Alameda County Library Master Space Plan

01.04.2017

TABLE OF CONTENTS

CONTENTS

THIS PAGE IS INTENTIONALLY LEFT BLANK.

EXECUTIVE SUMMARY

The Alameda County Library's mission is "to offer opportunities and resources for lifelong learning and enjoyment that support individual and community growth [and to] remain responsive by providing welcoming spaces, outreach, materials, expertise, technology, partnerships, and innovation."

The Alameda County Library (ACL) is one of the largest library systems in California, with a service population of well over a half million residents in the cities of Albany, Dublin, Fremont, Newark, and Union City as well as in Alameda County unincorporated areas and points throughout the Bay Area. ACL is a cherished and well-used community resource; on average, residents of ACL service areas visit an ACL library more than eight times per year, and more than half are active library card holders. ACL maintains a highly popular collection, and offers a wide range of programs emphasizing literacy, writing, technology, and other life skills as well as educational support and lifelong learning. ACL is also committed to serving the community through innovative services and programs such as the Career Online High School, which provides coaching and resources to help community members earn a high school diploma.

ACL is a department of Alameda County, which owns three of the facilities operated by the Library: the Castro Valley Library, the San Lorenzo Library, and the Niles Library. The other seven facilities ACL operates are leased from the jurisdictions in which they are located.

In the fall of 2015, the Library commissioned a study of the facilities it operates out of and the development of a master space plan to support the community's library needs. The master plan process engaged staff, stakeholders, and the community at all levels through strategies including surveys, library drop-in events and public meetings, and an all-day Strategic Vision Workshop. Project oversight was provided by a steering committee composed of representatives of ACL's administrative, public service, and facilities staff.
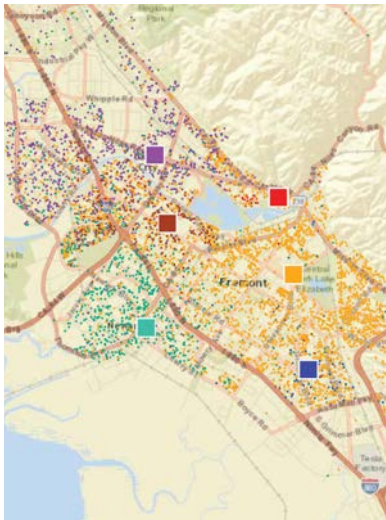
"The library is an invaluable public resource that is woefully underfunded. Here's to hoping support increases substantially; in the mean time, thank you to all library employees for doing so much to support the community."
— community survey respondent

SUMMARY OF MASTER PLAN FINDINGS AND RECOMMENDATIONS

ACL's ability to provide service to the community is materially affected by the capacity and condition of its facilities. Staff, stakeholders, and community members alike are keenly aware of how the library buildings support or limit service.

Analysis of ACL patron data reveals geographic patterns and preferences among patrons as to which library (or libraries) to use. This analysis supports the creation of service zones, within ACL's overall service area, for use as a framework for facility evaluation and future space planning at the system level.

This master space plan recommends a facilities space planning target of 0.45 to 0.55 square feet per capita for ACL overall as well as for each service zone. The 0.45 square foot per capita level is a threshold level, below which ACL's ability to provide access and service will be noticeably compromised. The 0.55 square foot per capita level is a target range for optimizing effectiveness and return on investment in both capital facilities and ongoing operations.

Today, ACL's facilities provide approximately 0.42 square feet per capita – already below the recommended threshold level – and this ratio will continue to decline as the population grows over the next 10 to 15 years. Currently the greatest deficiencies in capacity are in the South Zone, in which more than 60% of ACL's service population live.

Strategies for maximizing return on investment (ROI) in ACL's facilities include:

- building system capacity by expanding or replacing existing library locations, not by adding new libraries;

- expanding its "omni-channel" strategy to expand access to services not just inside the library, but also out in the community and online;

- designing library space for maximum flexibility and adaptability; and

- leveraging the strengths of small libraries by focusing on specific areas of service.

Both architecturally and operationally, Alameda County's two newest libraries – Castro Valley Library and San Lorenzo Library – demonstrate ACL's clear direction for the future of its libraries, including their important role in the community as a place for people to learn, create, collaborate, and share. They are innovative, flexible, engaging, and attractive facilities that reflect and celebrate their communities, and are an excellent model for enhancing space and services at other ACL facilities.

Opportunities to improve ACL's ability to provide service at each location are summarized below.

	THRESHOLD	TARGET
ACL TOTAL	291,000 SF **0.46 SF/cap**	343,000 SF **0.55 SF/cap**
SOUTH ZONE	160,000 SF 0.41 SF/cap	209,000 SF 0.53 SF/cap
Fremont		
Fremont Main	69,000 SF *renovate*	79,000 SF *expand into Admin*
Centerville	6,000 SF *renovate*	26,000 SF *expand/replace*
Irvington	6,000 SF *transition to focused service*	0 SF *convert to PULSE @ CC*
Niles	2,000 SF *transition to focused service*	2,000 SF *focus/maintain*
Warm Springs	6,000 SF *new focused-service*	26,000 SF *new*
Newark Library	26,000 SF *replace*	26,000 SF *replace*
Union City Library	45,000 SF *expand/replace*	50,000 SF *expand/replace*
CENTRAL ZONE	56,000 SF 0.38 SF/cap	56,000 SF 0.38 SF/cap
Castro Valley Library	35,000 SF *renovate/maintain*	35,000 SF *renovate/maintain*
San Lorenzo Library	19,000 SF *maintain*	19,000 SF *maintain*
ACL @ AYC REACH	0 SF *maintain*	0 SF *maintain*
ACL @ Cherryland CC	2,000 SF *maintain*	2,000 SF *maintain*
EAST ZONE	38,000 SF 0.54 SF/cap	38,000 SF 0.54 SF/cap
Dublin Library	38,000 SF *expand into wing*	38,000 SF *expand into wing*
NORTH ZONE	12,000 SF 0.57 SF/cap	15,000 SF 0.71 SF/cap
Albany Library	12,000 SF *renovate*	15,000 SF *renovate/internal expand*
SYSTEM SERVICES	**25,000**	**25,000**
Administration	10,000 SF *stay @ Fremont Main*	10,000 SF *move to alternate location*
Central Services	15,000 SF *stay @ Fremont Main*	15,000 SF *stay @ Fremont Main*

NEXT STEPS

ACL anticipates initiating a strategic planning process within the next few years. Outcomes of this process will help refine the approach to service at each facility – for example, the particular service focus at facilities identified for transition to a focused-service model. This process will provide the opportunity to continue the dialogue with the community that was initiated through this master space planning process.

ACL will also continue discussions with its partner jurisdictions about the need for improved facilities to support improved service to the community, as well as about how ACL can support the development of implementable strategies for capital improvements according to each jurisdiction's individual timeline.

INTRODUCTION

PROJECT BACKGROUND

The Alameda County Library currently operates 10 public service locations, in addition to various "off-library" and outreach services in other community locations. ACL's largest library is the Fremont Main, which accounts for one third of ACL's annual in-library circulation; ACL's central system services, such as Administration, are also located at the Main Library. At the other end of the spectrum is ACL's smallest branch, the 2,100 square foot Niles Library. Three of ACL's branches are housed in County-owned facilities; the rest operate in space leased from the jurisdictions in which they are located.

Three of the facilities operated by ACL were designed and built with modern library service in mind: the Dublin Library (2003), the Castro Valley Library (2009) and the San Lorenzo Library (2015). The rest of the facilities it operates are significantly older, and were not designed to anticipate the increasing diversity of community needs or the rapid evolution in library services that ACL has witnessed over the last two decades. While ACL provides excellent service, in many cases these facilities lack sufficient capacity, infrastructure, or condition to meet the community's full range of service needs.

With this in mind, ACL initiated a strategic master space planning process to assess needs and develop a vision for the future of its facilities. This process and resulting plan are intended to serve as a platform for a separate initiative to develop a new strategic plan for services and operations.

"The library is the one free safe place for children and adults of all income levels to go to read, access free materials and information and to enjoy a quiet peaceful space. It's a critical public institution that provides a real sense of community to a city and crucial resources to all no matter their economic status. "
— community survey respondent

INTRODUCTION

"Libraries are essential and excellent places in our society. We need them supported and well built and well funded too."
— community survey respondent

In 2015, ACL selected Group 4 Architecture, Research + Planning, Inc. to facilitate the master planning process. The process included interviews with key ACL staff; review of ACL data and past planning efforts; branch library staff surveys; and many discussions with ACL leadership to review findings and explore strategies.

A variety of methods was used to incorporate stakeholder and community input for the project, including at least one public outreach event at every ACL branch; multiple meetings with staff from each jurisdiction served by ACL; and a Strategic Vision Workshop in March 2016 with broad participation by city, county, library, and community leaders and stakeholders. The consultant team also facilitated a series of meetings with a project steering committee composed of ACL leadership and staff representatives from key departments. A list of project participants is included as an appendix to this report.
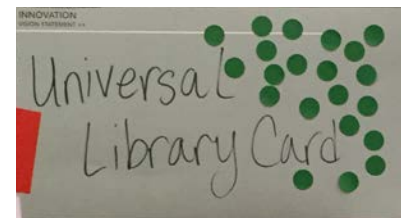
LIBRARY VISION

BUILDING THE VISION

The master space planning process sought broad input from stakeholders and the community as well as from ACL leadership and staff. This section discusses some of the outcomes of various engagement strategies employed for this planning process.

Strategic Vision Workshop

On March 16, 2016, dozens of Alameda County community leaders, Library staff and stakeholders, and representatives from local and regional public agencies, private businesses, and non-profit organizations gathered to explore a challenging question: what will the future bring for Alameda County, and what role will the Alameda County Library play in bringing this vision to life? Participants collaborated throughout the day on a series of focused activities to develop ideas about the future and encourage visionary thinking. They were invited to approach each activity from the perspectives of Service, Innovation, Place, and Partnership.

After the opening activities, participants broke into small groups to brainstorm about how the attributes of various local and national brands, services, and organizations might apply to "alternative future libraries." The different groups displayed a remarkable level of consistency among the inspirations for their proposed future libraries:

- Kaiser Permanente and farmers markets inspired discussion of high levels of service quality, staff knowledge, and "one-stop" convenience.

- Amazon was a popular metaphor for its diverse range of products, user ratings, and creative delivery methods.

- Apple Store and Walmart were lauded for their friendly, well-trained staff who are knowledgeable about products and experts at customer service.

- KQED and Starbucks were seen as strong examples of organizations that value diversity and inclusiveness.

