library-use question to their client survey and track the resulting data
- Achieve 80% of the activities under consideration or alternative activities developed by the management team.

Activities under consideration:

- Purchase materials on career training
 - Develop ongoing partnerships with Workforce Alliance
 - Implement focused publicity/marketing for Job Now services
 - Additional funding for adult literacy program
 - Recruit literacy tutors and students in Oakdale and Patterson
 - All public service and outreach staff speak about the need for literacy programs
4. In an increasingly complex world of information, all residents will be able to find and effectively use the best information to meet their needs.

Objectives:

- Improve customer service performance by 10 points per year.
- Increase the number of question transactions by 5% per year.
- Establish a baseline and improve the quality of question-handling by 10 points per year.
 - Use the data from the “How are we doing” on-going survey
 - Train 100% of public service staff in refresher customer service and question-handling taxonomy
 - Re-examine what we count and our definitions (taxonomy) in question –handling (e.g. instructional, quick, moderate, difficult) to also be able to capture “educational” and information literacy “training” question-handling.
- Achieve 80% of the activities under consideration or alternative activities developed by the management team.

Activities under consideration:

- Develop a series of short You Tube videos for public on locating information.
- Reference staff expands one-on-one teaching with public
- Public service staff involved in question-handling and reporting
- Increase effort to be actively seeking out those who may need help
- Recruit more volunteers to teach computer classes, offer more classes, explore use of computer lab

Library Organizational Goals

These library organizational goals will help the library meet its service goals. Library management will emphasize these organizational goals over the next five years. The objectives are measures of the Library’s success in meeting these goals. The activities together form a management work plan for the five year period.

1. Consolidate and refine the library's data collection system in order to efficiently capture data that measures service and organizational goals.

Objectives:

Achieve 100% of the following by July 2012:

- Consolidate and reduce our data collection.
- Eliminate unnecessary or redundant data collection.
- Put a clear system in place for collecting and analyzing the data we collect.
- Have good data to measure our service and organizational goals.

Activities:

- Examine, consolidate, and refine our data collection in three categories:
 - a. County Data
 - b. State reports
 - c. The data to measure our Strategic Plan goals

2. Reduce technology deficits identified in the Technology Review and seek additional funding to implement the Strategic Plan's recommendations.

Objectives:

- IT/Managers will address at least 50% of issues identified in the "technology deficits" section of the Strategic Plan document, over 5 years.
- The Number of customer comments about technology deficits will be reduced 10% per year.
- Adjust IT budget annually based on the needs of the 3 year technology plan.

Activities:

- IT/Systems Engineer will assess technology needs and develop a prioritized 3-year technology plan by Dec 2011 and work with the Business Manager on funding. Part of the plan will be to develop an RFP for a new ILS. Managers

and IT staff will assist in identifying technology deficits. System Engineer will reorganize IT duties, beginning July 2011.

- E-books will be monitored for compatibility and costs semi-annually by Acquisitions Librarian, beginning 6/11.
- IT department will implement metadata enhancement and social networking capabilities of catalog by 12/13 FY.
- County Librarian and Business Manager will shift funds to IT for FY 11/12, and will revisit funding requirements annually. Business Manager will develop a 3-year financial plan to address technology deficits in priority order.
- The Management Team will take a step back to develop a “strategic approach” for funding; e.g., “map” funding strategies across the board, identifying where technology deficits fits into priorities and potential funding sources.
- Communication, Marketing, and Fund Development Manager will look for and apply for any available funding assistance, including a search for grants and alternative funding sources to overcome identified deficits.

3. Develop a library technology and facility master plan and in collaboration with the cities in Stanislaus County.

Objectives:

Complete 80% of the following activities within the next five years.

Activities:

- County Librarian will seek funds for Library Technology and Facility Master Plan by 7/12 with direction from County CEO.
- Business Manager will include master planning in county’s Capital Improvement Projects plan proposal annually.
- County Librarian will seek input from cities and county as to cooperative ventures and seek ways to take advantage of shared projects within 2 years. County Librarian will meet with city managers and planners fall 2012.
- Find consultant to lead discussions for a library technology and facility master plan. Identify community prospects to participate in its development.

4. Increase the technology proficiency of public service staff in order to better help the public use their technology to connect to and use the library.

Objectives:

- Train 100% of public service staff to give the public technological assistance with electronic devices.
- Staff will satisfy 75% of customers' questions about using technology devices as measured by customer comment sheets.

Activities:

- Identify areas where technology could be used to better serve the public.
- Modesto Manager, Branch Operations Manager, and IT work together to identify areas of need in staff and find/develop IT trainings.
- IT will offer ongoing training for staff, beginning Fall 2011; staff proficiency will be assessed by managers & supervisors.
- Promote an on-going staff development program related to the use of new media & technologies.
- Build and maintain expertise in assessing various technology products and processes.

5. Develop in collaboration with advocacy, community, local government, and private partners a fund-raising strategy for service, facility, and technology development.

Objectives:

- Fund-raising strategy 50% implemented by 2013.
- Fund balance reserves allocated for technology and buildings annually.
- Gap between revenue & expenses closed to form a structurally balanced budget within 5 years.

Activities:

- Strategic Planning Committee to meet Fall 2011 to brainstorm funding sources, map out fund raising approach indicating priorities, strategies, possible sources, and sequencing/timing
- Communications, Marketing and Fund Development Manager and Co. Librarian will seek grants and collaborate with community partners—ongoing.
- Managers will communicate the importance of taking advantage of collaborative opportunities to Branch Managers--ongoing.
- Staff will strengthen the visibility of the library by informing the community of services provided by the library and of special library needs.
- Continue to encourage gifts and endowments to the Library Foundation.

6. Find the most effective avenues for informing the public of the value of the library to the community, its funding priorities, and its service plan.

Objectives:

Complete 80% of the following activities.

Activities:

- Update and expand the existing multi-year public awareness plan—Communications, Marketing, Fund Development Manager & Outreach. Begin Oct 2011.
- Publish strategic plan brochure and disseminate by Oct 2011 by Communications, Marketing, Fund Development Manager.
- Engage in outreach activities through all library departments—ongoing. Outreach Committee will coordinate outreach activities (e.g. Branch Managers speak @ City Councils and MAC monthly), train staff on outreach activities. Begin June 2011.
- Develop & expand PR plan.
- Branding—Increase SCFL's recognition, create/update unifying identity, develop a distinct market position to reflect who we are and what we value (e.g. consistent look of published materials)—Outreach Committee (staff and foundation) begin 9/11.

- Develop messages using 27/9/3 template for value, funding and service plan. With our funding we need to do this now. Look at how we do messaging in a different way.
 - Search for best practices in communication/marketing.
7. Examine current staffing model and improve the model for maximum efficiency and effectiveness in meeting the library service goals.

Objectives: Complete 80% of these activities

Activities:

- County Librarian will get staffing info from San Jose PL 6/11
- Examine staffing models and develop a plan – Managers begin 7/11.
- Consolidate selection duties, allowing librarians more outreach activities and customer service beginning 7/11—Acquisitions Librarian.
- Modesto Library Manager, Branch Operations Manager, and County Librarian evaluate core ALA & SJSLS competencies for librarian and library assistant job descriptions and make recommendations to CEO/HR, by 12/12. Competencies discussed at departmental meetings by Sr. Leadership—ongoing beginning Fall 2011. Align job descriptions with strategic plan goals and objectives.
- Ensure adequate levels of staffing, and upgrade personnel through training to professionally acceptable levels of skill to meet the library service goals.
- Train public service staff on customer service and dealing with difficult people—Branch Operations Manager, offer 3 times a yr, beginning FY 2011/12.
- Mgt team annually assess staffing & resources.

Library Organizational Values

A democratic society demands and celebrates equal access to information. Staff of the Stanislaus County Library welcomes community residents to a place where they can expect the best customer service possible, where anticipation of customer needs is commonplace, and where we deliver what we promise:

Public Trust: We commit to being fiscally responsible with public resources, to protecting customer confidentiality, and to providing safe, well maintained, and accessible facilities.

Equal Access: We believe equal access to information is central to a democratic society.

Diversity: We are committed to reflecting the diversity of our community through our collections, services and staff.

Excellent Service: We commit to providing excellent customer service by providing accurate and trustworthy information in respectful interactions between well trained, friendly and efficient staff and all members of our community.

Outreach and Partnership: We will actively develop partnerships and joint activities with community institutions and organizations to further the Library's mission.

Implementation of the Strategic Plan

This Strategic Plan is an immediate roadmap for the services of the Stanislaus County Library. It will guide the Library's leadership in decisions about services and resource allocation during the next five years. This is a dynamic process that requires constant scanning of the environment for its impact on the Library and the Library's impact in the community.

It is just the beginning of mapping a strategic direction for the Library over the next decade, however. A detailed master facilities and technology plan is the critical next step in the evolution of a county-wide library system which clearly plays a vital role in the development of the County and the cities therein.

This Plan is also a point of reference for the Friends of the Library and the Library Foundation. Library management can direct the use of library resources to the stated priorities and goals and the Friends of the Library and Library Foundation can also orient their fund-raising and resource allocation accordingly.

Next Step: Library Facilities and Technology Master Plan

As a next step in planning for the future of the Library, the Library Advisory Board urges the County Board of Supervisors to authorize a library facilities and technology master planning process that will guide the Library's future physical and virtual development. A combined master plan of facilities and technology is strongly recommended because technology is changing models of service delivery in libraries and this impacts the facilities and space needs. The library of today and tomorrow is both physical and virtual and the physical and virtual are interdependent.

The plan's purpose would be to provide a road map for the Library's development over the next fifteen to twenty years, ensuring facilities are sized to meet each community's service needs, strategically located for population growth, and designed to support library services now and into the future. Technology is an integral part of the service scheme and Master Plan.

In order to develop a master plan that has the political and financial support for execution, the community must be engaged and provide input into all of the master plan phases: needs assessment, evaluations, recommendations, and implementation and phasing.

The scope of work should include:

1. A detailed assessment of current facilities and technology, how these currently serve or hinder the Library's service delivery and operations, and how they position the Library to meet future space and technology needs;
2. Review and analysis of library service needs of the population including library user trends, societal changes, technological developments, the Library's Strategic Plan goals, and the financial resources of the Library;
3. Identification of service initiatives involving facilities and technology that support and advance the Library's service goals;
4. Examination of library service and organization models for relevancy to the current environment;
5. Recommendations for library service levels and space needs (e.g., square feet of building space, collection size, computers, reader seats, programming space);
6. Estimate of the costs and timeline for renovation, expansion, or relocation including the interdependent technological development of the Library

Tasks include detailed review of policies, procedures, documentation, and service measures; interviews with stakeholders, technology service providers, and internal and external customers; and structured information gathering, envisioning exercises, and brainstorming with participants from all parts of the Library organization. Related to technology, the Library may choose to include a thorough network audit and/or website audit, depending on its confidence in these at the time.

Specifications

1. A planning process that involves and engages the communities of the County.
2. The planning process fully integrates service, facilities, and technology elements.
3. The work team includes the skills of a library planner, library technology planner, demographic analyst, urban planner, and architect.
4. Consultant team facilitates on location meetings with the communities.
5. Consultant team conducts library network audit.

6. Consultant team conducts library website audit.
7. The process results in a master plan document that describes:
 - a. current conditions
 - b. goals of the master plan consistent with Library development
 - c. detailed space and technology specifications
 - d. estimated costs
 - e. an implementation timeline for development of the facilities and technology

An estimated market cost for a master facilities and technology plan of the suggested scope and with the recommended specifications would be in the range of \$155,000. Variables include the number of stakeholders and interviews conducted during the assessment phase, the number of visits, and the level of preparedness and participation of key stakeholders. A request for quotation at the time should give the County a market estimate range at the time.

The closer the process follows on the work just completed, the better. The body of information obtained in the process just concluded would provide momentum for the contractor and continuity for the communities, all of whom have participated in this current process. The community needs assessment conducted already provides a strong starting point for developing detailed information about current and future space, technology, and service needs, countywide library facility and technology standards, and recommendations for achieving those standards.



Exhibit A: Technology Review Report

Lucien Kress, Library Technology Associate



Summary

Stanislaus County Library has provided very good technology support for its service offerings to date, especially given its limited resources. However, the rapid growth of bandwidth-intensive web resources, the emergence of popular new technologies, and an increasingly demanding audience will require the Library to make significant investment in technology infrastructure and technology-related services in order to meet its patrons' needs.

This report describes the current state of technology and lists areas in which the Library can improve existing technology and prepare to support new service offerings. It reviews technology trends that will impact the way the patrons interact with the Library. In addition, it gives examples of new technology projects that would take advantage of new technology and support the Library's service and organizational goals.

Current Technology

The Library has a 20Mbps connection to the Internet, which is acknowledged to be insufficient even for current purposes. Modesto has a fiber backbone, while other branches are connected by single or dual T1 lines. The WAN is managed with HP ProCurve switches.

The Library currently has about sixteen major servers serving Active Directory domain services; the SirsiDynix Horizon integrated library system (ILS), Microsoft Exchange, and a variety of security, communication, collaboration, and other services. The primary platform is Windows Server 2003. The servers are primarily managed by a single system administrator.

The Horizon ILS includes online holds, online renewals, phone and email notifications, and a basic mobile website. Additional online services are provided through about a dozen subscription databases, social networking tools including Facebook, Twitter, Youtube, and Flickr, and a few hosted blogs. In addition, the Library offers Chat and Email References services through OCLC QuestionPoint.

Self-checkout stations are provided at the five largest branches, using Envisionware OneStop Self Service kiosks.

The Library provides approximately 150 staff computers and approximately 210 public computers, as well as about 20 computers providing self-checkout and PC reservation services to patrons. Demand for public computers exceeds supply, with an average wait time exceeding one hour.

Public PCs are managed with Envisionware PC Reservation and LPTOne. Staff and public computers run Windows XP and Microsoft Office Standard. Security and management is provided through a combination of third party products and Microsoft's Shared Computer Toolkit. The computers are managed primarily by one technician.

In addition to desktop computers, the Library provides wireless network access to patrons by way of Bluesocket access points. Use has generally increased to currently about 82 sessions per day.