Participants then gathered into groups to brainstorm big vision statements for Service, Innovation, Place, and Partnership for ACL. Out of this exercise, a number of Strategic Vision areas emerged that participants felt should be an area of focus for ACL in the future:

Broad access

- increasing hours of operation at full-service ACL locations

- expanding the range of library services available 24/7 through ACL's website

- extending the Library's reach through mobile services, micro-branches, pop-ups, and other "outside the library" strategies
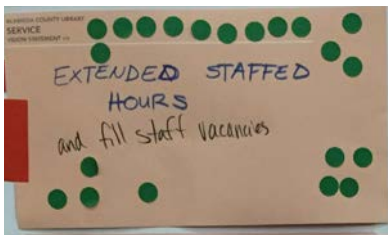
Diverse programming

- expanding the range of programs and services to meet diverse community interests

- programs to meet emerging community needs for STEM, workforce development, and entrepreneurship

- providing flexible, adaptable space to accommodate changing program needs daily over time
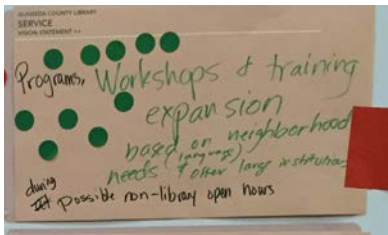
Community focus

- space for community and social events

- art and cultural displays and exhibitions

- increasing opportunities to involve and engage youth

Strategic partnerships

- exploring strategies such as a "universal library card" to enhance access to collections and services

- leveraging relationships with county departments, local governments, and complementary agencies to expand access to records, resources, and information

A consistent theme throughout the day was the opportunity for ACL to develop strong brand awareness in the community, particularly as a central resource for services supporting lifelong learning.
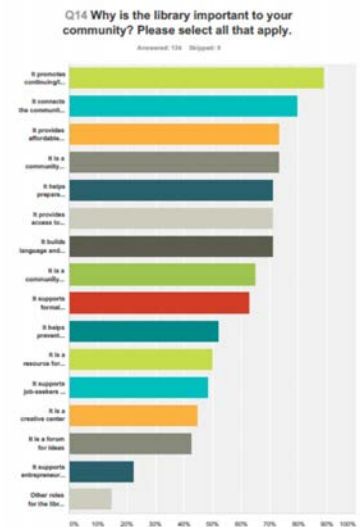
Community Survey

Starting in March 2016, the Library published a survey with questions about respondents' vision for their own future, the role that ACL plays in their community, and potential areas of focus and service expansion for ACL. The survey was available in multiple languages, including English, Spanish, Chinese, and Hindi. Promotion of the survey emphasized the online versions via SurveyMonkey, although paper versions were also made available in selected locations. A copy of the English version of the survey is attached as an appendix to this report.
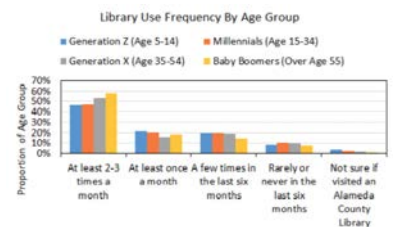
As of May 30, 2016, nearly 1,400 responses to the English version of the survey had been collected. Another 23 responses were received for the Chinese language version, five responses for the Hindi version, and six for the Spanish version. Analysis of the responses focused on cross-tabulation by age group and respondent home city. Most respondents (92%) self-reported as being Alameda County residents, and Albany, Castro Valley, Dublin, Fremont, Newark, and Union City were the highest represented communities in the survey respondent sample. The respondent sample was slightly skewed compared to the US Census age profile of Alameda County, with a slightly higher proportion of Generation X respondents and a slightly lower proportion of Generation Z than are represented in the general population.

The survey analysis revealed several key differences among the age groups:

- Generation Z (ages 5 to 14) were the most likely to say that they plan to start volunteering over the next 10 years, in addition to finishing school and starting their careers. They were the most frequent visitors to the ACL website of any of the age groups. Among their priorities for service are homework support, cultural and art exhibits, café, and language learning resources.

- Millennials (ages 15 to 34) were the most likely to report that they are new members of their community, and that their plans for the next 10 years include advancing in their careers. They were particularly likely to say that providing more places to sit should be a priority for the library.

- Generation X (ages 35 to 54) were the most likely to report that recreational places and activities, continued education, knowing their neighbors, public safety, and affordable entertainment are important for their families and their communities.

- Baby Boomers (over age 55) were more likely to actually be volunteers as well as to participate in shared interest groups. They tended to agree that ACL provides good customer service, helpful staff, and good value. They see ACL as playing an important role in

"The library is central to my town in importance for the dissemination of information as well as a communal spot for residents to gather and help each other. It is entertainment and information all in one."
— community survey respondent

providing access to technology, preparing children for school, serving as a creative center, and providing a community gathering space.

The survey analysis also revealed several differences among residents of different communities in Alameda County:

- Respondents from Fremont were more likely to express interest in more seating at the library, including quiet places to read and study.

- Respondents from Dublin were particularly likely to describe their library as safe and clean, and to say that they could usually find a place to sit.

- Respondents from Albany were likely to be long-time community members who volunteer and are involved in shared-interest groups. They particularly value local history, online access to their library account, print materials, and research databases.

- Respondents from Castro Valley tend to see the library as an important resource for new immigrants, providing affordable entertainment, and serving as a creative center. They report that ACL is a good value and would recommend the Library to others.

- Respondents from Union City expressed particular interest in seeing more of the following at the library: more places to sit; quiet spaces to study; STEM and maker resources; volunteer opportunities; and a café.

- Respondents from Newark expressed particular interest in a café, more children's play and learn resources, and more places to sit at the library.

- Respondents in the San Lorenzo area were likely to describe their library as clean and safe, that it provides enough places to sit, and that staff are helpful and provide good customer service.

A more in-depth analysis of the survey results is available as a separate appendix to this report.

Figure 72 – Importance of Library to Community (All Responses)

Community Outreach Events

To complement the input gathered through the survey and support more focused discussion of topics of interest to the community, outreach events were held at each of ACL's facilities between February and May 2016. Each library hosted "pop-up" information kiosks, each facilitated by a member of the project team and/or other ACL staff who proactively invited library customers to provide input. Evening community meetings were also held at the Albany, Dublin, Castro Valley, Fremont Main, Newark, and Union City libraries. More than 1,000 community members participated in the process through these events.

At both the informal kiosks and the evening community meetings, participants were presented with a selection of eight types of core and new library services, and invited to "vote" for their priorities using four green dots. The results of this exercise showed some clear priorities for ACL systemwide, as well as some unique differences among each of the communities it serves. Highlights include:

- **Children** received the most votes countywide, with nearly 70% of participants reporting that children should be a priority for ACL. Children were a particularly high priority for participants in Newark (92%), Fremont (88%), and Dublin (81%).

- **Technology** was the second-highest priority, with votes from more than 60% of participants countywide. In San Lorenzo, Technology was tied for first place with Children, with more than 70% of participants voting for each.

- **Variety of Spaces for People** was the third choice for ACL customers overall at 57%. This was the second-highest priority for Albany participants (65%).

- **Materials to Check Out** received votes from just over half of participants. Materials were the top priority for customers in Albany (73%) and Castro Valley (72%), and were also a high priority in Dublin (58%).

- **Teens** rounded out the top five, with votes from 50% of participants countywide. Teens were a particular area of priority in Newark (67%), where they ranked second.
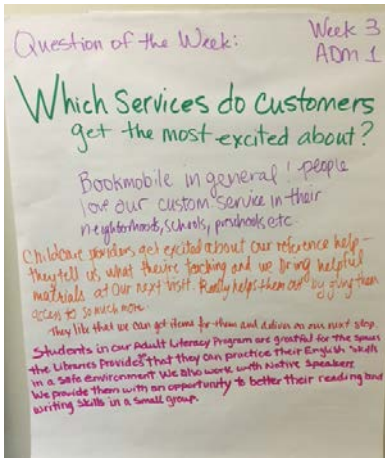
Library Staff Input

ACL staff were invited to provide input via an informal method consisting of eight questions, posted two at a time in the work room/ break room at each library, along with blank poster-sized paper for staff to write on. Each pair of questions was posted for one week, after which it was replaced by the next pair. This format gave staff the ability to answer at a time convenient to them, as well as to read and build on each other's comments.

Asked what they are proudest of at ACL, staff described the Library's commitment to being responsive to community needs and requests, while also looking forward, offering innovative programs and services such as Tech It Out, a service offering automated laptop and tablet checkout for use in the libraries. Staff also mentioned their pride in the partnerships they have developed with the community.

Many staff mentioned ACL's facilities as a particular challenge, from simply not having enough space in general, to lacking specific spaces and features in particular such as group study space and flexible furnishings. Staff also saw opportunities to enhance public access to the library, such as by increasing hours of operation, expanding outreach services, and developing stronger partnerships with neighboring library systems.
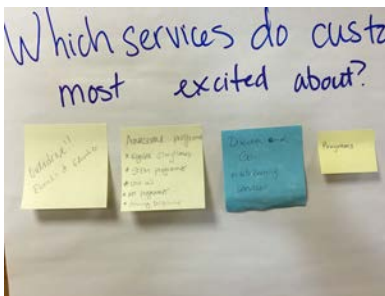
Asked to share their vision for ACL in the year 2020, staff offered a rich and diverse set of ideas, including:

- "A library system that is available (accessible) everywhere, not just branches."

- "Focus on intergenerational programs based on interests, not age."

- "To be a balance of both library (information hub, study, and learning center) and community center (activities and entertainment)."

- "A vibrant hub for the community – helping patrons connect with information, people, and services."

- "Innovation in library programs and services."

- "A community center for learning and research, giving access to knowledge, [especially] for those who don't easily have access."
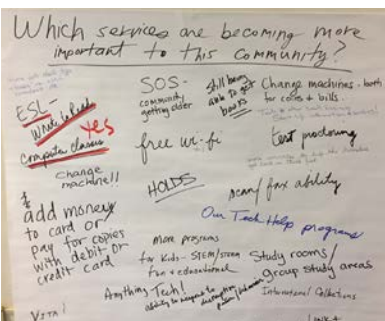
DIRECTIONS FOR LIBRARY SERVICE AND FACILITIES

From the input of stakeholders and the community arose a number of themes and concepts that are consistent not only with emerging national trends in library services and facilities, but also with directions Alameda County Library has been working steadily toward in recent years.