The Library provides computer classes in computer and Internet basics and several Office applications.

The Library website could benefit from better placement on the County website (<http://www.stancounty.com/>). The Library is two or three links in from the County home page, through either County Services -> Departments -> Library or County Services -> Services -> Library Services (below the fold) or Online Services -> County Library Services. (Note three different titles for the library website.)

The Library home page puts a lot of information below the fold. Secondary web pages are over-reliant on lists (http://www.stanislauslibrary.org/about_main.shtml and http://www.stanislauslibrary.org/tk_main.shtml, for example) and sometimes put too much information below the fold, for example:

(http://www.stanislauslibrary.org/about_bridges.shtml)

The main access point for the online catalog leads to an overwhelming advanced search screen.

Helpdesk support is enabled by Numara Track-It! software, remote desktop tools, and a Microsoft Sharepoint-based knowledgebase and documentation repository. IT staff have developed comprehensive documentation and Adobe Captivate tutorials, to the point where staff customers are capable of a significant amount of self service.

Patron Survey Responses

The Library's patron survey conducted in September-October 2010 provides insight into the value patrons place on the Library's technology resources and services. The survey responses indicate that patrons are generally appreciative of the Library's technology resources. Several of the open-ended answers indicate that Library computers and computer classes are magnets for patrons who might otherwise not visit the Library.

Among the results most relevant to Library technology:

- 45% of patrons use public computers often or occasionally.
- 24% use wifi connections often or occasionally.
- 6% attend computer classes often or occasionally.

Current Capacity

The Library's technology has begun to lag behind as patrons have demanded more computer time and more Internet bandwidth. IT staff have used innovative methods to maximize resources and increase customer self-help. However, there are several areas in which infrastructure constraints have begun to negatively affect services, and these

effects will continue to worsen even if service levels remain the same. The constraints include the following:

1. Internet bandwidth is insufficient to support increasingly bandwidth-heavy resources that patrons want to access.
2. Wide area network connections between branches are insufficient, resulting in bottlenecks in accessing the Internet as well as resources located at the Modesto branch.
3. The number of public computers is insufficient to avoid lengthy waits. The Library must consider adding more desktops or loaning laptops for in-Library use.
4. Some equipment, especially laptop computers, needs replacement.

Technology Trends

It is useful to survey current and emerging trends in technology and customer expectations that are likely to affect how libraries serve patrons. The five trends described below are ones that seem to have the most relevance for libraries.

1. Open source software, cloud computing, and software as a service (SaaS)

These three trends provide opportunities for libraries to gain more options and flexibility in deciding how core software applications are purchased and maintained.

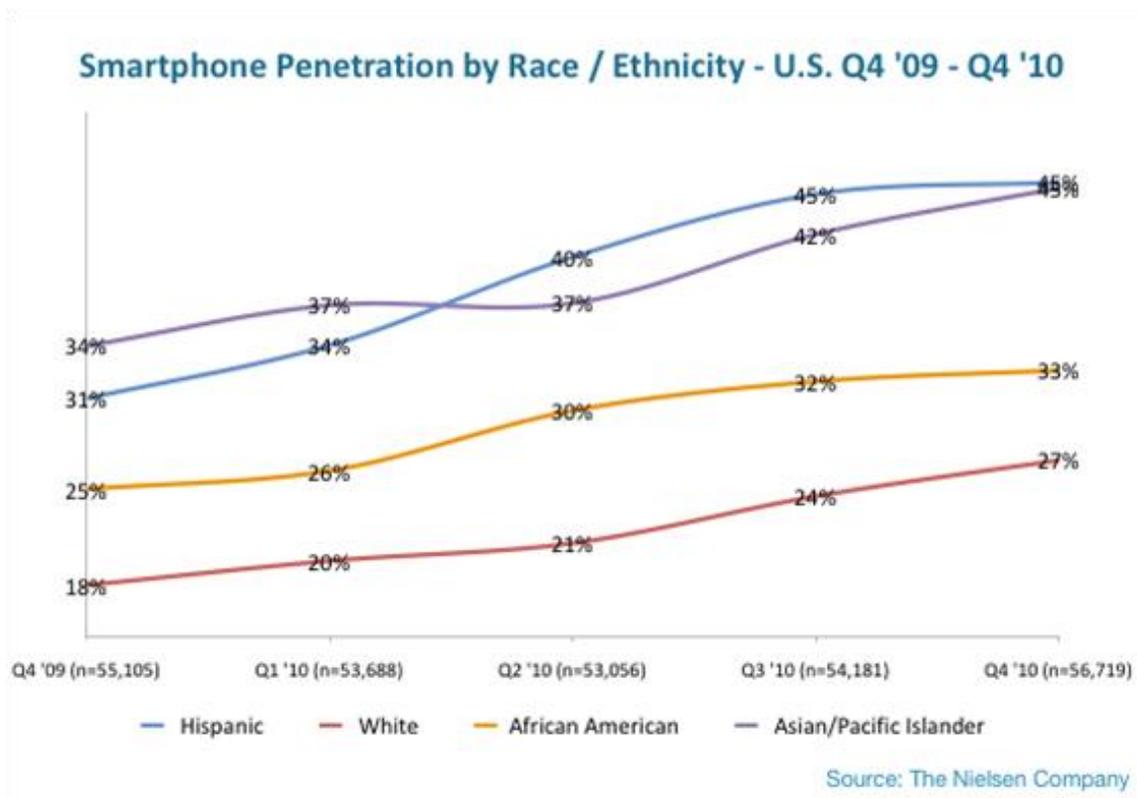
Open source software refers to software that is cooperatively developed and distributed free of charge. (Though the software is free, installing, customizing, and maintaining it is not.) The benefits include the ability to choose software that is just the right size for the Library; the ability to modify and customize software to the Library's specific needs; and increased competition in the library software industry. Examples of open source library management systems (LMS) include Evergreen and Koha.

Cloud computing and software as a service (SaaS) refer to the ability to host and maintain software on a remote computer server. The main idea is that the Library can purchase access to software applications such as its library catalog system for a monthly or annual fee, while avoiding the cost of maintaining local servers, installing, updating, and upgrading software, and providing 24/7 support for the hardware and software. The benefits include potential cost savings, greater reliability and service, and a predictable monthly cost. Library management systems such as Koha are available through SaaS, as are catalog enhancements and digital collection management systems. The large class of consumer-oriented social networking services including Facebook and Twitter may also be considered in this category.

2. Mobile devices becoming more powerful, complete, and ubiquitous

RIM's Blackberry and Apple's iPhone and iPad established the market of mobile computing, but devices based on Google's Android operating system are rapidly expanding it. The smartphone, once a luxury item, is now an economical alternative to the collection of services it replaces: home and cell phone, home Internet, and laptop. In addition to voice service, the smartphone provides web-browsing, text messaging and chat, and small applications (or "apps") for accessing resources such as email, Facebook, and Twitter. In addition, smartphones offer location services such as Google Maps and GPS navigation, which have led to the proliferation of location-based services such as Foursquare and Yelp.

The graphic below shows that smartphone adoption rates have soared in the last year, especially among minorities. For many smartphone owners, the primary way (and sometimes the only way) they access Internet resources is through a smartphone. The implication for libraries is that the catalog system and other electronic resources must be mobile-friendly in order to attract and retain mobile-using patrons. Additional mobile resources such as QR codes and location-based services can inform and entertain patrons.



3. Social networking and collective intelligence continue to grow in importance

The enormous success of web services such as Facebook, Twitter, and Amazon have created expectations that patrons will enjoy the same level of social connection and user-submitted content on library websites. Patrons want to be able to add ratings and reviews to books and other materials in the library catalog. They want to create and share book lists (and "like" or "dislike" other people's shared book lists). Online book clubs and discussion groups, author fan pages, and other social groups allow patrons to identify with and "belong to" the library in new ways.

Patrons who have searched for items on Amazon expect to be able to sort search results by popularity and rating, and to see search suggestions ("patrons who searched for 'dog training' ended up borrowing these books...").

4. Software learning about taste, location, and context

The success of Amazon and other Internet-based retailers depends on their ability to understand and predict customer tastes and suggest appealing purchases. New technologies and algorithms will continue to improve the ability of software to identify the context of a patron interaction, including not only taste, but physical location and other attributes as well. For example, the library catalog system might know not only that a patron is searching for resources about "dog training", but also that she is using an Android tablet to search, that she has borrowed books about German Shepherds in the recent past, that she has a history of preferring ebooks to print books, and that she is currently within ten blocks of the Salida branch.

Access to contextual information about patron searches requires careful consideration of patron privacy and the degree to which patrons should be able (or not) to waive their rights to privacy. As patrons choose to reveal the most intimate details of their relationships on Facebook, or to reveal their physical location through Foursquare, libraries need to focus on the benefits and the risks of using personal information to improve search results.

5. Automated Material Handling becomes more sophisticated (and complex)

Advances in technology and standards of radio frequency identification (RFID) technology and automated material handling (AMH) systems make these an easier

choice for libraries to adopt. Competition in the North American market has led to price drops for both tags and equipment, and new standards will lead to greater interoperability between different systems. Libraries can choose between a simple three-bin sorter for an individual branch, and a much larger sorter that operates in a central sorting facility. Improvements in read range and speed have made RFID-enabled bookdrops practical. (These automatically check in materials immediately when a patron returns them, before sorting the items.)

Patrons will benefit from digital media stations that allow patrons to download ebooks, videos, or music to personal devices, though the challenges of supporting a large variety of devices can be daunting. Libraries should also consider on-demand printers for printing low-demand or hard-to-stock resources such as foreign newspapers and highly specialized books.

Strategic Goals

Among the strategic goals the Library has identified, two in particular will require a significant investment in technology and training.

"Connect residents to the online world." Achieving this goal will require substantial improvements in Internet bandwidth, more computers and alternate ways to connect to the Internet, and a substantially improved mobile website.

"Help residents find and learn to find reliable information." This goal includes digital literacy, which will require ongoing staff training and participation in digital literacy initiatives.

Recommendations

After analysis of current technology deficits, emerging technology trends, and the results of the strategic planning process, the Technology Consultant makes the following recommendations related to the Strategic Plan:

1. Look for opportunities to upgrade Internet connection, wide area network connections, and local network infrastructure.
2. Investigate providing loaner laptops to lessen the burden on public computers and maximize investment in wireless infrastructure.
3. Lobby for better placement and branding on the County website.
4. Invest in user interface assessment for the Library website and online catalog.

5. Add metadata enhancement and social networking features to the catalog, such as cover art, book reviews, and ratings.
6. Add a full-featured mobile interface for the website and catalog.
7. Provide additional technology training to staff, and allow time for exploring new technologies.

Conclusions

Stanislaus County Library is well on the way to providing good technological support to its service responses and offerings. Emphasis should be given at this point to improving network infrastructure, expanding options for public computer sessions, and enhancing the usability and findability of online services, for both computer users and mobile users.

Technology Project Hopper

The projects described below are examples of projects that would take advantage of new technology and support the Library's service and organizational goals. These descriptions are intended as a starting point for brainstorming and project development.

1. Add metadata enhancements and social features to the Library catalog and website

Today's patrons are conditioned by Amazon.com, Facebook, Google, and other popular web services. In order to attract and retain customers, the Library catalog must offer a variety of metadata enhancements and social features. These might include:

- Cover art and links to professional reviews of collection items
- Patron ratings and reviews of collection items
- Ability to tag items and to create and share lists of items
- Smart and easy search capabilities, including spell-checking and suggestions for related searches
- Online book clubs, discussion groups, etc.

Most of these enhancements are available from the library system vendor, SirsiDynix, though the cost can be prohibitive. Compare offerings from SirsiDynix and third-party vendors such as LibraryThing, BiblioCommons, SOPAC, etc.

2. Create a full-featured mobile website and catalog

Smartphone adoption has risen dramatically in the last few years, especially among Hispanics and Asians/Pacific Islanders² and among youth. Libraries need websites that are easily accessible and highly functional for mobile web-browsers. Additional tools such as QR (quick response) codes and location-based services allow mobile devices to interact with Library resources in new ways.

Some mobile features can be created in-house using straightforward HTML and CSS design skills. Others may be implemented as iPhone and Android apps, which will usually require contracting a specialized programmer. Still others are available as add-ons to the Library's current catalog system, from SirsiDynix or other vendors such as LibraryThing.

Don't overlook established web services that the Library can tap into, in the same way that it already uses Facebook and Twitter. For example, online vendors such as Foursquare or Yelp can provide information and entertainment to patrons without very much Library investment.

3. Begin loaning laptop computers to patrons for in-library use

Demand for public computers continues to exceed supply, and constraints of space and infrastructure make it difficult to add additional computers. The solution is loaner laptop computers, which are loaned to patrons for in-library use. Many libraries have implemented this service successfully, having solved the basic challenges of security and maintenance.

Consider using netbooks (small, lightweight laptops that don't provide much more than an Internet connection and a web browser). These are relatively inexpensive and durable and can be stored in a smaller cabinet for charging and updating. Laptops should be checked out to a patron's account, and patrons should be required to sign a use agreement spelling out appropriate fines for loss and damage. Security software such as LoJack (AbsoluteSoftware) can provide an additional measure of security.

As web-based productivity tools such as Google Apps and Zoho Office become more powerful, there is little need to include Microsoft Office. The laptop software interface can be protected using Microsoft tools like SteadyState or third-party tools like Faronics Deep Freeze. Maintaining the laptops becomes a matter of installing Windows, Flash, and other software updates on a regular basis – many of which can be automated.

² <http://blog.nielsen.com/nielsenwire/consumer/among-mobile-phone-users-hispanics-asians-are-most-likely-smartphone-owners-in-the-u-s/>

4. Publish a digital collection of local interest

A digital collection of local materials, such as historical photographs or a local newspaper, can create positive public interest and attract new patrons. It also provides a learning opportunity for librarians who will increasingly work with digital collections.

Libraries should initially select a small collection – anywhere from a few dozen items to a few hundred items – to keep investment small while gauging public interest. Unless the items are very detailed or very fragile, a low-end scanner is usually sufficient. An open-source digital collection management system like Greenstone, or an inexpensive hosted solution like OCLC CONTENTdm will keep start-up costs low. The largest investment is staff time to scan materials and create metadata records for the items.