Omni-Channel Access

Each method of stakeholder and community input raised the idea of increasing community access to library services, through a variety of channels – inside the library, outside of the library, and online. In fact, ACL has been proactively building and deploying service delivery strategies beyond its 10 libraries in order to provide patrons with increased choice about when, where, and how to access library service.

ACL recognizes that not everyone in the community can visit one of its library facilities during regular hours of operation. For some patrons it may be a matter of limited mobility, while for others it may be scheduling conflicts. To help address these needs, ACL operates the Bookmobile, which visits a wide variety of community destinations such as schools, day cares, senior housing, apartment complexes, and community centers on a three-week rotating schedule. The Bookmobile has its own dedicated staff and collection to serve its patrons' most common needs.

Embedding library services in partner locations is an emerging strategy for ACL in order to increase awareness among populations who may not be familiar with the Library, provide one-stop convenience, and/ or provide service where a full-service branch is not feasible or cost-effective. One example is the PULSE model, in which materials vending machines are placed in partner locations such as Alameda County's Family Justice Center. At the REACH Ashland Youth Center, ACL and AYC staff work in partnership to offer programs which encourage youth to explore civic and community topics through creative writing. ACL will soon open an embedded library at the Cherryland Community Center, where the ability to access shared space for programs and events will offer a more efficient and cost-effective alternative to developing a standalone library in this area.

Many ACL patrons enjoy using multiple channels to access library service depending on specific needs and circumstances. Patrons often use ACL's website to search the catalog and place holds for pick up during their next visit to the library of their choice. Others may, while browsing the shelves in the library, use their mobile device to look up user reviews of a particular book on ACL's website. The Library recently rolled out an updated version of its website that is an excellent platform

"I just love the bookmobile and the librarians/driver. They are an integral part to my community and to my children's childhood experience."
*— community survey respondent*
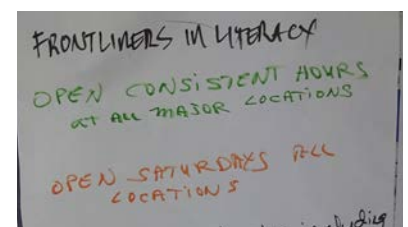
"The library as people reflects the shift away from building collections to building human capital, relationships and knowledge networks in the community. People are at the center of the library's mission to inspire and cultivate learning, advance knowledge and nurture and strengthen communities. While there are thousands of stories in the public library, the ones that matter most come with the people who use the library."

— Aspen Institute
"Rising to the Challenge:
Re-Envisioning Public Libraries"
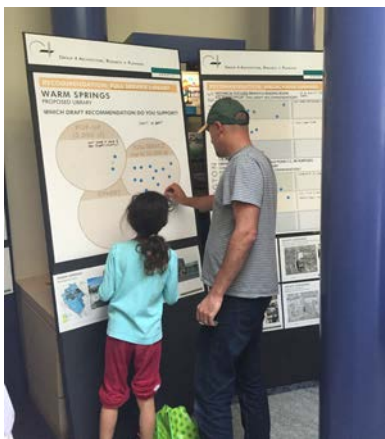
for providing service wherever patrons are – even those using a library computer or tablet loaned through ACL's Tech It Out service.

A Place for People

In its 2014 report on the future of public libraries, the Aspen Institute made a strong case for the central role that the library plays as a place in the community. More than a mere repository of information, the library is actually a focal point for learning, collaboration, and engagement. To support this trend, according to the report, "The physical library must undergo a transition that embraces the openness and flexibility needed to thrive in a world of constant change. Central to this flexibility is creating spaces that can adapt to the changing operational models of libraries."

In fact, ACL's two newest facilities showcase and celebrate this vision of libraries as flexible, adaptable places for people in their communities.

- Overall, both the Castro Valley Library and the San Lorenzo Library embrace the concept of the library as a "third space." They recognize that people come to the library with a wide variety of needs and goals, and provide a comfortable space in which to pursue them. Refreshments are understood and welcomed as an important element of a comfortable place. Spaces are colorful, attractive, and filled with light.

- These new libraries empower customers to manage their own library experience effectively, through highly navigable layouts as well as prominent and functional self-service options. This customer-centric service model is designed to reduce necessary reliance on staff for general/low-level needs, and enhance staff availability for programming and customized service.

- The libraries are designed to support both individual and collaborative activities. The two wings of the San Lorenzo Library increase opportunities for customers to find a quiet or social setting to meet their needs, even as activity patterns in each wing change from morning to afternoon. Power is also available at the majority of seats for customers who bring their own devices.

- These libraries offer a high degree of flexibility to support changing programs and customer needs over the course of each day. Furnishings are easy to move, reconfigure, and store to support programs and groups of different sizes.

- Both libraries also support long-range adaptability to support evolving services and technology. The San Lorenzo Library has a shallow raised floor to facilitate access to power and data as needed for changing layouts and furnishings over time.

Destination for Innovation

Libraries are uniquely positioned to provide an open, equitable, and accessible platform for sharing ideas as well as information, with an emphasis on collaboration. The opportunity for ACL to provide new, diverse services that bring people together was recognized by many stakeholders and community members participating in the development of this master plan.

Innovative amenities that ACL and other libraries are offering include:

- Maker space – Maker/tinker spaces in libraries support collaborative learning and innovation through demonstrations, hands-on experimentation, and the opportunity for patrons to observe and even coach one another. ACL operates a "portable maker space" in the San Lorenzo Library, converting the community meeting room into a lab where children and teens take on a range of hands-on projects. Johnson County Library in Kansas recently opened one of the largest maker spaces in the country, featuring tools and equipment for working with fabrics, electronics, wood, metals; 3D printing; and even music and video recording, including a sound booth and green screen.

- Opportunity space – Providing prominently located, flexible gallery space enables libraries to accommodate temporary uses, such as pilot testing new library services, without displacing library programs from the meeting room. Such space can also be used to house partners who offer complementary services, such as other County departments or local non-profit agencies. Opportunity space at the Dayton Metro Library's Northwest Branch is temporarily housing exhibits from the local Funk Music Hall of Fame, a highly popular offering that is introducing many community members to the library.

- Work/collaboration space – Libraries recognize that they offer a variety of resources to support entrepreneurs and local businesses. For example, the Spokane Public Library has a librarian dedicated full time to outreach and service to the local business community. The library can offer space and services to help entrepreneurs to meet, network, share ideas, and innovate. The library can also be an alternative to the local coffee shop – offering a less hectic, better equipped, more professional, and more affordable environment in which to meet with clients or get some work done.
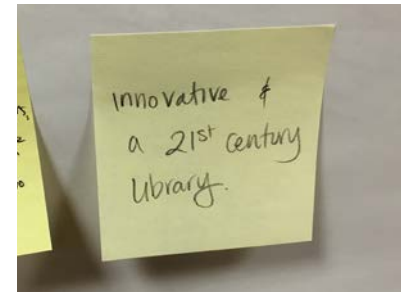
"It would be really cool to have a technology center with interesting new technology and different programs surrounding that."
— community survey respondent
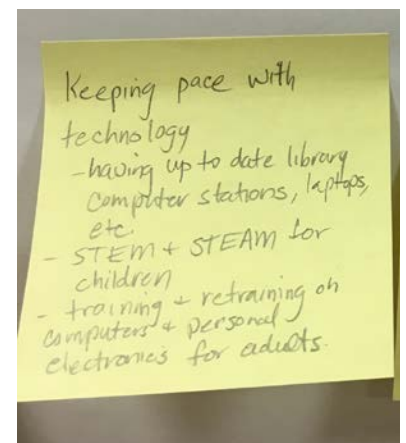
A sample of ACL circulation records from 2015 was plotted on a GIS map of ACL's service area.

The colored squares mark the location of ACL's libraries.

Each small dot marks the home address of a patron who checked out materials during the sample period; the color of each dot is coded to the ACL library where the patron picked up the materials.

The resulting maps show how far patrons are able and willing to travel to reach each ACL location – the "geographic draw" of each library.

The maps also reveal certain barriers to library access. For example, there is little cross-use of the Albany Library with other ACL locations, suggesting that Albany's relative isolation from the rest of the service area is a barrier to accessing other resources in the ACL system.
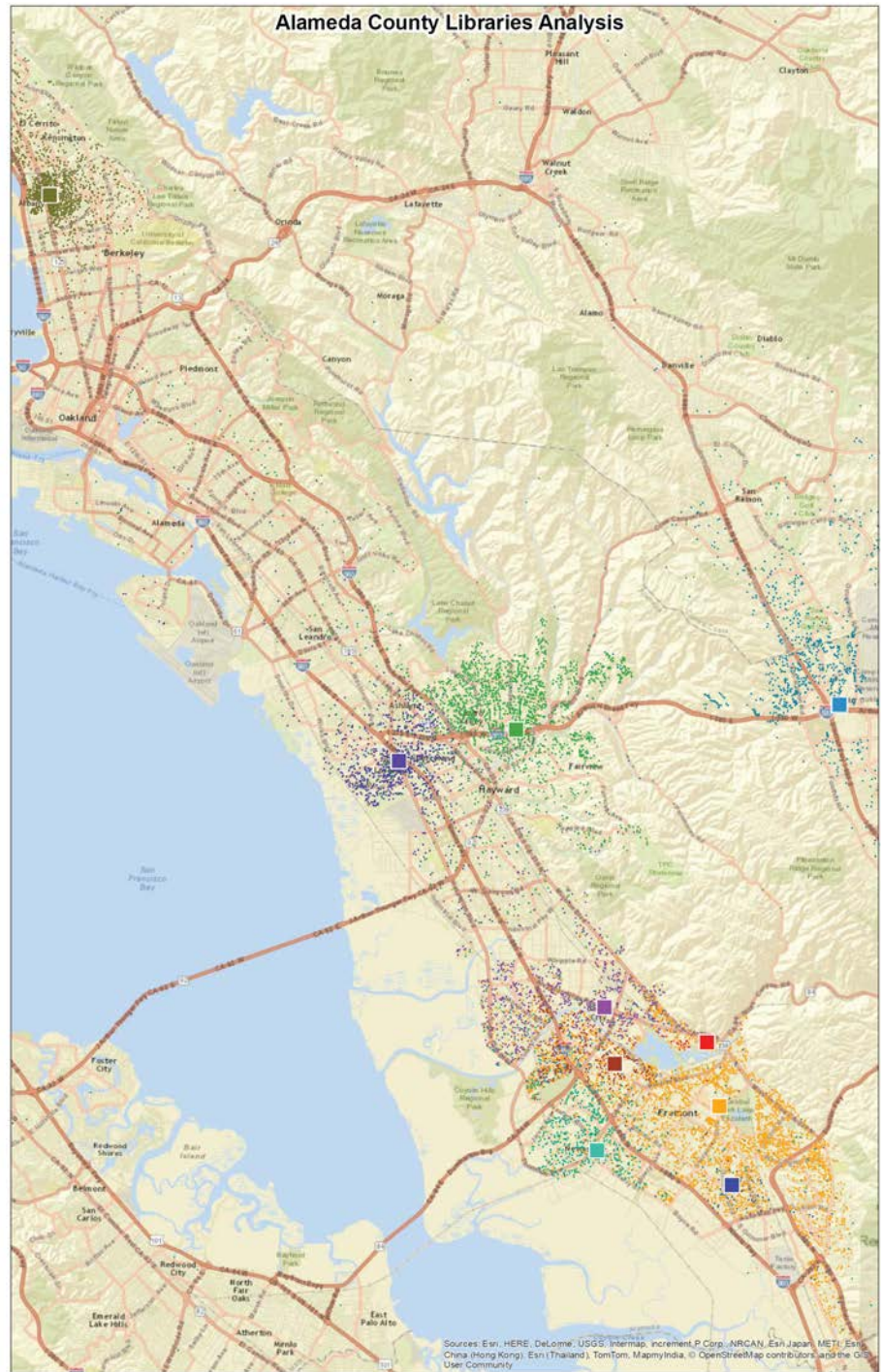
SYSTEM ASSESSMENT

How well do ACL's facilities support its ability to serve current and projected community needs? This section summarizes the analysis of ACL's service delivery network.