Browse OCLC's "CONTENTdm Collection of Collections"
(<http://collections.contentdm.oclc.org/>) for content examples.



Exhibit B: Current Facilities Space Conditions Assessment

Page+Moris LLC, Library Facilities Associate

Scope and Purpose of the Study

This study supplements the strategic planning effort undertaken by the County Library in 2010, to assess the ability of the Library's current facilities to support the service responses selected by the Strategic Planning Committee, both now and into the future. In addition, facilities were assessed in relation to library industry current best practices for facility planning, to provide the Committee with a context for understanding facility needs and demands.

To develop the initial space needs conclusions, the consultant also took into account County population growth and demographics, input from library staff at each facility, observations of public use patterns at every facility, responses from a library services survey conducted in Fall 2010 and analysis of County Library usage and collection statistics. Conclusions are tied to the projected County population for 2030, estimated at 858,000 by the State Department of Finance, to factor in expansion needs over the next two decades.

The space needs conclusions represent a starting point for facility planning. More extensive analysis is required, in the form of a facilities master plan, to confirm the County's library space needs and to develop a strategy by which those needs can be met. This report's conclusions assume continuation of the current configuration of thirteen facilities. If the Library system is redesigned, however, and the configuration changes the system's facility space needs will also change.

The consultant toured each facility, interviewed staff at each site and observed visitors' use patterns during open service hours. Interviews were conducted with the following staff:

Vicky Holt Angulo, Riverbank Library

John McCloud, Patterson Library

Heather Bailey, Keyes Library

Karina Mendoza, Denair Library

Diane Bartlett, Salida Library

Martha Perales, Empire Library

Carol Blomquist, Turlock Library

Cindy Scott, Waterford Library

Dianna Dulaney, Hughson Library

Amy Taylor, Ceres Library

Kelly Ferrini, Newman Library

Charles Teval, Modesto Library

Michael Leamy, Oakdale Library

Stanislaus County Library's thirteen permanent facilities offer a combined 137,377 square feet of space for library service, an average of 0.26 square feet of space on a per capita basis. Buildings range in age from 8 to 46 years. Three small facilities – Empire, Hughson and Keyes – opened in the late 1990s and the Salida facility opened in 2003 in a renovated furniture store. Other facilities, such as Turlock and Waterford, have served their communities for more than four decades. On average, the Library system's facilities

are almost 30 years old. The County population has grown 130% since the 1970s, when the system last undertook major capital construction - from a 1970 population of 229,000 to an estimated 530,500 people in 2010. This increase, plus an aging facility infrastructure, is placing a growing burden on the Library's facilities.

Current Facility Space Conditions

The public uses the Library system at remarkable levels. Almost two-thirds - 64% - of the Stanislaus County population has a library card. Last year, 2,318,524 books, DVDs, magazines and other items were checked out. Library staff answered 142,000 reference questions. Close to 240,000 people used the Library's 229 public access computers and thousands of laptop users used the free wifi access available at all facilities. Over 49,000 children and adults attended Library programs and events.

Almost one-third of the County population is children and youth. The U.S. Census Bureau estimates that, in 2009, 31% of Stanislaus County residents were under the age of 20. The median age of County residents is 32.6 compared to 36.8 for the country as a whole. Many residents are Spanish-speaking, with Hispanics making up 40% of the total population. Median family income in 2009 was \$55,187, less than the national average of \$61,082, and 17% of the population is living below the poverty level. Unemployment and low education levels challenge many residents.

In a County-wide library services survey conducted last year that elicited over 1,100 responses, residents expressed both the value they place on library service and their appreciation of the services they now receive from the County Library. At the same time, the survey demonstrated widespread awareness of, and frustration with, current library facility limitations.

For many, access to books and reading material for all ages is a high priority and a major reason that people use library services. Limited access to new titles at all locations is a major concern. And while the Library's system-wide borrowing service is widely used, the need for more titles on-site at most locations is a strongly expressed need. Space limitations at almost every facility have capped shelving capacity. Unless additional space for collection shelving and display is created, the ability of the current collection inventory to respond to public need and demand will continue to decline.

As the Library has struggled to accommodate more materials within its facilities, space for people has been sacrificed for shelving and other uses. As a result, seating capacity throughout the system has decreased even as the population increases. The system offers a combined total of 530 seats for the public at its thirteen facilities – an average 1.0 seat for every 1,000 people served. This represents less than half the seating capacity suggested by current best library planning practice, with seating deficits that range from moderate to extreme. The deficits are recognizable in a lack of quiet reading or individual study space, no acoustically enclosed space for small groups to study

together or literacy tutoring to occur, little to no parent/child seating in the children's area, no designated seating for teens. Only the Salida Library, with over 20% of the system's overall seating capacity, offers sufficient seating to meet community need.

The Library is the primary access point for computer and Internet access for many County residents and the system's 229 public access computers are in use constantly, day in and day out. Demand for additional online access is evident at every location. Many in-person visitors wait to use a computer, often taking up scarce seating resources while they wait. Laptop computer users often occupy reading tables or even sit on the floor to make use of the Library's free wifi access service. Forty-five percent of survey respondents reported that they use the Library's computers and 38% said they use their own laptops at the Library. This burgeoning use puts even more pressure on Library seating.

Most facilities are too small to accommodate the number of computers needed. In addition, most were constructed prior to the introduction of personal computers and the Internet and cannot support the technology infrastructure required for current library technology needs. This also limits the Library's ability to create computer training space to teach computer skills, support literacy tutoring or help job seekers.

Library programs – storytelling, summer reading programs, teen events, author readings and a host of other events – are a basic, ongoing component of library service. Several facilities include meeting room space that is heavily used, both by the Library and by community groups. This service is considered so important to the Library's mission that staff present programs even in facilities without separate meeting rooms, usually at the expense of overall noise levels and ambience. This creates frequent, recurring conflicts within several facilities and reduces the overall usability of these spaces.

On a daily basis, Library users experience crowded conditions, high ambient noise levels and an atmosphere of disruption at all but the smallest facilities. With the exception of the new Salida facility, the Library's facilities were designed to support library services in an earlier, less complex and less technological era. They were also designed to serve a smaller population. Several facilities are simply overwhelmed by the ongoing volume of public use.

Space limitations also inhibit the Library's ability to make effective use of new service delivery strategies that can take advantage of self service technologies and improve staff productivity. Self checkout machines are in use in five facilities and show potential to save sorely needed staff time. Lack of space and constrained building infrastructure however, hamper full implementation of this and other labor savings strategies.

Facility-Specific Findings

The 62,000-square foot Modesto Library, at 1500 I Street in central Modesto, is the system's flagship facility. It houses the County's largest collection of books and AV

media as well as work space for staff with system-wide support and management responsibilities. Twelve branch libraries that range in size from 2,000 to 33,000 square feet are located along major transportation routes across the County's 1,500 square mile area. Larger branches draw visitors from wide geographic zones. The recent survey revealed that most users (two-thirds of respondents) use only one facility. The phenomenon of multiple-library use seen in most densely populated urban areas does not occur in Stanislaus County due to the large geographical area served and the relative lack of mobility of many residents. This has implications for space needs at each facility.

See also *Appendix A. Stanislaus County Library Current Facility Service Levels* for a site-specific breakdown of space components.

Ceres

The 4,500-square foot Ceres facility is severely undersized to meet community service demands. Building spaces lack physical or acoustical separation. Audiences at programs held in the children's area attract well over 100 children and adults seated in the open access space and between book stacks. Noise from programs spills throughout the space. The 27 seats for adults, teens and children are fully occupied with overflow seating on the floor, in stack aisles and in front of emergency exits. People queuing at the service desk adjacent to the entrance create a bottleneck for visitors as they enter the building.

Computers are in high demand. People waiting to use technology take up seats at the few study tables available. Limited shelving for books and AV media generates many reserves. More materials are needed on-site in both English and Spanish. There is space for only one self checkout machine. Space is insufficient for a teen area even though many teens visit the library. The staff work space is crowded and awkward to navigate. Restrooms are insufficient for the volume of visitors.

Denair

The 2,000-square foot Denair Library, a joint-use facility shared with the local Community Services District, is centrally located along Denair's major transportation route. The one-room facility is used primarily as a materials pick-up and drop-off point. The on-site collection receives modest use although many residents use the public access computers. Computer use is especially high since many Denair households currently have no access to high speed Internet transmission or wifi access. The staff work space is located in the public space, in an area surrounded by movable partitions. Noise and conversations within the staff space spills unavoidably into the public area. Parking is shared with the Community Services District and appears to be adequate.

Empire

The Empire Library is a shared-use facility that opened in 1999. The building originally paired 2,000 square feet of Library space with a County Sheriff's Department facility that has since been repurposed as a volunteer-based public safety outreach service. The Library space occupies one rectangular volume of space that includes shelving for 12,000 books and AV items and 13 computers. Visitors often use the County Library's reserve system to pick up and drop off materials. Library programs are held in a 720-square foot, enclosed meeting room that is shared with the Sheriff's facility. The building is located behind a substantial parking area, off a secondary street in the community, a somewhat remote location that contributes to reduced use.

Hughson

The 2,100-square foot Hughson Library occupies a prime, highly visible downtown location in the community. As with the Library's other small facilities, the space is essentially one volume of space in which all public services are offered, including children's programs, without any acoustical separation. The facility's high ceiling and large windows introduce natural light and sense of space, creating an attractive environment for reading and study. Seating capacity at 18 is low, offering no electrical outlets for laptop users, parent/child seats or enclosed group study space. The facility's nine computers are used primarily by students after school. Parking includes a limited number of shared off-street spaces and street parking.

Keyes

The Keyes Library is located on an elementary school campus and serves as both a public and school library. The facility serves more successfully as a school library than as a public library, both in the way the interior spaces are organized and in the services that can be offered in the 2,000 square feet available. Lack of adequate shelving severely limits the variety and depth of collections, since both student and public users' needs must be addressed. By necessity, the collection has been developed primarily to support students' needs so the variety of books and AV media for general public use is very limited.

There are only 14 seats available for the public with no opportunity for a separate quiet reading area or enclosed space for group study. Children's storytimes must be held in the open public space directly adjacent to the new books browsing area. The 10 public access computers are in constant use with no separation of equipment for adults or children. Staff work space is undersized. Staff checks in and sorts returning materials at a small service desk next to the entrance which can lead to confusion and check-in errors. There is no exterior book return – materials must be returned during open hours.

Modesto

The 40-year-old Central Library serves the entire County population – both metropolitan Modesto residents and many County residents who travel to Modesto for work, shopping or other reasons. The two-story facility provides 37,640 square feet of public access

space on its main floor and another 24,360 square feet of meeting room and staff work space, primarily on a basement level.

The Modesto Library's 371,174 books and AV media represent 45% of the overall County Library collection. Its 158 seats are 31% of the Library system's total seating capacity and its 58 public access computers are 25% of the system's overall computer capacity. These resources are in constant use. Throughout the day, visitors wait their turn to go online and designated seating for laptop computer users is in continuous use. Seating in the main public area and in the children's area is well used and more seating is needed. A major seating area allocated to literacy tutoring is regularly used to capacity. Small group study rooms are needed both for literacy tutoring and to support students who need to work together on assignments. There are few lounge seats anywhere in the building.

The children's and family area is well used, its acoustical and physical separation a positive element that is lacking in most other facilities. The large, 150-seat meeting room on the lower level hosts programs and events almost daily, although the children's programming space is under-used due to lack of ADA compliance. A distinctive teen space in the main public area offers teen-centric seating and display collection but lacks computers or laptop plug-in capacity. Parking behind the building is often at capacity and is remote from the public entrance. The lower level offers potential future expansion space for either staff work space or public service space.

Newman

The 2,613-square foot Newman Library has served this community in the rural, southwest quadrant of the County for 36 years. Located close to downtown, the main public space, a separate meeting room and restrooms are accessible from a central lobby that faces the street. Excellent natural light and a double height space offer a pleasant interior ambience. Seating capacity at 16 seats is extremely low with no space for a quiet reading area, enclosed group study or tutoring space, separate space for teens or acoustical separation for children and families.

Many local residents depend on the Library's 10 computers for online access and more workstations are needed to meet public demand. Shelving capacity is limited with little opportunity for display of new or popular titles. The enclosed meeting works well for small to medium sized audiences, although more popular events draw crowds that cannot be accommodated. Lack of storage space requires supplies and furniture to be stacked within the meeting room. Staff work space is limited to the service desk area - there is no enclosed work area.

Oakdale

The Oakdale Library is a busy, well used facility that can no longer meet community demand. Shelving is at capacity – all shelves are full throughout the building. The collection needs to grow but cannot be developed due to lack of space. Staff has created

limited display space, a small teen seating area and AV media shelving within areas adjacent to an interior courtyard but with just 29 seats available for the public, space for people is cramped. The children's area is located in a distinct wing of the building that provides a sense of separation, though the space is too small to accommodate the volume of children and families that visit the facility.

More computers are needed to expand online access capacity. Typically, all 15 workstations are in use during open hours and people waiting their turn occupy the few reader seats available. The separate meeting room is in daily use although part of the room is used for storage due to lack of storage space elsewhere in the facility.

Patterson

The Patterson Library opened in 1976 and has served western Stanislaus County since 1976. With only 19 seats, the deficit of space for people is significant. There is a complete lack of lounge chairs or parent/child seating, with just two reader tables and 10 1-person study carrels. Shelving is completely filled with all shelves in use and little to no opportunity for collection display. The public uses the facility's 15 computers during all open hours and more workstations are needed.

The facility has two enclosed meeting rooms managed by the City of Patterson, a mid-sized programming space and a conference room. The smaller room is currently being used to store historical materials while the local historical society facility is renovated. On-site parking is limited although a large public access lot is located across the street from the facility. The staff workroom is appropriately sized.

Riverbank

Built in 1978, the Riverbank Library offers 3,594 square feet of space. The interior layout is similar to Newman, with a central lobby vestibule that leads to the main public space, a separate meeting room and restrooms. The main public space has no acoustical zoning, which allows noise spillage from the children's area and computer area into other spaces. High use by children and teens makes this a major issue. The 12 public computers cannot meet community demand – more are needed. Shelving is inadequate for the collection. As a consequence, children's books are placed on high shelves that are difficult for many children to use.