GEOGRAPHIC NETWORK ANALYSIS

Maps of ACL patron circulation data show that residents of all geographic areas of the Library's service area can – and do – access at least one full-service ACL location. These maps complement and reinforce the analysis prepared for ACL by CIVIC Technologies in 2015, which mapped different service types prevalent in different areas of the County. Looking at these maps together, it is clear that ACL's full-service libraries are geographically adequate to serve the communities in its overall service area.

However, within each individual service area, each ACL location varies in its apparent geographic "draw" – the distance which patrons are generally willing to travel to the library. Generally speaking, libraries with a wider geographic draw tend to be larger and offer a wider variety of resources and services, such as meeting rooms, seating, collection materials, technology, etc. This is illustrated in examples such as the Fremont Main Library, which draws patrons broadly from throughout the southern part of ACL's service area. In comparison, the Niles Library mainly draws from nearby neighborhoods.

ACL's libraries vary in terms of the number of hours and days that they are open to the public, and it is valid to consider what influence this may have on the geographic draw of each library. While we might expect to see a greater volume of use at the smaller libraries if they were open more often, it is not likely that the geographic catchment radius would substantially increase. Using the Niles Library example again, we would expect the map to show more dots in the neighborhoods surrounding the library, but not significantly more dots beyond that radius. In this situation, patrons' choices tend to be driven by what they believe will be available at each library; if they must travel a distance to get to a library, they will tend to choose a larger library where the chances are greater that they will find what they need – a book, a DVD, a computer, or just a place to sit.

This analysis is not meant to suggest that small libraries are less important than larger libraries. But it does suggest that larger libraries provide a higher level of service relative to the cost of providing it – a finding with real implications for library facilities planning.
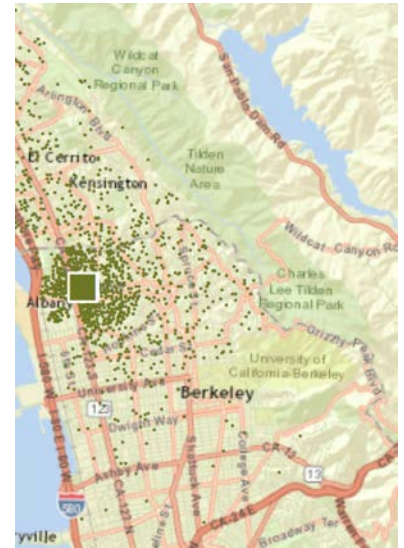

"I love the library and I love that Albany is a small enough town that we can all walk to the library!"
*— community survey respondent*

The maps for Castro Valley Library and San Lorenzo Library suggest that I-580 is a strong factor in people's decision-making about which library to visit.

While there is some cross-use of the Castro Valley Library by residents of Cherryland, Ashland, and San Lorenzo, residents of this area are much more likely to choose the San Lorenzo Library.
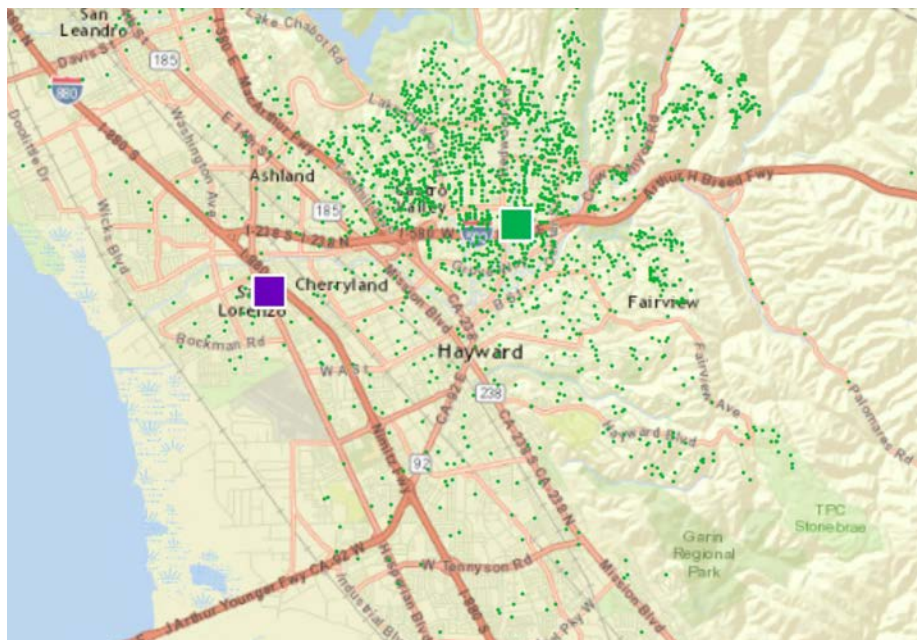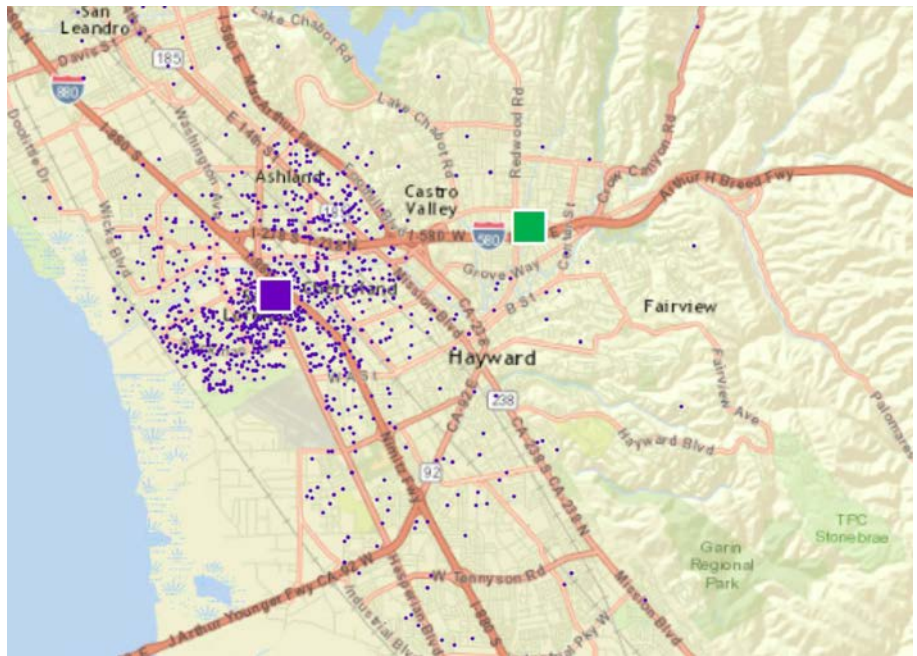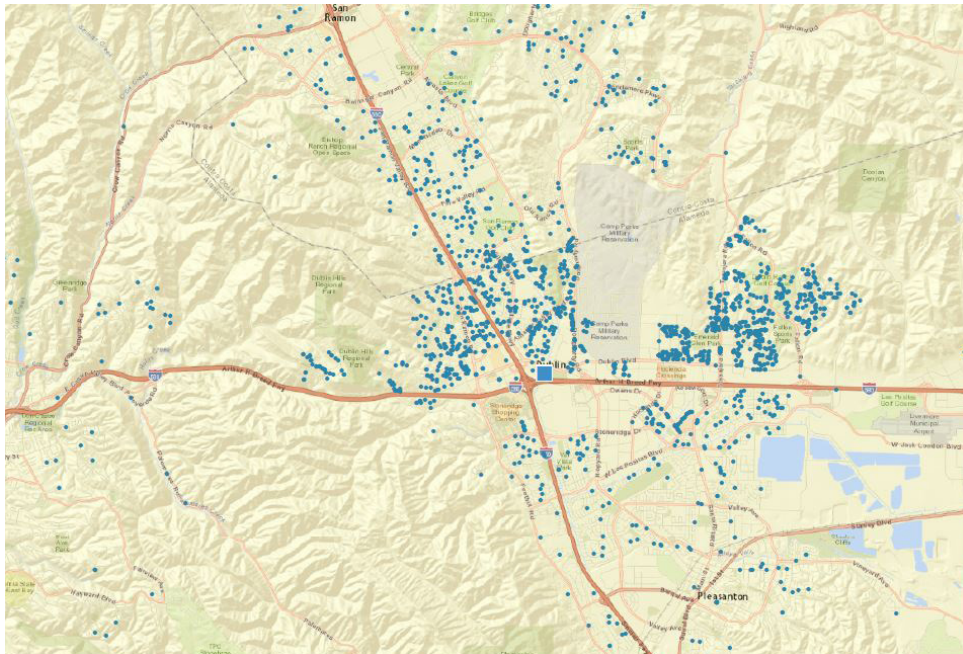
The Dublin Library is used most heavily by patrons living east of the hills. Mapping shows some cross-use of the Dublin Library by residents of Pleasanton, San Ramon, and other nearby communities.