Seating is limited at 19 seats for all age groups. The enclosed meeting room works well. Lack of storage, however, means that chairs, tables and supplies must be stacked around the perimeter of the room, which makes an unsightly impression for the public and erodes the amount of space available for programming.

The absence of enclosed staff work space requires staff to work at the public service desk. There is no private space for confidential discussions with the public or for personnel sessions.

Salida

Since its 2003 opening, the Salida Library has been remarkably successful, drawing visitors from a wide geographic area that includes the Riverbank area, north and west Modesto and southern San Joaquin County. The facility, in a renovated furniture store, provides 33,300 square feet of library space. Additional square footage is available in the building for Library services or other County departments.

Salida is the most functional facility currently operated by the Library. Seating is plentiful, varied and distributed through several distinct and identifiable spaces. People of all ages can use the facility at the same time with little or no mutual disturbance. The number of public computers (32) appears to meet community demand. The collection is shelved comfortably with ample display opportunity for easy browsing.

A large meeting room that accommodates audiences of 300+ is accessible directly from the lobby. A second programming room, approximately 2,650 square feet in size, is directly adjacent to the children's area. Many visitors use the two small group study rooms.

The two service desks have large footprints and could be reduced in size. The reference desk is remote from the entrance and difficult for some visitors to locate.

Turlock

The Turlock facility has provided service at its current location for 43 years, since its opening in 1968. Users visit the facility from throughout the southern region of the County. This facility, which serves an estimated 80,000 people within 10,000 square feet, is significantly impacted by noise and congestion on a daily basis. The collection is heavily used, circulating at over twice the rate of the Modesto collection - each item is checked out, on average, over 6 times each year, compared to Modesto's average of 2.5 checkouts per item per year. In addition, users request many books and AV from the rest of the system. Shelving is totally full with all top and bottom shelves in use.

Over time, seating space has been sacrificed for shelving, computers and other uses. The space cannot accommodate quiet reading areas. Acoustically separate space for concentrated reading and study is needed. A new and popular used book store operated by the Friends of the Library has been created in one of the two glass-enclosed rooms that could be used for this purpose.

More computers are needed for adults, teens and children to supplement the 20 workstations currently in use. Only two tables offer power outlet access for laptop plug-in.

The children's area takes up one wing of the interior and draws many family groups. Space for children is at capacity and cannot expand to meet community demand. Children's programs are held here regularly, attracting audiences of 175 to 200 children

and parents. Noise from these events carries into the main public space. There is no seating space designated for teens.

The circulation desk is large and monumental. Circulation space between the circulation and reference desks is congested and confusing to the public.

Waterford

Waterford is the oldest operating facility in the system, having opened for business at its current location in 1965. Its location near Highway 120 makes it a regional destination for travelers along that travel corridor. The 3,000-square foot facility houses a 23,000-volume collection on totally at-capacity shelving that dominates the space. The collection cannot be developed to offer variety or depth to meet community demand for either books or AV titles.

Only 19 seats are available, with no space for tutoring, laptop users or parents and children to read together. The 10 computers are constantly in use with more workstations needed. Library parking is limited to five spaces.

Conclusions

In order to support the service responses identified by the strategic planning process, the Library's facilities need more space for both collections and people and to accommodate the services and activities associated with the identified service priorities.

The services responses selected are:

- Connect residents to the online world
- Provide safe and serviceable library facilities throughout the County
- Improve literacy for all ages
- Help residents find and learn to find reliable information for work, school, and life's everyday decisions

Collections and Shelving

The Library's collections need to be strengthened and made more accessible to support community literacy skills, especially for children, families and youth. Children's book collections need to be developed, to ensure there are sufficient copies of picture books and books that support the reading and study needs of school-age children. This is particularly important because children are less mobile than adults and cannot travel easily to larger libraries to find materials.

Larger audio and video collections are needed to complement print collections, especially to support literacy skills for both English language learners, students reading below their grade level and residents with limited discretionary funds for entertainment.

Additional space is needed for collection display and marketing. Libraries are increasingly using retail display models to more effectively introduce their collections to the public and to improve physical access to their collections to all ages of users. At the same time, public interest is growing in electronic books and downloadable content, resulting in somewhat reduced shelving need.

To support the selected service responses, Library collections need to grow over time from the current 1.55 volumes per capita to a target of 2.25 to 2.5 volumes per capita. Shelving to accommodate the collection needs to be appropriately sized (45" to 66" high for children and youth, 5% allocated to face-out shelving and a maximum of 6 shelves high in adult stack areas) and each shelf 75% to 80% full. It is assumed that 10% of the collection will be available in electronic format, downloadable from the Library website. To meet the needs of the projected 2030 population, a collection of 1,930,500 to 2,145,000 books and AV media will be needed.

Seating / Space for People

Seating capacity must be increased throughout the system to enable the Library to support the identified service priorities. Seating space is needed for parents and children to browse the picture book collections and read together. Designated space for teens is needed, in acoustically separated areas. Quiet reading and study space for students is essential as is space for adults. Laptop computer users need space as well as safe and convenient access to electrical power outlets. Small group study rooms are needed for student study groups, homeschoolers, literacy tutoring pairs, book discussion groups, business people and others who need to collaborate in an acoustically enclosed space.

Each facility needs seating areas that are distributed with varied types of seating. The Library system's 530 seats need to be increased, from the current level of 1.0 seat for every 1,000 people served to 2.0 to 2.25 seats per 1,000 people served. To meet the needs of the 2030 population, a total of 1,716 to 1,931 seats will be needed County-wide.

Computers

Convenient access to computers is needed at all facilities to ensure successful implementation of each of the selected service responses. The number of computer workstations at each facility needs to increase, offering a combination of desktop PCs as well as a laptop lending service. In addition, computer-based training and tutoring space is needed at most, if not all, facilities. Training equipment can be made available for individual use when training events are not in session. Equipment needs to be allocated within each facility to ensure convenient access by adults, teens, families and children. Some workstations need to be designated to support specific purposes, such as resume preparation, adult literacy tutoring or early literacy skill building.

Space for additional computers is needed throughout the system, to increase public access from the current 229 workstations, which provide an average 0.43 computers for

every 1,000 people served, to a target of 0.8 to 1.0 workstations for every 1,000 people. To meet the needs of the 2030 population, 858 to 1,073 computers will be needed.

Programming and Meeting Room Space

Designated space for Library programs and events is crucial to the success of the service initiatives identified by the strategic planning process. Children's and family programs, teen programs, group literacy events, job skills training and a wide variety of similar events will be held at all library facilities. These events need acoustical separation from reading and study spaces as well as appropriate audio and video projection capability, adequate seating capacity and meeting room amenities.

Each facility needs space to accommodate audiences of 50 to 150, seated auditorium-style in lightweight stacking chairs, with adjacent, adequate space for furniture and equipment storage.

Children's and family programming also requires dual-purpose space within each facility's children's area to accommodate floor seating for 20 to 75 children and adults. This space can be used by individual families at other times for casual reading.

Overall Building Size

To serve the County's projected 858,000 population in the year 2030 a total of 342,500 to 386,500 square feet of library facility space will be needed. This is the equivalent of 0.4 to 0.45 square feet of space per capita. This amount of space assumes that the County Library organization continues in its present configuration and the projected population is achieved. Facilities that serve small communities with populations less than 10,000 people are assumed to offer a minimum of 20,000 volume collections, 30 seats, 16 computers and a 50-seat meeting room. Facilities that serve larger communities are assumed to be scalable, based on population distribution.

The amount of building space suggested is well within the range of current library industry best planning practice, as outlined in the chart below, focusing on multi-outlet systems that serve large geographical areas.

Component	Current Level	Best Planning Practice	Level Needed
Population	530,500 (2010 estimate)		858,000 (2030 projection)
Collection/Shelving	822,216 volumes 1.55 volumes/capita	2.0 – 2.5+ volumes/capita	1.9M – 2.1M volumes 2.25 – 2.5 volumes/capita (20,000 volumes min, communities < 10k pop)
			-10% for ebook content
Seating	530 seats 1 seat/1,000 people	2 – 4 seats/1,000 people	1,716 – 1,931 seats 2 – 2.25 seats/1,000 people
		5+ seats/1,000 for small communities	(30 seats min, communities < 10k pop)
Group Study and Tutoring Rooms	26 seats in 3 facilities	2 – 8 rooms/facility 12 to 32 seats/facility	2 – 8 rooms/facility 12 to 32 seats/facility
Computers	229 computers 0.43 computers/ 1,000 people	0.8 – 1.5 computers/ 1,000 people	858 – 1,073 computers 0.8 – 1 computer/ 1,000 people
		2+ computers/1,000 for small communities	(16 computers min, communities < 10k pop)
Programming/Community Meeting Room Space	783 seats in 8 meeting rooms in 7 facilities	50 – 150+ seats/facility	50 – 150+ seats/facility
Children’s Storytime/Class Visit Space	1 facility has 2,650 SF; all others use main public space or meeting room	20 – 50+ seats/facility	20 – 75+ seats/facility
Square Feet of Building Space	137,377 SF 0.26 SF/capita	0.4 – 0.65 SF/capita 0.8 – 1+ SF/capita for small communities	342,500 – 386,500 SF 0.4 – 0.45 SF/capita

Next Steps/Recommendations

This report assesses the current library facilities' ability to support the service responses selected through the strategic planning process recently undertaken by the County Library. It also compares current facilities to library industry best planning practices. Once the strategic planning process is complete, the Library should initiate an in-depth facilities master planning process that will identify a sustainable operational model to carry the Library system through the next 10 to 20 years. Planning can then address in specific terms the facility space needs for each community in the County, develop strategies for prioritizing and implementing facility improvements in each community and identifying more refined space needs based on this planning.

Exhibit B: Appendix A

	2010 Service Population*	Collection	Vol/ Cap	Seats	Enclosed/ Group Study	Total Seats	Seats/ 1000	PCs	PCs /1000	Meeting Rm Space SF	Child Program Space SF	Square Feet	Sq Ft/ Capita
Ceres	54,889	37,282	0.68	27	0	27	0.49	16	0.29	0	use pub space	4,500	0.08
Denair	3,661	14,286	3.90	19	0	19	5.19	9	2.46	0	use pub space	2,000	0.55
Empire	3,773	12,466	3.30	22	0	22	5.83	13	3.45	720	use mtg rm	2,000	0.53
Hughson	5,870	11,675	1.99	18	0	18	3.07	9	1.53	0	use pub space	2,100	0.36
Keyes	4,542	15,064	3.32	14	0	14	3.08	10	2.20	0	use pub space	2,000	0.44
Modesto	218,602	371,174	1.70	158	6	164	0.75	58	0.27	1,764	rm not used	37,640	0.17
Newman	10,425	20,310	1.95	16	0	16	1.53	10	0.96	576	use mtg rm	2,613	0.25
Oakdale	28,685	49,968	1.74	29	0	29	1.01	15	0.52	576	use mtg rm	6,500	0.23
Patterson	20,162	32,008	1.59	19	0	19	0.94	15	0.74	1,280	use mtg rm	4,070	0.20
Riverbank	27,145	27,834	1.03	19	0	19	0.70	12	0.44	676	use mtg rm	3,594	0.13
Salida	61,497	119,128	1.94	101	12	113	1.84	32	0.52	3,825	2,650	33,000	0.54
Turlock	80,132	88,632	1.11	43	8	51	0.64	20	0.25	0	use pub space	10,000	0.12
Waterford	11,200	22,389	2.00	19	0	19	1.70	10	0.89	0	use pub space	3,000	0.27
Central Services/ System Admin**												24,360	
County Total	530,583	822,216	1.55	504	26	530	1.00	229	0.43	9,417	2,650	137,377	0.26

*SOURCE: 2000 Census data at census tract level, 19% increase applied for 2010 estimate; unincorporated area pop allocated per current usage patterns

**SOURCE: Modesto Library floor plans

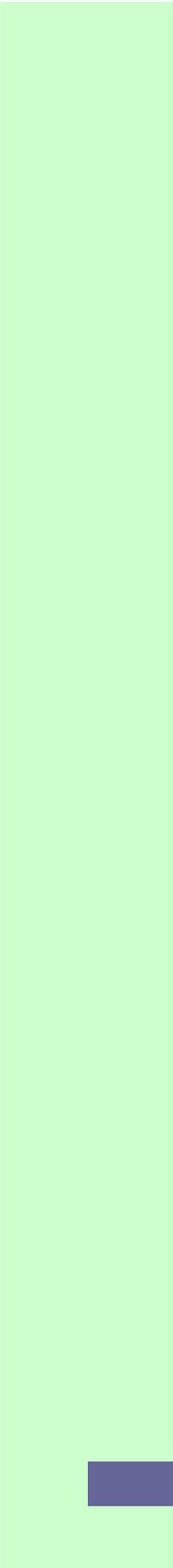


Exhibit C: Community Focus Groups Summary Report

As part of its strategic planning process, Stanislaus County Library sponsored 13 community meetings in October 2010. The purpose of the meetings was to get input from citizens about the needs of their communities and how the library can play a role in meeting those needs.

The meetings took place during the week of Oct 11-16. In all, 64 people attended meetings of about 1.5 hours in length. For their convenience, many people attended a meeting in a community other than the one in which they live.

This report summarizes the key findings from these meetings. It will be used by the Strategic Planning Committee (Committee) which will convene in January through April, 2011. The Committee will use this information, a countywide survey, and other community and library information to determine future service roles of the Library. These service roles will guide the County and Library leaders in their budget priorities over the next three years.

Community Needs

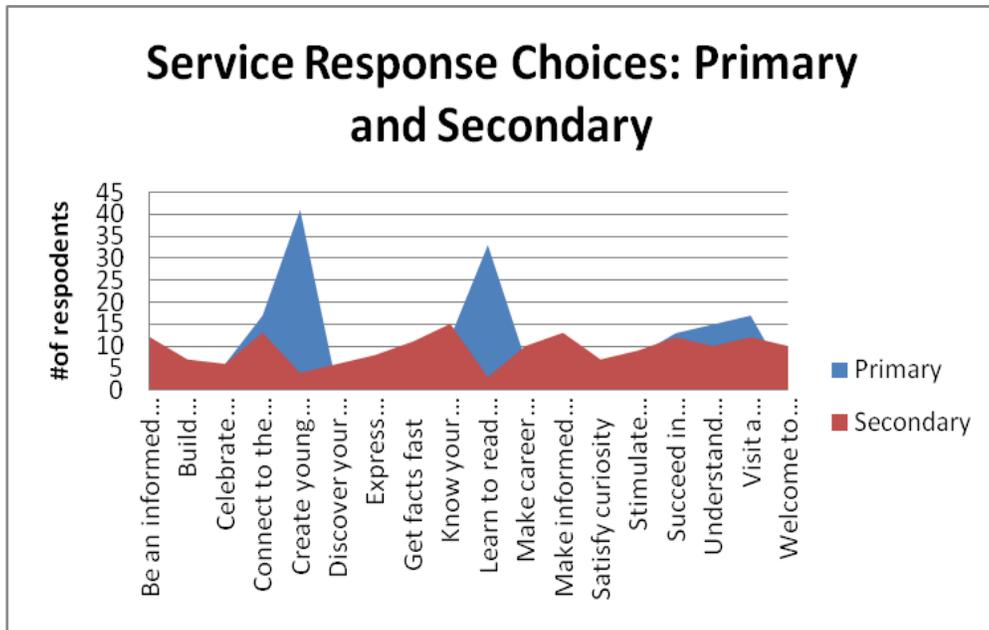
Jobs, job skills, and vocational and technical education topped the list of needs across all 13 communities. In addition, people want youth to choose positive alternatives to gangs, drugs, and violence. People want communities that are safe. They want public transportation that is frequent enough to get people to their jobs and to services, both commercial and public. They want better roads. They want community support for local businesses so that they can enjoy services closer to home.

They want parents and families to have the help they need to be able to raise children who become contributing members of society. People want a more able workforce that will attract services and investment in their communities. To achieve this, they believe that residents must have more vocational and technical training opportunities than now exist. This report includes a community-by-community list of the most pressing needs.

Community Needs and the Library

Attendees were asked to choose from a list of roles libraries often play those they think are most important, given the needs of their communities. These roles are called "Service Responses" and are listed later in this report along with an indication how each meeting's attendees weighed in. Their choices are preliminary and were made without the kind of discussion the Committee will have in early 2011.

However, this preliminary input will be useful for the Committee. For example, the following chart shows the service roles, both primary and secondary, chosen by the participants.

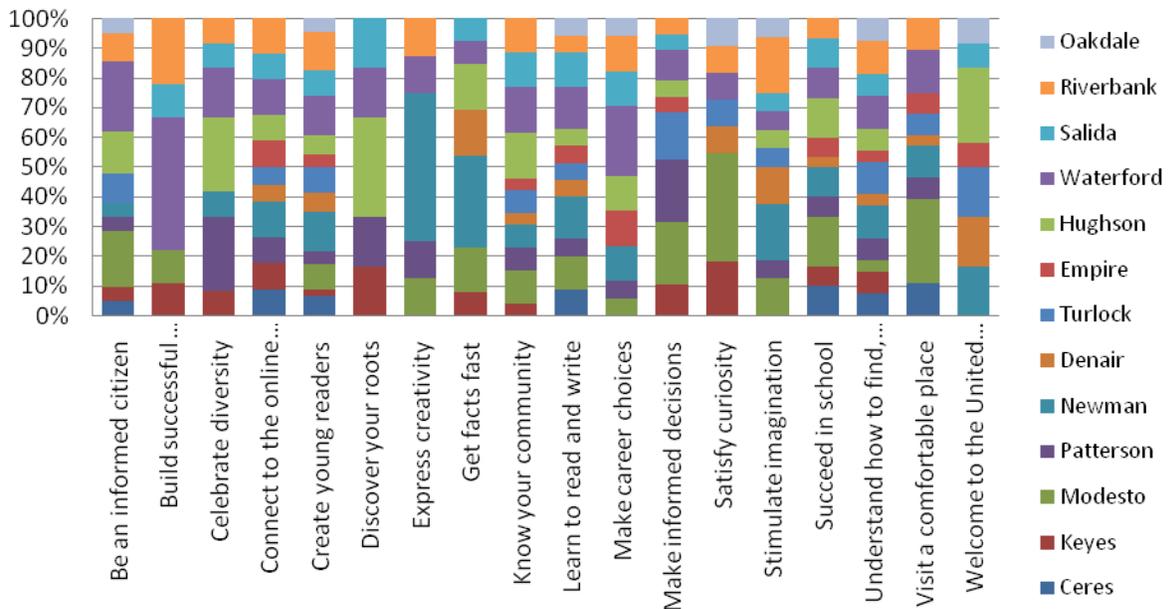


Notice in the spiky background that “creating young readers”, “understand how to find, evaluate, and use information,” “learning to read and write”, and “connect to the online world,” stand out as primary roles. In the foreground, the top secondary roles include “visit a comfortable place”, “be an informed citizen”, “know your community”, and “make informed decisions”.

This preliminary information can help the Planning Committee see where priorities are headed and where there will need to be considerable discussion. The Committee will be starting the planning process knowing there is a great deal of commonality in the expression of community needs and in the preliminary selection of primary service responses.

At the same time, these are just preliminary road signs. The following chart shows the choices made by participants at each meeting. As you can see, participants chose many roles for the Library. The job of the Committee will be to process this and other information from the survey and about the community and Library and to make a final choice of service responses. These preliminary choices will be a cross-reference for the Committee.

Community Meetings: Service Response Choices



One of the purposes of this process of choosing service priorities is to counter the tendency for the Library to try to be all things to all people. Particularly in this economic downturn, the Library must focus its resources on 3 or 4 priorities over the next three years. Those priorities should make a positive difference for the community.

That is why this planning process begins with the needs of the community. The main job of the Committee will be to help make an informed recommendation about the Library’s role in addressing those needs.

In Conclusion

I conclude from the focus group meetings that the need for more jobs, greater diversity of jobs, and building job skills in the workforce is of primary concern in the County. Further, people who are library users see the Library playing a significant role in helping residents of all ages develop reading and language skills. They see the Library as a major player in the continuing education of residents. They also see the Library as a resource for helping families develop youth who have a future of opportunities and who become adults engaged in the life of the community.

The preliminary choices across the county point strongly to these four primary service responses:

1. Create young readers
2. Understand how to find, evaluate, and use information
3. Learn to read and write
4. Connect to the on-line world

This information should help the Committee in its selection of service responses for the Library. At the same time, this information should not preempt the Committee's decision. Rather, it should be a cross-reference for the Committee, recognizing that the participants did not have the time to discuss these choices and arrive at a conclusion. Secondary choices were far less clear. The Committee will be helped by this input but still has a lot to do to process these and other findings from the field work being undertaken by the consultants.

Next Steps

As previously noted, the Committee will meet January through April, 2011 to discuss service roles for the Library, assess the Library's capacity for addressing certain community needs, and work with Library leaders to develop a strategic plan. The strategic plan will be completed in April.

The Consultant wishes to acknowledge and thank the participants who attended the community focus group meetings. To a person, they thoughtfully and compellingly discussed their community's needs. They eagerly engaged in the conversation about the role of the Library. For the service they provided to their communities and to the Library, I am both inspired and appreciative. Thank you also to Susan Lilly who organized the focus groups and to her and to Library staff who helped with logistics and hospitality.

Focus Group Community Needs

<i>Participants at each meeting named the most pressing needs of the community from their perspectives. Then they noted those that the Library could play a primary or secondary role in addressing. In either case, the Library could partner with other agencies and organizations to deliver needed services to help address the needs.</i>	Needs the Library can Meet?	Primary or Secondary?
GROUP #1 CERES		
Jobs	Y	P
Safety		
Basic services, e.g. banks, grocery		
Educational support: preschool-college	Y	P
Educational opportunities that meld with specific needs	Y	P
Vocation, technical, trade	Y	S
A road system that gets good and services efficiently delivered both ways		
Recreational options, e.g. The arts, movie theaters	Y	P
Youth need places to hang out and do things in a structured environment	Y	P
Additional youth services (as alternatives to gangs), youth mentoring	Y	P
Health services for all age groups		
More frequent public transportation		
GROUP #2 KEYES		
jobs	Y	P
Literacy training	Y	P
Access to good education: preschool, early childhood, K-12, higher education	Y	P
life-long learning, vocational, technical, occupational		
skill-sets don't match jobs		
structured, formal, informal, situational		
Free public meeting space	Y	S
Labor market doesn't have many unskilled jobs		
Community building	Y	P
Entertainment, recreation	Y	P
GROUP #3 MODESTO		
Jobs, skills for jobs	Y	P
Accurate information for life decisions	Y	P
Lifting of the levels of the public education	Y	P
high school grads		
college grads		
Improve employability	Y	P
A positive image and positive atmosphere	Y	P
Planning for infrastructure, e.g. roads		

We need to Bring people together	Y	P
More frequent transportation system		
GROUP #4 PATTERSON		
Education	Y	
--K-12	Y	S
--adult job skills	Y	P
--more units of training (because there is some but not enough)		
Access to computers	Y	P
Jobs	Y	S
Job skills for today's and tomorrow's jobs in Patterson	Y	P
Need training to upgrade skills	Y	P
ESL for parents	Y	P
Programs to help parents non-English speakers help their children in school	Y	P
Retirees need meaningful activities	Y	P
Literacy training	Y	P
Youth development into responsible community members	Y	P
Personal civic responsibility	Y	S
Local retail to improve local economy		
Youth activities	Y	P
Downtown re-development		
GROUP #5 NEWMAN		
Help for parents to help their parents learn	Y	P
Employment opportunities that involve more than entry-level skills	Y	P
Water and sewer infrastructure for agriculture, consumption, quality is a challenge		
More frequent public transportation		
Public services, e.g. hospital, health, senior, special needs, mental health,		
Activities for all ages	Y	P
Job skills	Y	S
Finding jobs	Y	P
Information for the Hispanic community about what is going on in the community	Y	S
English language literacy	Y	P
Family literacy	Y	P
Teen activities--constructive, engaging, channel energies in a positive way	Y	P
Literacy, to get better jobs, for adults, kids, families	Y	P
GROUP #6 DENAIR		
Jobs	Y	P
Transportation (in the region and out of the region to trans. Hubs		
Recreation	Y	P

Inspiration	Y	P
Alternatives to traditional K-12 education	Y	P
Vocational, technical training	Y	P
Motivation to improve one's lot (Youth)	Y	P
We need a more skilled labor force		
We need year round businesses to improve employment opportunities		
Literacy and preparing people educationally for the changing job market	Y	P
Know what is in our communities	Y	P
GROUP #7 TURLOCK		
Jobs, more jobs	Y	P
Mitigate gang problem	Y	S
Relevant education	Y	S
Improved quality of life, e.g. cultural	Y	P
Public transportation is not convenient or as efficient as it could be	Y	S
Planning for growth		
Roads (in horrible shape)		
Literacy skills in English and first language	Y	P
Education	Y	P
technical		
Homeless shelter and services for the homeless	Y	I
Need a stronger sense of community	Y	P
GROUP #8 EMPIRE		
Bridge over train tracks Empire		
Jobs, a greater variety in the labor force	Y	S
Job skills	Y	P
Places to go, e.g. restaurants		
better roads		
Seniors: affordable housing		
Literacy help	Y	P
Families--values, grounding, especially	Y	P
financial education	Y	S
money management	Y	S
young parents w/low education attainment need skills		
GROUP # 9 HUGHSON		
ESL	Y	P
Getting and keeping jobs		
gangs, domestic violence		
workplace skills		
computer skills		

Permanent, steady employment	Y	P
Jobs needed		
Need social services for adults		
Higher homelessness		
Everyone needs hope	Y	P
Gang solutions		
Youth need optional places to go where they are safe, can learn		
affordable vocations, technical training for today's and tomorrow's jobs	Y	S
Seniors need affordable housing		
Literacy help	Y	P
Families need financial management help	Y	I
Young children need to learn to be able to get along in a multicultural town	Y	P
GROUP # 10 WATERFORD		
Jobs here		
Labor force with the right job skills	Y	P
Latinos (non-English speakers need literacy, ESL	Y	P
ESL Classes	Y	S
Computer access	Y	P
Roads		
Participation from citizens	Y	S
Things for the kids to do-a place to learn-a positive environment	Y	P
Community services e.g. more police and fire, education		
Break from isolation	Y	P
more jobs		
more interaction		
more recreation		
better shopping choices		
Senior services	Y	P
More convenient public transportation	Y	
Local retail business		
An organization that would make the needs of local business known		
GROUP #11 SALIDA		
Assistance in finding jobs	Y	P
Students, K-12 need computers or access to them	Y	P
Roads need improvement		
Public Transportation, convenient times and frequency		
Close the cultural and socioeconomic gap	Y	S
Community building to engage people in the life of the community	Y	P
School libraries are barely functioning so public library needs to fill void	Y	S
Better senior transportation		

Need more jobs in the community and more diversification of jobs		
Inexpensive family entertainment	Y	P
Family/parent education for youth development	Y	P
Literacy, access to	Y	P
Need jobs	Y	P
Need qualified labor force	Y	P
Need vocational/technical/occupational training		
Need educational opportunities for on-going career advancement	Y	P
GROUP #12 RIVERBANK		
Community building, solidarity, focus on commonalities	Y	P
Jobs	Y	P
Investment in the community: someone to take the risk in spite of the fears. Leadership from SOMEBODY! Visibility of leadership	Y	
Community stature (Empire attendee about Empire) for those communities on the "other side of the tracks".	Y	P
More engagement, more involvement of more of the people in the community	Y	P
Local information about what is going on in the community	Y	P
More convenient transportation	Y	S
Families need a safe place to raise their children	Y	P
Literacy help	Y	P
GROUP #13 OAKDALE		
cooperation and collaboration	Y	S
jobs	Y	P
job skills	Y	P
education	Y	P
youth development opportunities	Y	P
better roads		
more convenient transportation		
literacy	Y	P

The Service Responses Chosen at the Focus Group Meetings

Please note that these choices were preliminary and did not involve the discussion and assessment of library resources that the Committee will undertake. The first column shows the community meeting at which participants chose preliminary service responses they thought would help address community needs. The top “cell” opposite each service response includes “primary” choices; the bottom cell includes “secondary” choices. The inclusion of the name of a community means one participant at that meeting made that choice. A number in parenthesis following the community name means more than one participant at that meeting made that choice. For instance, in the first cell following the headings in the table below the number (3) means three participants at the Waterford meeting chose “Be an Informed Citizen” as a possible primary role for the Library.