The maps for the Newark Library (above right) and the Union City Library (below right) show that each library is accessible within its community. They also show some cross-use of libraries between these two communities.
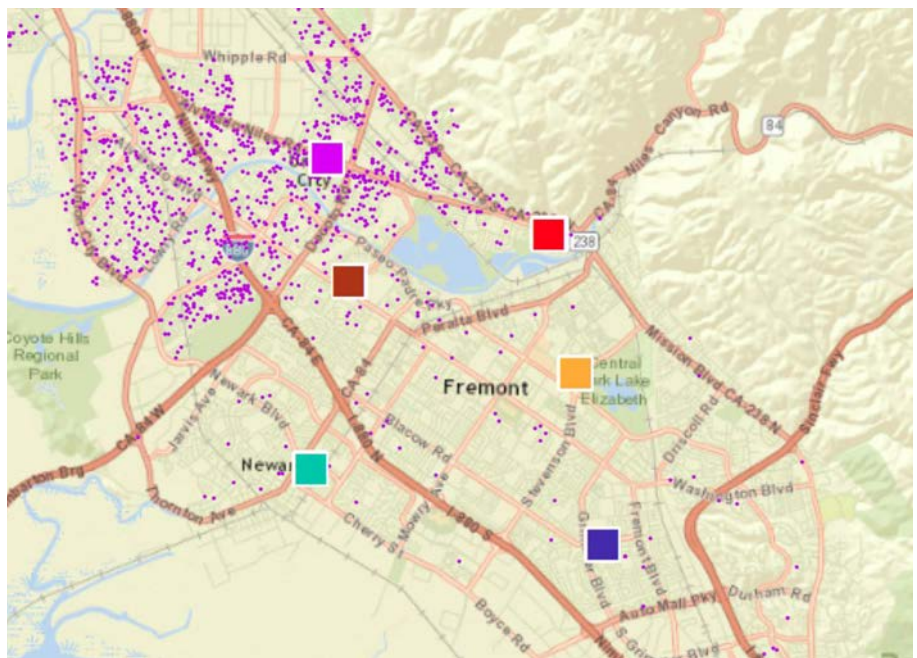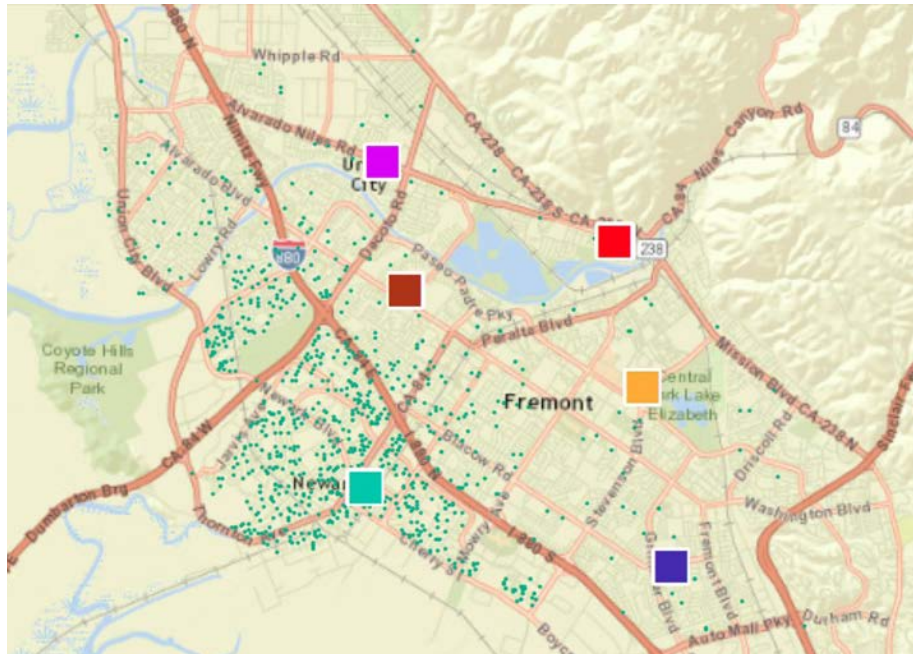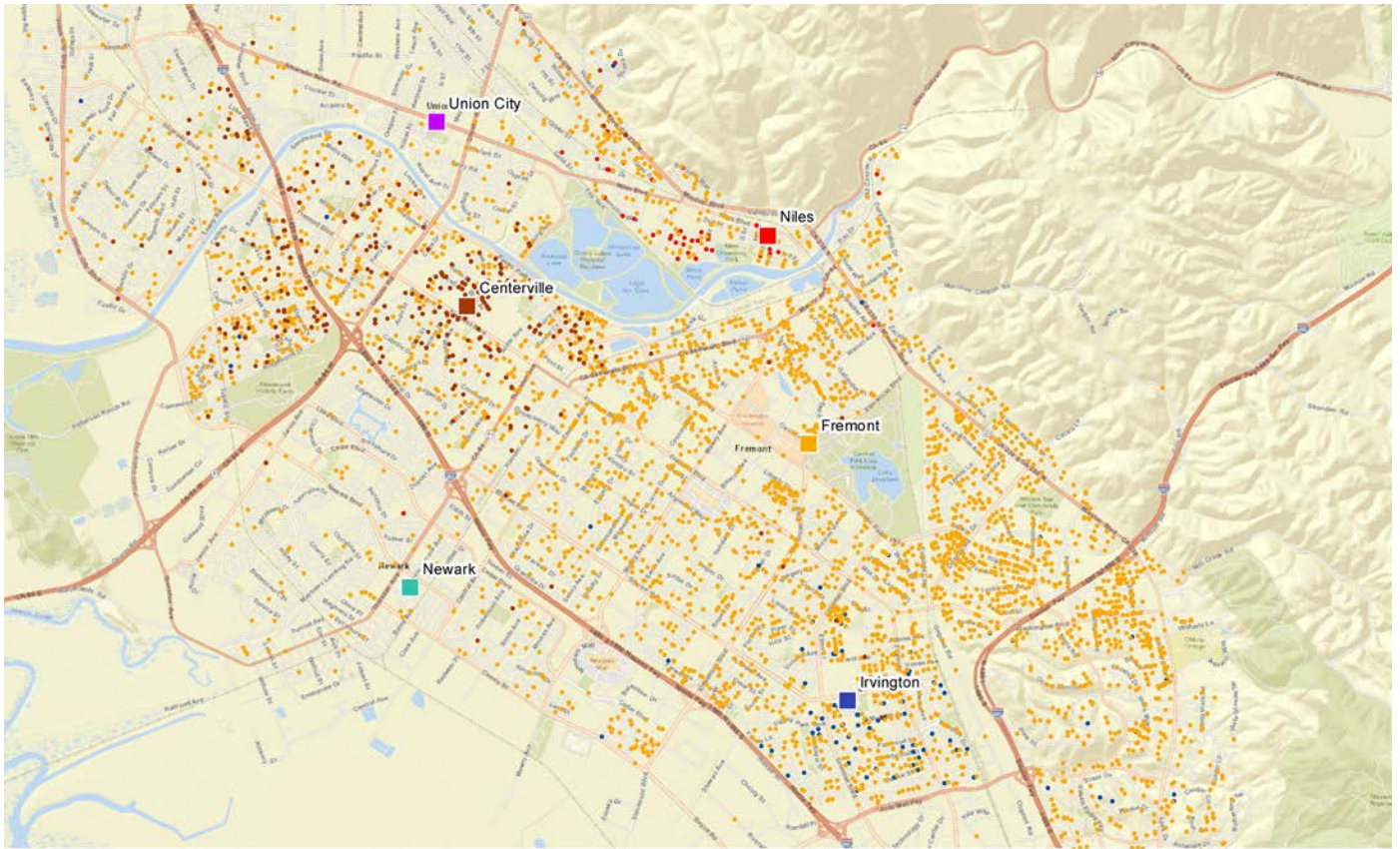
The Fremont Main Library (orange dots) has by far the largest geographic draw of any of ACL's locations, attracting patrons from throughout the southern zone. Centerville (brown dots) has some attraction to residents of Union City. The Irvington (blue dots) and Niles (red dots) libraries show very localized use of these ACL locations, suggesting that most patrons who must travel more than a short distance for library service will choose to visit a larger ACL location such as Fremont Main.

ACL PROJECTED POPULATION
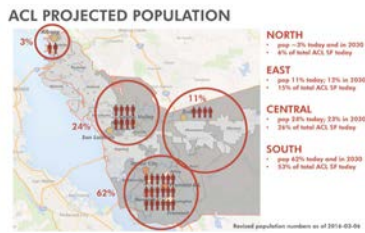
ACL's capacity to serve community needs can be evaluated in a variety of ways. Relative to facilities, the concept of capacity means the amount of space ACL requires for services, programs, materials, and technology. As the demand for library service tends to increase proportionate to population growth, it is appropriate to evaluate and plan library capacity relative to size of the service population.

Capacity assessment must take into account the level to which patrons' access to libraries is affected by natural or developed elements. Mapping of ACL circulation data does show certain barriers that appear to influence patrons' decision-making about which ACL location(s) to visit. For example, San Lorenzo residents are noticeably less likely to cross I-580 to visit the Castro Valley Library, and vice versa. At the northern part of the county, Albany is quite a distance from the other communities ACL serves, and Albany residents understandably use the Albany Library much more often than other ACL locations.

Service Zones Defined

The geographic analysis finding influences how to evaluate the current capacity of the system, and has implications for how and where to build capacity effectively. Based on the mapping data, four service "zones" were established to guide the planning of ACL's facilities and services.

- North Zone – Albany. This zone is the most geographically isolated of the four zones as well as the smallest, comprising about 3% of ACL's total service population. Growth in this zone is projected to reach approximately 21,000 people by 2030.

- Central Zone – Ashland, Castro Valley, Cherryland, San Lorenzo, and other unincorporated communities. Just under one-fourth of ACL's service population lives in this area. This zone is projected to have a lower population growth rate than the other zones, but still is expected to grow to more than 145,000 people by 2030.

- East Zone – Dublin and unincorporated communities such as Sunol. Currently at 11% of ACL's total service area population, this zone is anticipated to experience a higher rate of growth than the other zones, reaching nearly 70,000 residents by 2030.

- South Zone – Fremont, Newark, and Union City. This zone is the largest in the ACL system, with more than 60% of ACL's total service area population. Continued development and densification of this zone (particularly in Fremont and Newark) is anticipated, with its total population expected to reach more than 390,000 by 2030.

System Capacity by Zone

Today, ACL's facilities provide approximately 0.42 square feet of library space for each person in the service population. This ratio is fairly low, particularly given the discontinuous geography of the service area, the small size of some of the facilities, and the relatively staff-intensive operational model that some of the older facilities require.

The Association of Bay Area Governments (ABAG) projects that ACL's service population will grow by nearly 14% by 2030. Given this projected growth, the ratio of space in ACL's current facilities to its service population overall will fall below 0.4 square feet per capita by 2030 – further constraining the Library's ability to provide service.

ACL's service zones differ widely not only in terms of the amount of library space they provide per capita today, but also in their projected rates of growth.

- By the numbers, the North Zone is comfortably served at 0.64 square feet per capita today, and is anticipated to remain close to this factor even with community growth anticipated at about 13%.

- The East Zone provides 0.5 square feet per capita, which is considered reasonable for today's population size. With population growth in Dublin anticipated at more than 20%, however, this ratio could fall to 0.43 SF/capita by 2030.

- The Central Zone provides approximately 0.42 square feet per capita, including the ACL service point currently under construction in the Cherryland Community Center. Anticipated growth of approximately 10% will reduce this ratio to just under 0.40 by 2030.

- At 0.31 square feet per capita, the South Zone provides the least capacity for its current service population. Anticipated growth of 12% in this region could drop this ratio to less than 0.3 SF/capita within 15 years.

The table on the following page shows the breakdown of population and current library facility space by zone.

"Our library is too small now for the population it serves."
— community survey respondent

SYSTEM ASSESSMENT

Library staff and community members are very aware of the limitations on service due to the lack of space, and lamented the wide range of services and activities that they felt could not be supported in today's cramped ACL facilities. Although ACL is implementing strategies such as its PULSE stations and embedded staff at REACH AYC to enhance service and access, these interventions alone will not be sufficient to make up for the deficiency in library capacity as the population grows.

ZONE	TODAY			2020			2030		
	APPROX. POP.	APPROX. LIBRARY SF	LIBRARY SF/CAP	APPROX. POP.	% INC SINCE TODAY	LIBRARY SF/CAP	APPROX. POP.	% INC SINCE TODAY	LIBRARY SF/CAP
ACL TOTAL	**563,800**	**233,000**	**0.42**	**582,800**	**3%**	**0.4**	**628,000**	**11%**	**0.38**
SOUTH ZONE	**350,500**	**110,000**	**0.31**	**362,300**	**3%**	**0.31**	**390,900**	**12%**	**0.29**
Fremont	228,500	83,000		232,700			252,800		
Fremont Main		*69,000*							
Centerville		*6,000*							
Irvington		*6,000*							
Niles		*2,000*							
Newark	44,600	15,000		52,100			56,200		
Union City	73,400	12,000		73,400			77,600		
Unincorporated South (Fremont)	4,000	0		4,100			4,300		
CENTRAL ZONE	**134,200**	**56,000**	**0.42**	**137,900**	**3%**	**0.41**	**146,200**	**9%**	**0.39**
Castro Valley CDP	62,200	35,000		64,600			68,500		
San Lorenzo CDP	24,200	19,000		24,700			26,200		
Ashland CDP	22,700	0		23,100			24,500		
Cherryland CDP	15,300	2,000		15,500			16,400		
Fairview CDP	9,800	0		10,000			10,600		
EAST ZONE	**60,400**	**30,000**	**0.5**	**62,900**	**4%**	**0.48**	**69,900**	**16%**	**0.43**
Dublin	54,400	30,000	0.55	56,800		0.53	63,500		0.48
Unincorporated East (Dublin)	6,000	0	0	6,100		0	6,400		0
NORTH ZONE	**18,700**	**12,000**	**0.64**	**19,700**	**5%**	**0.61**	**21,000**	**12%**	**0.58**
Albany	18,700	12,000	0.64	19,700		0.61	21,000		0.58
SYSTEM SERVICES		**25,000**							
Administration		10,000							

SYSTEM RECOMMENDATIONS

GUIDING PRINCIPLES – BEST PRACTICES AND BEST VALUE

This section discusses some of the principles and factors used to develop the recommendations for facilities in this master plan. Common to each of these is the concept of maximizing return on investment. Here, "investment" refers not only to the costs of capital construction, but also (and perhaps even more importantly) to ongoing operations costs over time. "Return" refers to the Library's ability to effectively deliver high-quality service and have a positive impact on the communities it serves.

Build Capacity by Expanding

Each full-service library requires significant investment – to build, to staff, and to maintain over time. As a strategy for building capacity, adding a net new library location is most appropriate where communities are underserved due to barriers that prevent access. Because patron mapping confirms that ACL's geographic network is accessible throughout its service area, adding new libraries to the network would not provide the most cost-effective strategy for building capacity at either the community or system level.

As such, the recommendations of this master plan strive to build capacity by expanding existing locations rather than by adding new branches. Larger facilities tend to be less expensive to build per square foot than smaller facilities. Larger libraries also can be designed to be operated by a similar number of staff as a small library, which reduces the operating cost per square foot.

GUIDING PRINCIPLES/BEST PRACTICES

– Build capacity by adding space, not adding locations

  – *less expensive to build per SF*

  – *less expensive to operate per SF*

  – *more service per SF*

Take the Services to the People

By offering patrons an alternative to visiting a full-service library, ACL's omni-channel approach can have a tempering effect on demand for some in-library services. At the same time, however, these strategies tend to raise awareness of the library beyond its traditional service population, thereby potentially increasing demand for service overall. Depending on whether and how it continues to develop its omni-service channel network, ACL may be able to moderate or slightly reduce (but not entirely eliminate) the amount of additional in-library space that would otherwise be needed to provide capacity for its current and projected future population.

This principle also applies to site selection for new or replaced libraries, such as at Warm Springs. Even a relatively small library in a high-profile location can provide high levels of service and have significant impact on the community.

"I think it is wonderful that we still have public libraries. I have been afraid that they will be closed with everything becoming digital. Thank you for providing this service."
— community survey respondent
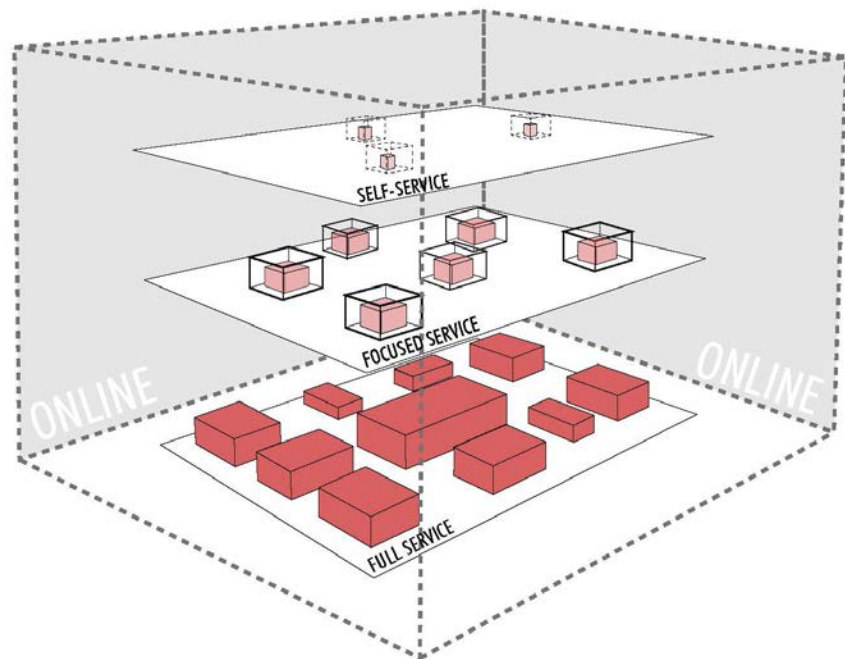
Design Space to Maximize Use

Modern libraries such as the new San Lorenzo Library are built to be flexible, supporting a wide range of uses and user groups over the course of a typical day. As a core design principle, they are also designed to be adaptable over time in order to accommodate changing community needs, new services, and evolving technologies. Furnishings are selected for mobility as well as durability and aesthetic, enabling patrons to easily move and adapt seats and tables as needed to meet their needs without staff assistance. This flexibility and adaptability can help optimize the overall amount of space needed to provide service, reducing the cost of construction and improving ROI.

Some libraries are also thinking differently about the traditional approach of "designing for the demographic." For example, teen areas in libraries are often designed as vibrant spaces with cool décor, more or a different variety of seating, and highly popular resources such as gaming – none of which are attractive exclusively to teens. During school hours, teen areas in libraries are often used by adults, although perhaps uncomfortably if they feel they're not really welcome to be there. After school, young patrons often spill out of designated teen spaces and into areas that other patrons feel are more rightly "theirs."

"[It is] an extremely important place to further education and exposure to many and wondrous experiences and information for people of all ages and walks of life."
— community survey respondent

An emerging alternative is a library designed and operated to accommodate patron preference – to provide a range of environments for patrons of all ages to choose from based on their needs at that time. Environments designed for activities – such as a cool café, a gaming space, and seating for both individual and group use – supports and encourages multigenerational connections around shared interests. Flexible use spaces can be configured and furnished to accommodate overflow during peak use times, such as after school.

Leverage Small Libraries' Strengths

Small libraries present a challenge to operate on a full-service model. Because they cannot maintain sufficient resources to address either the depth or breadth of community needs, many community members choose to travel to larger libraries where they are more likely to find materials, services, and space. As such, small libraries often tend to serve a relatively small number of patrons who live or work nearby. This ends up being a much lower return for the Library's investment than at a larger facility – which explains in large part why ACL's smallest libraries are only open one or two days per week.

That said, small libraries are not seen as less important by the communities that they serve. They are vital resources, particularly for community members who cannot travel longer distances to a larger library. The challenge before ACL is to develop a modified service profile for its small facilities that can be provided efficiently, effectively, and perhaps even with extended hours of operation.

"There's no better value to the community than the public library."
— community survey respondent

This master plan recommends transitioning ACL's smallest facilities to a focused service model. Focusing on specific services can more effectively develop sufficient program quality, depth, and capacity to serve more patrons. They can still serve as an access point for core library services such as materials pickup and return, while moving away from a full service model that their small size just doesn't support.

Focusing service can also foster the development of public, private, and not-for-profit partnerships to enhance service in those ACL locations. ACL could pursue a partnership in which an organization with a complementary service mission takes over primary operations of the library location, and ACL becomes an embedded service within it – thereby increasing both the community's access and the Library's ROI.

SUMMARY OF SPACE RECOMMENDATIONS

This master plan recommends a space planning range of 0.45 to 0.55 square feet per capita in the ACL network for all facilities, including administration and central ACL systemwide services. This target is consistent with space planning for other public library systems providing service to a mixture of low to moderately dense urbanized communities. A local example is San Jose Public Library, which implemented a 10 year systemwide capital program to reach its master plan target of 0.4 square feet per capita for branch libraries.