Community meeting	SR#	Service Response Description
Keyes, Modesto Patterson Waterford(3) Riverbank	1	Be an Informed Citizen: Local, national, and world affairs. Residents will have the information they need to support and promote democracy, to fulfill their civic responsibilities at the local, state, and national levels, and to fully participate in community decision-making.
Ceres, Modesto (3) Newman Turlock(2) Hughson(3) Waterford(2) Riverbank		
Keyes Waterford(2) Riverbank	2	Build Successful Enterprises: Business and non-profit support. Business owners and non-profit organization directors and their managers will have the resources they need to develop and maintain strong, viable organizations.
Modesto Newman Waterford(2) Salida Riverbank Oakdale		
Keyes Newman Hughson(3) Riverbank	3	Celebrate Diversity: Cultural awareness. Residents will have programs and services that promote appreciation and understanding of their personal heritage and the heritage of others in the community.
Patterson (3) Waterford(2) Salida		
Ceres(3), Keyes Newman (2) Denair Turlock(2) Empire(2) Hughson(3)	4	Connect to the Online World: Public Internet access. Residents will have high-speed access to the digital world with no unnecessary restrictions or fees to ensure that everyone can take advantage of the ever-growing resources and services available through the Internet.

Waterford(3) Riverbank		
Patterson (3) Newman (2) Denair Empire Waterford(2) Salida(3) Riverbank		
Ceres (3) Keyes (3) Modesto (3) Patterson (2) Newman(6) Denair(2) Turlock(4) Empire(2) Hughson(3) Waterford(5) Salida Riverbank(4) Oakdale(2)	5	Create Young Readers: Early literacy. Children from birth to age five will have programs and services designed to ensure that they will enter school ready to learn to read, write, and listen.
Keyes Patterson Hughson(2) Waterford Salida Modesto Denair Waterford Riverbank	6	Discover Your Roots: Genealogy and local history. Residents and visitors will have the resources they need to connect the past with the present through their family histories and to understand the history and traditions of the community.
Keyes Modesto Patterson Newman (4) Waterford Riverbank	7	Express Creativity: Create and share content. Residents will have the services and support they need to express themselves by creating original print, video, audio, or visual content in a real-world or online environment.
Waterford Modesto (2) Newman (4) Denair(2) Hughson(2) Salida	8	Get Facts Fast: Ready reference. Residents will have someone to answer their questions on a wide array of topics of personal interest.

Patterson Newman Denair Empire Hughson(2) Waterford(4) Salida(2) Keyes Modesto (3) Patterson Newman Turlock(2) Empire Hughson(2) Salida Riverbank (3)	9	Know Your Community: Community resources and services. Residents will have a central source for information about the wide variety of programs, services, and activities provided by community agencies and organizations.
Ceres. Keyes Modesto (4) Patterson (2) Newman(4) Denair(2) Turlock Empire Hughson(2) Waterford(5) Salida(4) Riverbank(2) Oakdale(2) Newman Turlock Empire	10	Learn to Read and Write: Adult, teen, and family literacy. Adults and teens will have the support they need to improve their literacy skills in order to meet their personal goals and fulfill their responsibilities as parents, citizens, and workers.
Modesto Patterson Newman (2) Empire Waterford Salida Empire Hughson(2) Waterford(3) Salida Riverbank(2) Oakdale	11	Make Career Choices: Job and career development. Adults and teens will have the skills and resources they need to identify career opportunities that suit their individual strengths and interests.

Patterson Turlock(2) Riverbank Modesto (4) Patterson (3) Denair Turlock Empire Hughson Waterford(2)	12	Make Informed Decisions: Health, wealth, and other life choices. Residents will have the resources they need to identify and analyze risks, benefits, and alternatives before making decisions that affect their lives.
Modesto (3) Denair Riverbank Keyes(2) Modesto Denair Turlock Waterford Oakdale	13	Satisfy Curiosity: Lifelong learning. Residents will have the resources they need to explore topics of personal interest and continue to learn throughout their lives.
Modesto Patterson Newman (2) Denair Riverbank(2) Oakdale Keyes(2) Modesto Newman Turlock Hughson Waterford Salida Riverbank	14	Stimulate Imagination: Reading, viewing, and listening for pleasure. Residents will have materials and programs that excite their imaginations and provide pleasurable reading, viewing, and listening experiences.
Ceres(2), Modesto (4) Patterson Newman Empire(2) Hughson(3) Waterford Salida Ceres Modesto Patterson Denair (2) Newman(2) Hughson Waterford Salida(2) Riverbank(2)	15	Succeed in School: Homework help. Students will have the resources they need to succeed in school.

Ceres(3) Modesto Patterson (2) Newman (3) Turlock(2) Empire Hughson Waterford Salida(2) Riverbank(2)	16	Understand How to Find, Evaluate, and Use Information: Information fluency. Residents will know when they need information to resolve an issue or answer a question and will have the skills to search for, locate, evaluate, and effectively use information to meet their needs.
Keyes(2) Denair Turlock Hughson Waterford(2) Riverbank Oakdale(2)		
Ceres(3) Keyes(2) Modesto (3) Patterson Newman(2) Turlock Empire(2) Waterford(2) Riverbank(3)	17	Visit a Comfortable Place: Physical and virtual spaces. Residents will have safe and welcoming physical places to meet and interact with others or to sit quietly and read and will have open and accessible virtual spaces that support networking.
Modesto(5) Patterson Newman Turlock Waterford(2)		
Denair (2)	18	Welcome to the United States: New immigrants will have information on citizenship, English Language Learning (ELL), employment, public schooling, health and safety, available social services, and any other topics that they need to participate successfully in American life.
Newman(2) Turlock(2) Empire Hughson(3) Salida Oakdale		

Community Focus Group Meeting Dates, Locations, and Attendees

The following people attended the community focus group meetings.

Monday October 11, 2010

Old Ceres

Anne Snyder, Turlock
Amy Taylor, Turlock
Bryan Briggs, Tracy

Keyes Elementary

Denise Nordell, Turlock
Rosemary Mann, Turlock
Gloria A. Garcia, Turlock

Modesto Library Auditorium

Rose Brians, Modesto
Susan Robinson, Modesto
Paul Robinson, Modesto
Mark Heinzinger, Modesto
Rhoda Yare, Modesto
Martin Zonligt, Modesto
Tim Moran, Modesto
Sheridan Beuving, Modesto

Tuesday, October 12, 2010

Patterson Library

Vickie Saundero, Patterson
Comn Yamamoto, Patterson
Lorene Moeller, Patterson
Judy Mullins, Patterson
Marilynne Allen, Patterson

Newman Library

Crescencia Maurer, Newman
Julie Rose, Newman
Socorro Garcia, Newman
Don Hutchins, Newman
Marlene Rodriguez, Newman

Wednesday, October 13, 2010

Denair Unified School District

Patricia Hickman, Turlock
Jayne Smith, Turlock
Karen Poppen, Keyes

Turlock Irrigation District

Hanna Renning, Turlock
Dieter Renning, Turlock
Michael Fuller, Turlock
Julie Fox, Turlock

Thursday, October 14, 2010

Empire Library Community Room

Jenni Airle, Modesto
Martha Perales, Empire Branch Manager

Hughson Family Resource Center

Linda Berck, Hughson
Joan House, Hughson, Friends President
Janice McLaughlin, Hughson, Friends
Dianna Dulaney, Hughson Library Manager
Aturina Aushana, Hughson
David Tafolla, Hughson

Waterford Community Center

Alfa Broderick, Waterford
Jeni Sique, Waterford
J. Robinson, Waterford
Michele Wynn, Waterford
Ellie Cupit, Waterford
Anita Hay, Waterford
Maryan Brush, Waterford
Cindy Scott, Waterford Library Manager
Steve Clegg, Waterford
Indira Clark, Waterford
Charlene Clegg, Waterford

Friday (no meetings, libraries closed)

Saturday, October 16, 2010

Salida Library Community Room

Rebecca Ciszek, Modesto
Sally Shook, Modesto
Bob Scheid, Salida
Shirley Anderson, Modesto
Nancy McNatt, Salida

Riverbank Library

Sara Ferguson, Riverbank
Judy Molesworth, Riverbank
Jim Sterling, Friends of Empire Library
John Branch, Riverbank News
Lea Gober, Friends of Riverbank Library
Esther Hasson, Riverbank
Vicky Holt Angulo, Riverbank Library
Manager

Oakdale Library

Michael Brennan, Oakdale
Michael Leamy, Oakdale Branch Manager

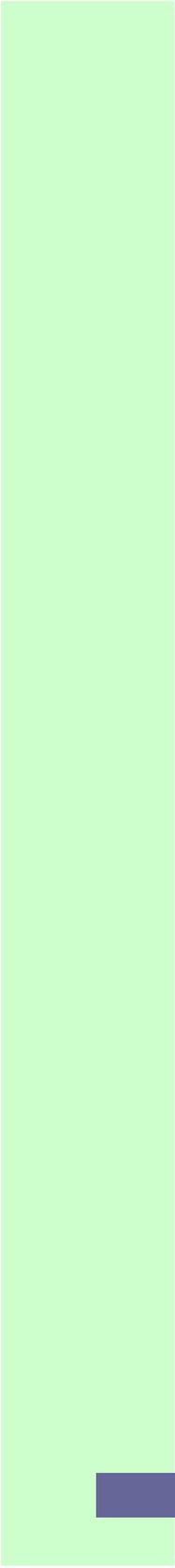


Exhibit D: Community Survey of Library Services



Survey was conducted September-October 2010

- ♦ Surveys were distributed at each library facility and online, in English and Spanish
- ♦ 1,134 responses – 967 in-person and 167 online

PRELIMINARY FINDINGS

Respondents live throughout the county – 39% Modesto residents, 14% Turlock residents, 1% - 5% each from 12 other communities and 20 additional locations represented. One-third of respondents were 35 to 54 years old, 21% were 20 to 34, 28% were 55 or older, 10% were 19 or younger. Three-fourths of respondents reported a car as their prime mode of transportation, 8% are driven by others, 10% walk, 2% ride a bicycle and 4% use public transportation. Two-thirds of respondents use only one library within the county system.

Borrowing and reading books, magazines and newspapers are the most frequently used library services (used “often” or “occasionally” by 90% and 71% respectively). Requesting books from other libraries is the next most frequently used service (67%). Some 55% and 38% “often” or “occasionally” borrow DVDs and audiobooks. Almost as many people use their own laptops at the library (38%) as use the Library’s computers (45%) and 25% said they access the Internet using the Library’s free wifi network. Close to one-half work on school assignments or individual research (44%) while over half use the reference service (54%). 41% meet friends or socialize at the Library. 7% get literacy tutoring and 3% use the home delivery service.

The public library ranks 4th among the sources people use to obtain information on a daily-to-weekly basis, after the Internet, TV or radio and newspapers and magazines. For sources of information used approximately once a month, however, the library is the most frequently used source.

Respondents overall indicated a high satisfaction level with the Library. 90% said that the Library meets their needs “well” or “very well”. The most often noted reason that non-users gave for not using Library services was lack of time (11%), followed by 7% who said that Library open hours are not convenient. Survey comments, however, indicate pervasive demand for enhanced services – see Conclusions section that follows.

Improving the breadth and availability of new materials, providing quiet places to sit, read and study, providing food and drink that could be purchased, enhanced programming for children and providing used books and media for sale are the services most likely to cause the most respondents to increase their library use, with 46% to 22% of respondents noting each of these services.

90% of respondents believe that the Library is an important community asset that improves quality of life. 79% “strongly agree” with this statement and 11% “agree”.

83% believe that a good public library, like schools and other services, encourages people and businesses to locate in the county. 60% “strongly agree” and 23% agree.

89% believe that a good public library is as necessary as having other community services such as schools, police and fire protection. 73% “strongly agree” and 16% agree.

PRELIMINARY CONCLUSIONS

Stanislaus County residents value the Library and use its facilities county-wide. Facilities with more space and/or a wider selection of materials tend to attract more visitors (Modesto, Salida) although in some cases, a facility's strategic location in the County attracts larger numbers of visitors (Turlock).

Geographic distance to the Library is a factor for many residents. Although most people have access to personal transportation, a significant minority (16%) must walk, use public transportation or ride a bicycle to get to the Library. Two-thirds of respondents reported that they use only one Library facility. Multi-location "grazing" is not a predominant feature of library usage patterns in the County. This has implications for each outlet's size and on-site resources.

Residents across the County value the Library as an institution and value the services they receive. 80% to 90% of survey respondents agreed that the Library is an important community asset that improves quality of life, attract people and businesses to the County and is as necessary as schools, police and fire protection.

The Library is an integral part of many residents' lives, used at least once a week by over half of respondents and at least once a month by three-fourths of respondents.

Residents are deeply appreciative of the services the Library offers and express high satisfaction levels, especially toward the customer service ethic of staff members and programming activities. At the same time, many express frustration over service limitations. Frequent comments on the limited numbers of new book titles – in many categories and all age levels – suggest a lack of critical mass in the collection. High use of the Library's interlibrary request service underscores this, suggesting (on the positive side) that the service is efficient and convenient to use while (not so positively) that the amount and variety of materials onsite at each facility may be deficient.

Access to books and reading for all ages is a central Library role and major reason that people visit the Library. Access to physical collections, both books and media, remains important to County residents and should be supported, while public awareness and interest in digital materials is growing.

AV media is extremely popular and in demand and also borrowed widely. More robust on-site collections of DVDs and audiobooks are needed throughout the system.