- The Target level of 0.55 SF/capita will support ACL in providing the breadth and depth of programs, materials, and technology to meet community needs, in addition to creating a welcoming and inspiring place for people within the library.

- The Threshold level for ACL facilities is recommended at 0.45 SF/capita. Below this level, ACL will face more significant compromises to its long-term ability to meet the community's need for services, including the need for space for people within the library. It will be particularly important at the Threshold level to limit the number of staffed facilities in order to maximize service and operational efficiency, as smaller facilities tend to provide less service and be less cost-effective to operate per square foot than larger facilities.

"Love libraries – will support them at the ballot box every time."
— community survey respondent

ACL already operates in less space than the Threshold level recommends, and the effects of the space deficiency are felt by both staff and the community – particularly in the South Zone, which already has the lowest square feet per capita ratio in the ACL system. Without expansion, the space deficit will only increase as the population continues to grow.

The table on the following page shows the recommendations by ACL service zone at the Threshold and Target levels.

SYSTEM RECOMMENDATIONS

	THRESHOLD		TARGET	
ACL TOTAL	291,000 SF	**0.46 SF/cap**	343,000 SF	**0.55 SF/cap**
SOUTH ZONE	160,000 SF	0.41 SF/cap	209,000 SF	0.53 SF/cap
Fremont				
Fremont Main	69,000 SF	*renovate*	79,000 SF	*expand into Admin*
Centerville	6,000 SF	*renovate*	26,000 SF	*expand/replace*
Irvington	6,000 SF	*transition to focused service*	0 SF	*convert to PULSE @ CC*
Niles	2,000 SF	*transition to focused service*	2,000 SF	*focus/maintain*
Warm Springs	6,000 SF	*new focused-service*	26,000 SF	*new*
Newark Library	26,000 SF	*replace*	26,000 SF	*replace*
Union City Library	45,000 SF	*expand/replace*	50,000 SF	*expand/replace*
CENTRAL ZONE	56,000 SF	0.38 SF/cap	56,000 SF	0.38 SF/cap
Castro Valley Library	35,000 SF	*renovate/maintain*	35,000 SF	*renovate/maintain*
San Lorenzo Library	19,000 SF	*maintain*	19,000 SF	*maintain*
ACL @ AYC REACH	0 SF	*maintain*	0 SF	*maintain*
ACL @ Cherryland CC	2,000 SF	*maintain*	2,000 SF	*maintain*
EAST ZONE	38,000 SF	0.54 SF/cap	38,000 SF	0.54 SF/cap
Dublin Library	38,000 SF	*expand into wing*	38,000 SF	*expand into wing*
NORTH ZONE	12,000 SF	0.57 SF/cap	15,000 SF	0.71 SF/cap
Albany Library	12,000 SF	*renovate*	15,000 SF	*renovate/internal expand*
SYSTEM SERVICES	**25,000**		**25,000**	
Administration	10,000 SF	*stay @ Fremont Main*	10,000 SF	*move to alternate location*
Central Services	15,000 SF	*stay @ Fremont Main*	15,000 SF	*stay @ Fremont Main*

FACILITY RECOMMENDATIONS – SOUTH ZONE

The South Zone currently has the largest population – as well as the greatest deficit of library space – of all of ACL's service regions. The population in this area currently exceeds 350,000 and is projected to grow at least 12% by 2030. This master plan recommends improvement strategies in the South Zone not only to increase the amount of space to support library materials and services, but also to optimize the allocation of ACL's resources, improve operating efficiency, and optimize ROI for the community.

"When I first moved to Fremont, the library was the first place I went to. It's a free entertainment place for anyone. It has so much to offer to everyone."
— community survey respondent
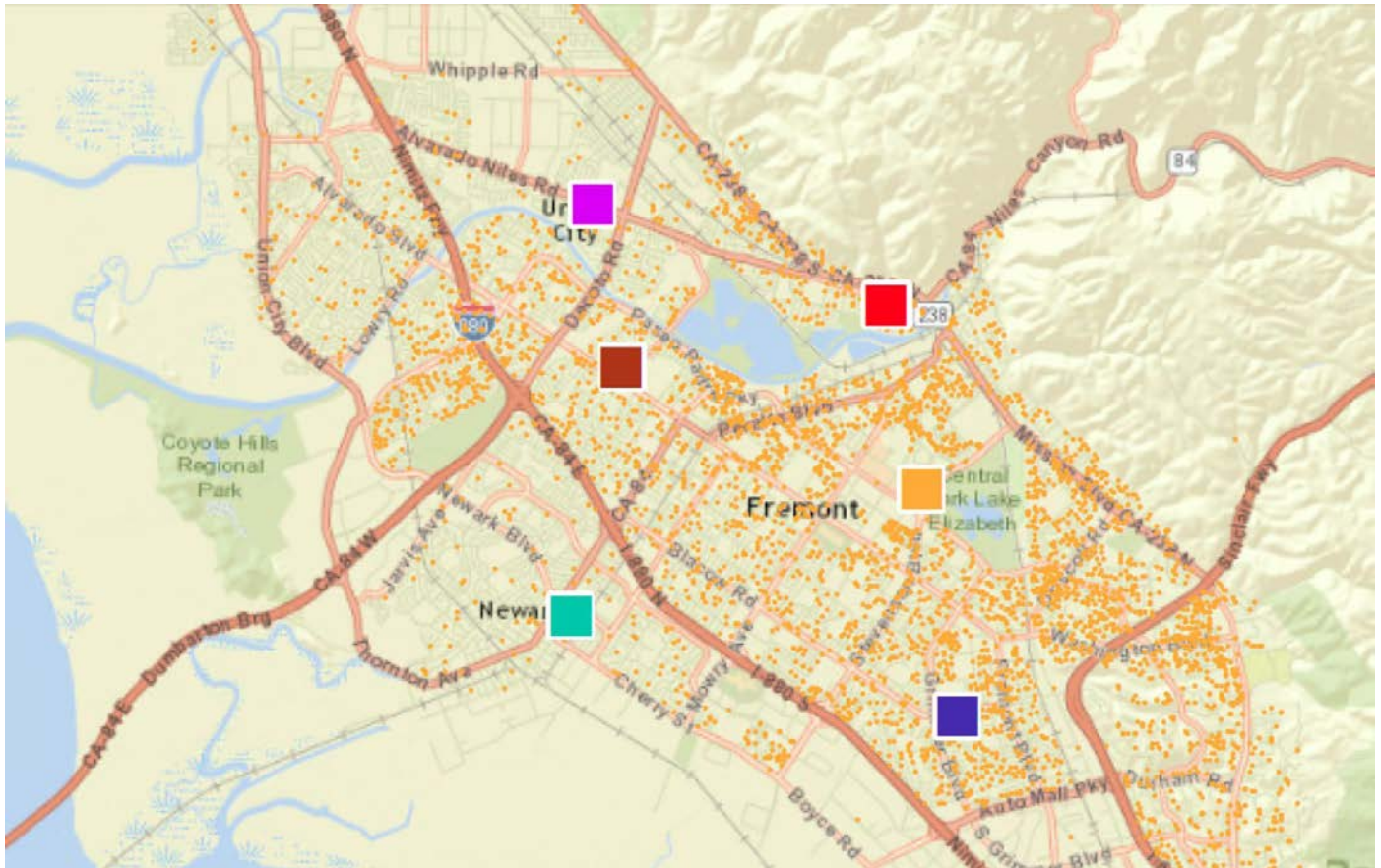
FREMONT MAIN LIBRARY

Although Fremont is relatively young for an incorporated city, it brought together communities that were long-established – some even pre-dating California's incorporation as a state. The City of Fremont's history since incorporation is characterized by rapid growth and nearly quadrupling of its population between 1960 and 2010. ABAG projects that growth will continue in Fremont, with the population reaching 275,000 or more by the year 2030.

Fremont is not only the San Francisco Bay Area's fourth largest city, but also one of its most diverse, with significant Indian and Chinese populations as well as the largest Afghan-American community in the U.S. Per U.S. Census data, Fremont has a higher average level of educational attainment than the Alameda County average, with nearly 92% of residents having completed high school and nearly 28% having attained a bachelor's degree or higher.

The Fremont Main Library building is owned by the City of Fremont and opened in 1989. The building is divided into two parts – ACL's largest public service location at approximately 69,000 square feet, and space for ACL administration and systemwide services (e.g., bookmobile) at approximately 25,000 square feet. Community outreach participants at the Fremont Main Library reported a particular need for more small meeting/group study rooms, increased access to power, and better acoustic zoning, particularly at the children's area.

FREMONT
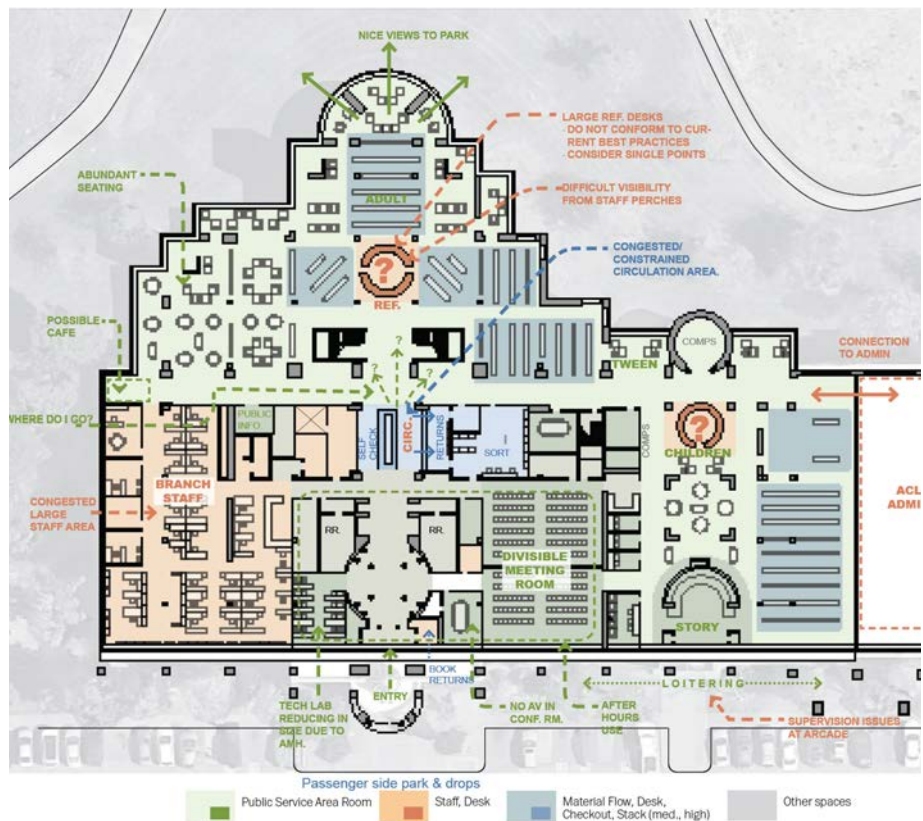
Almost 90% of community outreach participants at the Fremont Main Library said that children should be a service priority for ACL, followed by providing a variety of spaces for people, technology, and teens. This was echoed in the community survey, where more than two-thirds of respondents reported that preparing children for school is an important role for the library. In the aggregate, community outreach participants at the three smaller Fremont locations voted for technology as the top priority, while nearly two out of three participants voted for library programs and events.