Free access to computers and the Internet, work space for laptop users and free wireless access are also important in every community. These services need appropriate support system-wide.

People would use the Library more if more space for studying, reading and computer use was available. Many respondents expressed awareness of and dissatisfaction with the interior space of their Library. This appears to be a major factor in usage patterns across the County.

More research is needed to fully understand the relationship of current Library facilities and services to specific client groups, such as adult literacy learners, job seekers or teens. Lack of

seating, congested conditions and tutoring space suggest that these groups are underserved but more direct discussions are needed to confirm this supposition.

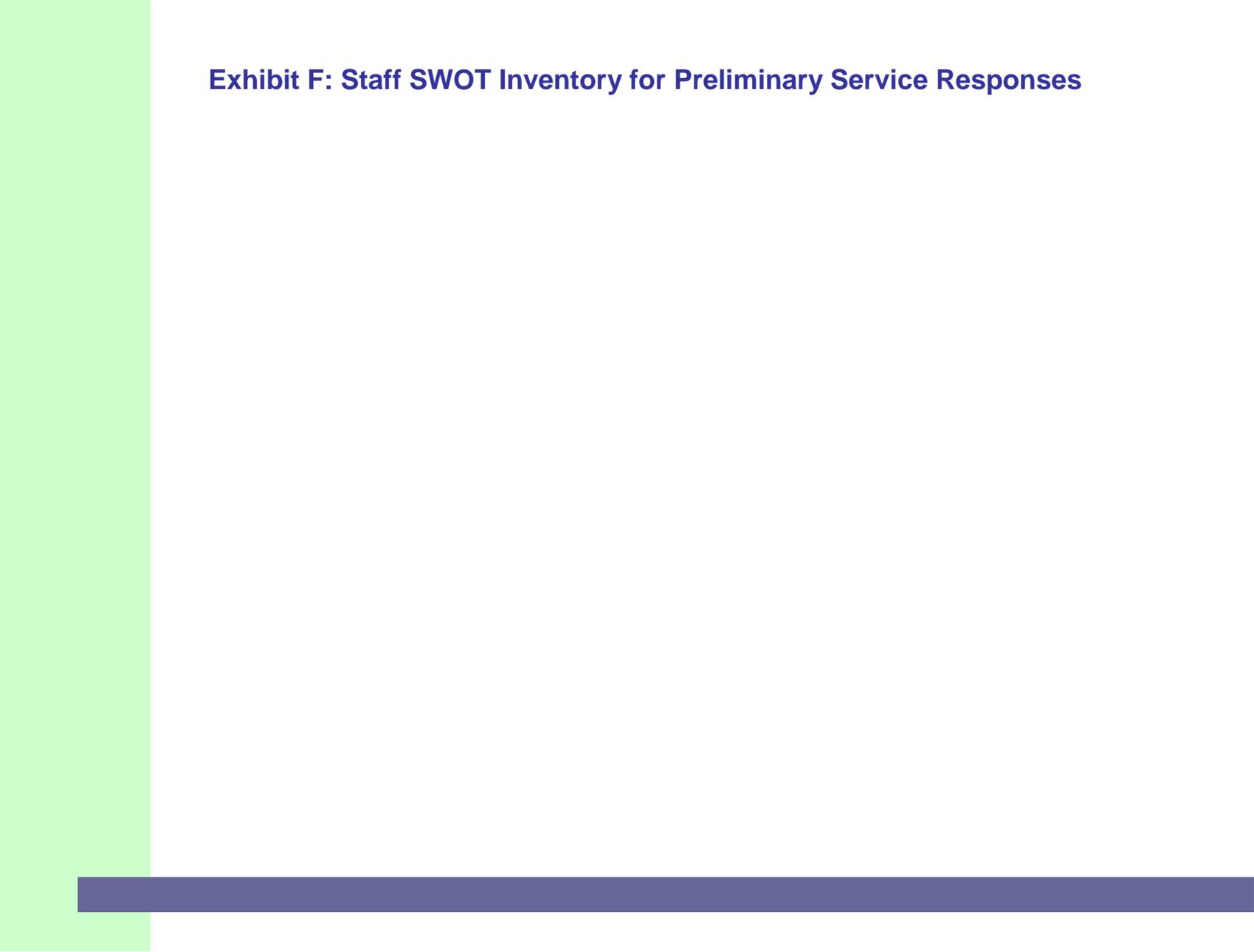


Exhibit F: Staff SWOT Inventory for Preliminary Service Responses

Strengths (What we already do)	Weaknesses/Threats	Opportunities (What might we do, in addition or instead?)	Possible community partners (for increasing the number of residents who directly benefit)
<p>LITERACY</p> <p>All Ages: Pre-schoolers, adults, parents and kids together, ESL, working adults</p>			
<ul style="list-style-type: none"> ♦ We contract with a partner organization Stanislaus Literacy Center. We give them revenue from sales tax. This is adult literacy. It is a partnership. Most of these are working adults, or want to be... ♦ The literacy center promotes getting library cards ♦ Library promotes the literacy program and center, especially to get potential tutors interested ♦ We provide space in our libraries for tutoring and tutor training ♦ They have an office in the Modesto library...for the tutors, test students ♦ Provide computers (2 for students) and computers for Reading Works (the literacy program here at the library and the name of the partnership) ♦ The collection ♦ It serves about 1500 students annually (the library money supports this) ♦ The library does pre-literacy programs and services in the community we partner with SCOE to bring early literacy education to licensed and unlicensed day care providers. ♦ WiggleWorms and Preschool StoryTimes incorporate early literacy tips for parents based on our training in PLA's Every Child Ready to Read program; we structure our 	<ul style="list-style-type: none"> ♦ We are losing revenue ♦ State cuts and county revenue (match☺) ♦ The literacy office in the library has cut back its hours ♦ Space: not enough room for all the teachers and students ♦ There are not enough tutors ♦ The target audience doesn't know about the program (enough) ♦ We are losing money to put into our preschooler collection....at least for the last 3 years...and the future promises the same...we own too few copies of the books used in storytimes and this discourages parents from checking out and reinforcing early literacy tips they learn in storytimes. ♦ Many second language customers want to learn English and constantly ask the library if we have classes because they cannot afford the adult school classes. Need more learn English materials geared to a variety of languages. ♦ We need an effective way to 	<ul style="list-style-type: none"> ♦ Is it possible to get grants to help with the costs? ♦ Library children's staff can maintain attractive book displays to encourage parents of young children to spend time reading. ♦ Children's Dept will be partnering with Modesto City Schools Raising a Reader early literacy program to encourage parents to bring their children to the public library. ♦ Adult/child bookgroups or bookgroups for older children ♦ Offer children's programs for older school age children. ♦ Participate in voting for California Young Reader Medal books ♦ Getting our books out there... Any way that we can work with nursing homes/hospitals, etc? Like Home Delivery except for kids in hospitals (picture books) or people in extended care facilities. Audio books? ♦ Visits to Adult Education classes. ♦ Offer tutoring for children with a partnering group. ♦ Homework clubs (CSF clubs) ♦ More visits to schools. 	<ul style="list-style-type: none"> ♦ Could we partner with the WIC program or CSA and reach young families or ESL families looking to better their situation with literacy help? Partner with Early Headstart, Headstart, and state preschools ♦ Put a poster at EDD letting people know about Reading Works and what it has to offer. ♦ Maybe partner with Juvenile Hall for at risk youth and helping to get their diplomas. ♦ When the CX dept goes to schools to talk about SRC and class visits, they could talk about tutoring for youth and adults. They could talk to ESL kids about bringing their ESL parents in for literacy tutoring. ♦ Mom's groups ♦ CSUS Office of Service

Strengths (What we already do)	Weaknesses/Threats	Opportunities (What might we do, in addition or instead?)	Possible community partners (for increasing the number of residents who directly benefit)
<p>children’s programs to reflect early literacy values and principles.</p> <ul style="list-style-type: none"> ♦ Literacy principles are incorporated into the story times, in both English and Spanish ♦ We have an excellent collection of materials for preschoolers with high circ on these items ♦ SLC does ESL ♦ Our children’s book collection reflects our literacy commitment to the community. ♦ Even though we don’t do ESL, we do have a very strong Spanish collection at Modesto and all branches...not well used in every place but are there ♦ We are doing a Stan Reads: we are partnering with the AG community –doing 3 books ♦ Vanessa talks to the community about the importance of reading and literacy and early language development at least annually on a circuit—school boards this year ♦ Summer reading for preschool thru adult ♦ Book clubs at Modesto Salida Turlock and Newman/Patterson ♦ Traveling tales...kits, entire story times that we loan out to daycare providers ♦ School visits to promote the use of the library and getting cards ♦ Docent tours for adults to promote adults getting cards ♦ Library Foundation goes out and speaks about literacy and promote getting a library card...some Friends groups do this too ♦ We have volunteers teaching people how to use the computers. 	<p>retain the literacy and language learning materials we have, as they go missing and lost on a regular basis.</p>	<ul style="list-style-type: none"> ♦ Adopt a school. ♦ I’m only going to write this once, but it could be considered an opportunity to be applied to all four goals. Our largest resource is books, both donated and discarded. We sell many of them for fractions of what they are worth in the book sale (and those are the ones that sell). If we had a way to sell them online we could easily double if not triple our book sale revenue. I don’t know if we can do that, given the legal restraints we are under, but there is no real difference between selling them off the shelf or off the virtual shelf, except price. ♦ Are there other formats the literacy training could take? 1 on 1 is by far the most effective, but also space, time, and personpower intensive. Can we look into creating videos, dvds, podcasts in partnership with the Stanislaus Literacy Center that could be used in conjunction with traditional tutoring? ♦ Can we expand/change the travelling Tales program so that the kits get more use? How? Do rules need to be changed? At this moment 9 of 211 kits are checked out. 	<p>Learning or Educ. Dept had program where students read to children in their homes.</p> <ul style="list-style-type: none"> ♦ Board & Care homes ♦ California Reading Association ♦ Scouts ♦ CSUS (Calif. State University, Stanislaus) Office of Service Learning has a program to reach children by reading in their homes, however, maybe this knowledge could be disseminated to students more than it is. The library and the Friends of the Library may have an opportunity to work with CSUS more through the clubs and other organizations on campus to promote literacy. Perhaps they could do reading programs at school or fundraisers together.

Strengths (What we already do)	Weaknesses/Threats	Opportunities (What might we do, in addition or instead?)	Possible community partners (for increasing the number of residents who directly benefit)
<ul style="list-style-type: none"> ♦ Volunteer taught basic beginning English classes. 			
<p>Information fluency</p> <p>Develop awareness of where info is (Internet, library's electronic branch and web page, in cyberspace); how to efficiently find the right information for daily life; empowered people through helping them build their information-finding competency</p>			
<ul style="list-style-type: none"> ♦ We have classes now in how to use the Internet—basic internet and email ♦ Twice a week in Modesto (7-9 per week) ♦ Our web page... The Virtual Branch ♦ The catalog is used more than the Virtual Branch ♦ We have QuestionPoint, 24x7 online computer help ♦ We partner with the Bee to do Web Wednesday—technology tips e.g. digital photography, safety on the internet—a monthly program to learn about technology ♦ All staff help people find things and explain how they did so that people can replicate ♦ Computer-side assistance by staff ♦ 229 computers system wide ♦ 2nd reference thru 49-99 (which may go away because of state funding cuts) ♦ We offer some classes periodically on using the Foundation Center (usage has gone up 72%), but it is not available online and only in Modesto ♦ Children's staff shows children and parents how to use books and databases to answer school assignments. We talk about search terms, how to cite a source, how to find information using a TOC or index. We send teachers information packets so the library website can be accessed from school. 	<ul style="list-style-type: none"> ♦ Influenced by where the volunteers want to work ♦ We don't have enough volunteers to teach computer classes ♦ Many of the volunteers are not really qualified ♦ Or the revenue to keep the computers current ♦ We don't have enough space for computers for classes—we have a potential space for classes, but it is in a poor location. ♦ People may not care about the best information it is good enough information...and they want to get the assignment done, a mores shift...if I can cut and paste it, one big mash-up ♦ We need to find a way to break free of (or effectively get around) the Stanislaus county website limitations. If we want to convince people to come to us for their information needs, we need to give them a good experience. Otherwise, google. ♦ We need to make sure that ALL staff who are answering 	<ul style="list-style-type: none"> ♦ Screencast tutorials ♦ These tutorials are geared toward users who already have basic computer skills. The tutorials would focus on specific tasks like how to perform successful catalog, database or internet searches. For example, "How do I look up DVDs from home?" This may sound like a really simple question, but it gets asked all the time. The tutorials can be recorded in-house and hosted on a site like YouTube. We already have the tools to do this. However, like any service getting the word out would be an important part of its success. Having access to the internet provides people with limitless amounts of information, but trying to sift through this plethora of information and make sense of it is where we come in. 	<ul style="list-style-type: none"> ♦ Encourage school districts in the county to have a link to the library's website. ♦ Partnerships with schools – more support to schools/newsletters.

Strengths (What we already do)	Weaknesses/Threats	Opportunities (What might we do, in addition or instead?)	Possible community partners (for increasing the number of residents who directly benefit)
	<p>reference questions know about the importance of teaching customers how to assess information as well as just finding it for them. This requires training. It also requires time.</p> <ul style="list-style-type: none"> ♦ If we want to have people come to our website for more than the catalog, we need to provide more than the catalog. 		
<p>Connect to the Online World</p> <p>New users trained how to use computers, not just make the computers available, online tools (Lexis-Nexis mentioned), more computers</p>			
<ul style="list-style-type: none"> ♦ 229 computers system wide ♦ Virtual Branch ♦ Databases: We have 6 or 7 now ♦ Databases are available through Smartphone apps (gives you access to the Gale databases through the library) so students can get to those databases without a charge to the library ♦ We are on Facebook and twitter ♦ Classes and other items listed above ♦ Wireless is increasingly popular (monthly average 61 this FY (was 51 previously in last 7 months of previous FY) ♦ There will be no bandwidth issues when the 'pipeline' goes through (for Modesto) 	<ul style="list-style-type: none"> ♦ Databases have low use and cost a lot ♦ We don't have dedicated space and plugs for the wireless user...in a lot of our locations ♦ There's currently too much traffic for our bandwidth ♦ Pipeline: more bandwidth...CA grant for libraries to increase capacity to do what we wish....but will only Modesto... ♦ The wireless is only available when the library is open ♦ Staff variously need more training ♦ We don't help people who have new tech equipment (a smart phone...what to do with it) ♦ We are not doing e-books (too cumbersome to make work) ♦ The technology is still too cumbersome for the library to be the intermediary for new and 	<ul style="list-style-type: none"> ♦ Will Salida computer lab be available for public classes? Will lab have necessary equipment? ♦ Could encourage tech savvy volunteers to help at the internet stations certain times of the day/week answering simple questions and getting a staff member for in depth help (in addition to the volunteers giving classes). Just to add to this idea, it seems like a great way for teens to volunteer. ♦ Are their businesses that would be willing to donate what to them are "old equipment" but to us would be state of the art 	<ul style="list-style-type: none"> ♦ Partner with High Schools or Unemployment Office.

Strengths (What we already do)	Weaknesses/Threats	Opportunities (What might we do, in addition or instead?)	Possible community partners (for increasing the number of residents who directly benefit)
	<p>emerging technologies such as ebook downloading</p> <ul style="list-style-type: none"> ♦ ♦ The Computers that we offer the public to use are so locked down that they can't learn much about using computers from them. We need to revisit the balance between security and usability. (this also applies to the previous goal) 		
Career, Job Skills, Workforce Skill Building			
<ul style="list-style-type: none"> ♦ A good collection of materials for scanning the market, finding out what skills are needed, creating resumes, the JobsNow service is available from our website: create a resume, search for jobs, interview coaching, tutoring for reading, writing and math, citizenship test prep---a lot of resources This is a very expensive State Library "gift" ♦ We partner with the Workforce Alliance (Alliance WorkNet) ♦ We send staff out to junior high and high school career days as part of outreach ♦ The Alliance does this kind of thing ♦ We partner with the Chamber and the Modesto Bee to offer candidates for elected positions workshops... 	<ul style="list-style-type: none"> ♦ Can we sustain this JobsNow service ♦ Not all of our staff know how to use it or what to do with it ♦ Been quite a while since we had workshops ♦ We don't do anything in the functional work place area (show up for work, be on time, how to dress appropriately) ♦ The community doesn't know that the Alliance WorkNet does this 	<ul style="list-style-type: none"> ♦ Classes in the library on resume writing, interview skills [with community partner?] ♦ Volunteer/career workshops for teens and/or adults. 	



Exhibit F: Stanislaus County Community Snapshot

Geographic Facts

County Established	1854
Area	1,515 square miles
Adjacent counties	Alameda, Merced, San Joaquin, Tuolumne
Major Geographic Features	Stanislaus River, San Joaquin River
Major Transportation Routes	Interstate 5, Highway 99, 120, 132

Population³

2000 population	451,190	
2009 estimated population	510,385 ⁴	
2010 estimated population	530,584	18% increase from 2000
2020 projected population	699,144	32% increase from 2010
2030 projected population	857,893	23% increase from 2020

Age Distribution⁵

	Estimate	Percent	U.S.
Persons under 5 years old	42,240	8.3%	6.9%
5 to 19 years	122,982	24.2%	20.4%
18 to 64 years	291,732	57.0%	59.8%
Over 65 years	53,431	10.5%	12.9%
Median age (in years)	32.6		36.8

Ethnic Distribution

	Estimate	Percent	U.S.
White	247,772	48.5%	64.9%
Hispanic or Latino	205,438	40.3%	15.8%
Black or African American	13,596	2.7%	12.1%
American Indian/Alaska Native	3,662	0.7%	0.6%
Asian	25,868	5.1%	4.4%
Some other race	1,038	0.2%	0.2%
Two or more races	10,751	2.1%	1.8%

Social Characteristics Estimate

	Estimate	Percent	U.S.
Average household size	3.14		2.63
Average family size	3.63		3.23
Family households	121,175	75.2%	66.5%
With children under 18	61,610	38.2%	30.3%
Foreign born population	106,684	20.9%	12.5%

Language spoken at home

	Estimate	Percent	U.S.
English only	275,286	58.8%	80.0%
Spanish	143,268	30.6%	12.4%
Other Indo-European	23,638	5.0%	3.7%
Asian and Pacific Island	16,165	3.5%	3.0%
Other languages	9,788	2.1%	0.9%

³ Source: State of California. Department of Finance, 2010, for all except 2009 estimate.

⁴ Source: U.S. Census Bureau American Community Survey 2009 1-Year Estimates

⁵ Op. cit.

Education	Estimate	Percent	U.S. Percent
School enrollment, age 3+	146,659	28.7%	26.4%

Educational attainment, age 25+

Less than 9 th grade	42,435	13.7%	6.3%
9 th – 12 th grade, no diploma	36,640	11.9%	8.5%
High school graduate	81,367	26.3%	28.5%
Some college, no degree	75,947	24.6%	21.3%
Associate degree	22,100	7.2%	7.5%
Bachelor's degree	35,327	11.4%	17.6%
Graduate degree	15,101	4.9%	10.3%

Economic Characteristics

	Estimate	U.S. Estimate
Median family income	\$55,187	\$61,082
Population living in poverty	17%	14.3%
Unemployed	15.8%	9.9%
People commuting to work	80.1%	76.1%
Mean commute time	26.1 minutes	25.1 minutes

Occupations

Management/professional	27.1%	35.7%
Service	17.2%	17.8%
Sales/office	23.2%	25.2%
Farming/forestry	4.5%	0.7%
Construction/maintenance/repair	10.8%	8.7%
Production/transportation	17.2%	11.9%

Potential Community Partners

Stanislaus County Office of Education
 Individual School Districts
 Other County Departments
 ReadingWorks
 Library Foundation
 Friends of the Library Groups

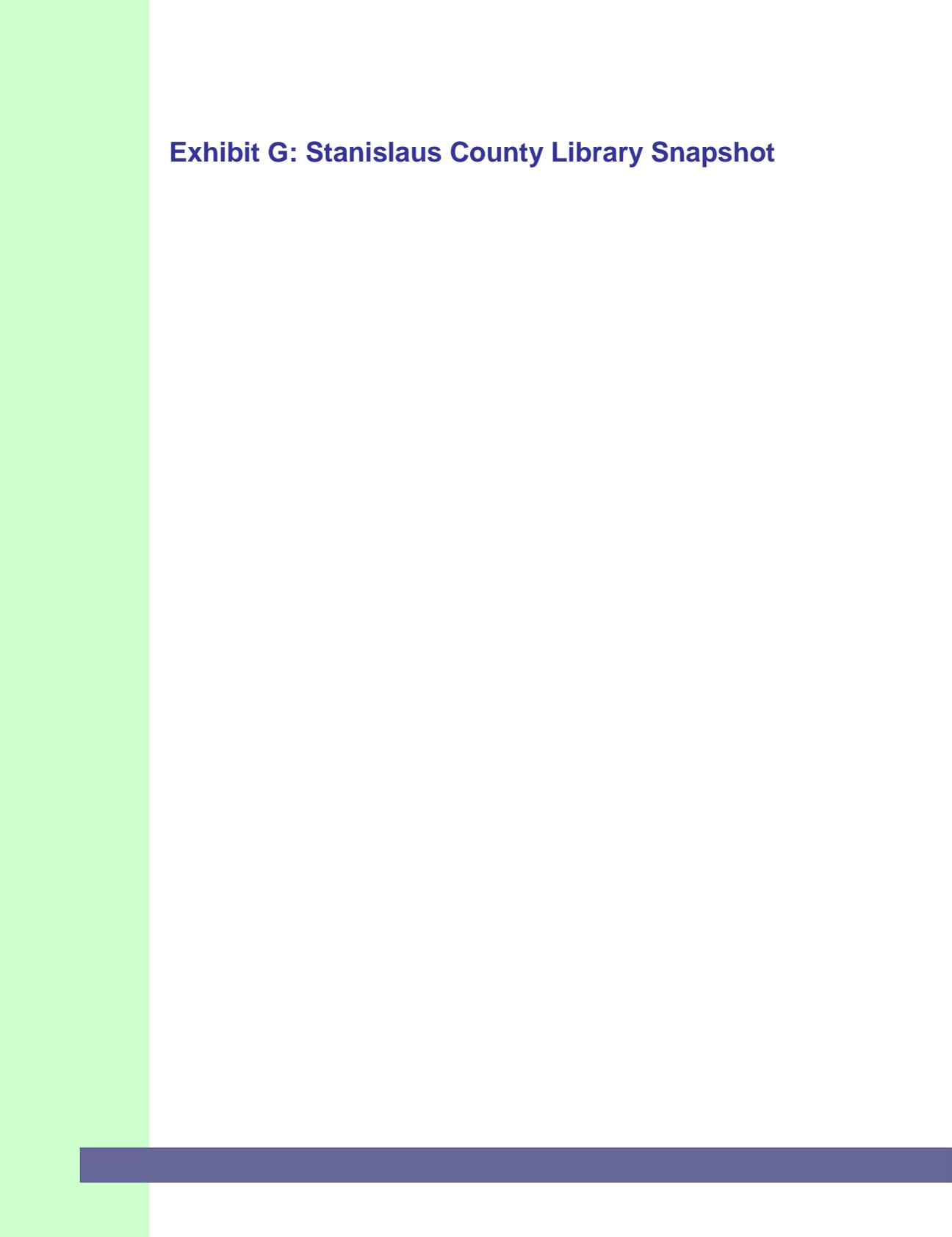


Exhibit G: Stanislaus County Library Snapshot

SERVICE HOURS 2010/11

	Hours Open/ Week	Days Open/ Week	Evenings Open/ Week	Weekend Hours
Ceres	39	5	1	5
Denair	24	4	0	6
Empire	24	4	0	6
Hughson	24	4	0	6
Keyes	36	4	1	0
Modesto	51	5	4	7
Newman	29	4	1	7
Oakdale	43	5	2	7
Patterson	38	5	1	5
Riverbank	38	5	1	5
Salida	43	5	2	7
Turlock	47	5	3	7
Waterford	38	5	1	5
Total	474			

CUSTOMERS WITH LIBRARY CARDS

	Registered Borrowers	Service Population	% Pop with Library Card
Ceres	21,780	54,889	40%
Denair	3,184	3,661	87%
Empire	3,477	3,773	92%
Hughson	4,031	5,870	69%
Keyes	3,936	4,542	87%
Modesto	176,257	218,602	81%
Newman	6,845	10,425	66%
Oakdale	20,059	28,685	70%
Patterson	16,736	20,162	83%
Riverbank	11,840	27,145	44%
Salida	19,111	61,497	31%
Turlock	49,116	80,132	61%
Waterford	6,541	11,200	58%
Total	342,913	530,583	64%

Library Cards Issued 2009/10: 19,955
Registered Customers Living Outside Stanislaus County: 18,779

San Joaquin County Residents:	6,240
Merced County Residents:	5,401
Rest of California:	4,930
Outside California:	2,208

CIRCULATION OF BOOKS AND MEDIA

Total:	2,318,524	
Adult Books:	933,134	(40%)
Young Adult Books:	113,154	(5%)
Children's Books:	918,574	(40%)
Adult AV:	242,659	(10%)
Young Adult AV:	1,300	(0.01%)
Children's AV:	109,604	(5%)

Circulation by Location:

Modesto	41% total
Turlock	23% total
Salida	12% total
Other locations	Circulation at each represents 1% to 5% of total

Self checkout:	At five libraries accounts for 14% of total circulation
Reserve Requests:	316,266 in 2009/10

LIBRARY COLLECTION

Total books and AV media:	822,216
Adult Books:	458,587
Young Adult Books:	29,573
Children's Books:	286,276
Adult AV:	32,750
Young Adult AV:	208
Children's AV:	14,822

Books are 94% of the total and AV items represent 6%.

In 2009/10, 59,872 books were added to the collection, compared to 73,455 books in 2008/09.

DVDs are held at selected libraries: Modesto, Salida, Turlock, Patterson

	Collection Size	% System Total
Ceres	37,282	5%
Denair	14,286	2%
Empire	12,466	2%
Hughson	11,675	1%
Keyes	15,064	2%
Modesto	371,174	45%
Newman	20,310	2%
Oakdale	49,968	6%
Patterson	32,008	4%
Riverbank	27,834	3%
Salida	119,128	14%
Turlock	88,632	11%
Waterford	22,389	3%

REFERENCE AND ELECTRONIC SERVICES

Reference Questions Answered: 142,311 in 2009/10
Public Access Computers: 229
Smallest quantity at a library: 9 (at Denair and Hughson)
Largest quantity: 58 (at Modesto)
Wireless access: Available at all locations.
Computer use sessions: 239,798 in 2009/10

LIBRARY PROGRAMMING in 2009/10

Class Visits (all grade levels): 285 groups / 7,779 students
Library Staff Visits to Schools: 158 visits / 4,881 students
Storytime Programs: 1,043 programs / 36,028 participants
Programs (all age groups): 457 programs / 13,751 participants
Community Presentations: 128 events / 5,917 participants

OTHER SERVICES

- ReadingWorks - Adult Literacy Program
- Home Delivery Service
- Question Point - 24/7 Reference
- Docent-led Library Tours
- Summer Reading Program
- Foundation Center – grant information resources
- Children’s Read To A Dog Program
- Adult Programming – often with community partners such as Community Hospice, Modesto Bee, Valley First Credit Union, Golden 1 Credit Union, Stanislaus Library Foundation, Attorney Judy Jensen’s Estate Planning Seminars

- Book Discussions
- Traveling Tales – storytelling kits used by daycare centers and preschools

RESOURCES, 2010/11 PROPOSED BUDGET

Total Operating Budget:	\$ 8,387,667
Expenditures/Capita:	\$ 15.81
FTE Staff:	87.85 full time equivalents
Square Feet of Building Space:	137,377 square feet ⁶
Square Feet/Capita:	0.26
Average Building Age:	27.5 years

⁶ Excludes unoccupied space in Salida Library.