The Fremont Main Library plays a key role in the ACL system. As ACL's largest full-service library, it provides much-needed capacity for the collection and other resources that are shared systemwide. Fremont Main also houses ACL's administrative and central services functions.

Although the site appears to offer some capacity for expanding the building, preliminary analysis suggests that this strategy would be less cost-effective at building system capacity than the projects recommended at other locations. For this reason, the recommendation of this master plan is to maintain Fremont Main at its current size, and renovate the facility to upgrade service, systems, and finishes.
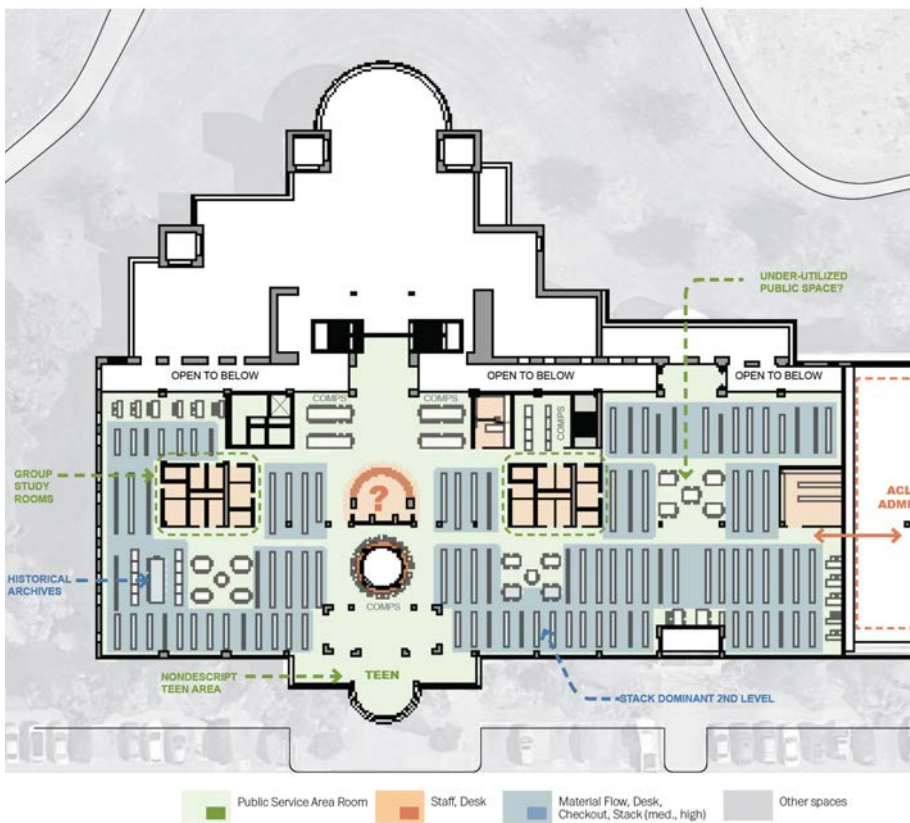
FREMONT

Threshold Option – Service and System Updates

At a minimum, Fremont Main Library will be due for renovation to address the wear and tear that thousands of daily visitors have on furniture and finishes. Major building systems such as HVAC will need to be upgraded and/or replaced according to their anticipated life cycle. Code-related updates will likely be required at some level depending on the value of other improvements, and the City may wish to go beyond the mandated minimum in order to improve the facility's accessibility, efficiency, and sustainability.

As these basic life cycle maintenance projects are implemented, there will also be the opportunity to update the facility to improve library service and operations – for example, by consolidating staff service desks, rebalancing space for seating and the collection, and updating signage for better wayfinding. Interior non-structural partitions could be added or moved to create new group study rooms, maker space, and other resources to meet community needs.

Target Option – Flagship Library

Additional investment in the Fremont Main Library could yield significant returns in terms of improved efficiency, functionality, and service to the community. This concept received enthusiastic support from community members participating in an outreach event at Fremont Main in April 2016. Opportunities include:

- Reorganization to reflect community priorities. Nearly 90% of participants at a community outreach event at the Fremont Main Library said that children should be a top service priority for the library. Fremont residents participating in the community survey ranked children, lifelong learning, and technology as important areas of focus for the library.

- Creating space for ACL flagship services. Unique resources could potentially draw patrons from throughout ACL's South Zone and beyond.

- Creating a distinct and operationally independent "marketplace" with popular materials, technology, seating, and other resources that can be open for extended hours with a streamlined staff profile.

- Redesigning the branch staff work environment for increased creativity and innovation. The public service staff work room could be transformed into an environment with diverse, flexible, and technology-rich work spaces to encourage and support enhanced collaboration. Staff work areas could also be designed to more effectively accommodate volunteer workers and other temporary surge situations.

- Revisiting the allocation of space between public service and ACL administrative/system central functions to support modern operations and potentially capture more space for public use. This would permit the addition of new services – for example, maker space – without needing to reduce other existing spaces and resources.

FREMONT – CENTERVILLE LIBRARY

The Centerville Library originally opened in 1910, and hermit crabbed its way through increasingly larger quarters as the community's library needs grew over time. In 1976, a new 6,000 square foot, state-of-the-art Centerville Library opened, offering ACL's first computerized checkout system. Today, the Centerville Library operates two days per week in a building owned by the City of Fremont.

The Centerville Library is a vital resource for the community and should be maintained at (or near) its current location. This master plan proposes two potential options to revitalize, optimize service, and maximize operational efficiency for the Centerville Library.

CENTERVILLE

PUBLIC SPACE

STAFF

MATERIALS FLOW
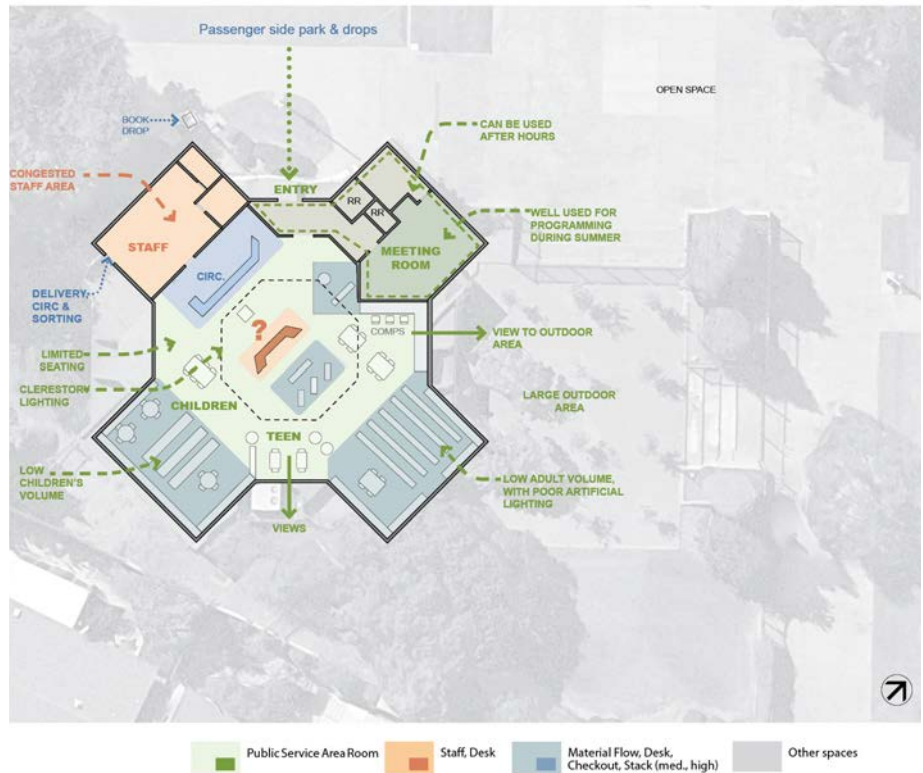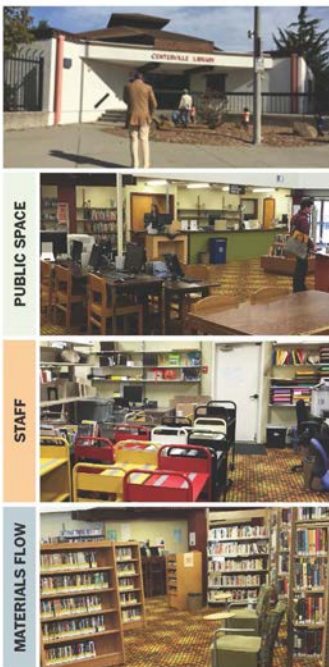
Threshold Option – Renovated Facility

The Threshold Option recommends renovating the library at its current size, with expanded hours and services to better serve patrons. The interior renovation could include code upgrades, any deferred maintenance items, new finishes, new furniture and shelving, and necessary technology infrastructure upgrades to create a vibrant 21st century library.
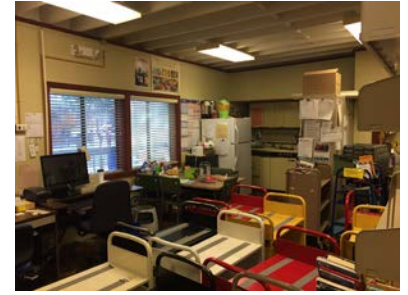
Target Option – Expand to Full-Service Library

Expansion of the Centerville Library would allow for its more efficient operation as a full-service library. A full service Centerville Library would provide adequate meeting space for library programs and community events; offer patrons more seating choices; accommodate a larger and more browsable collection; better support for both library-provided and customers' own; and more.

Preliminary analysis of the Centerville Library site suggests that there may be space to expand the existing building; further analysis will be required to confirm the feasibility of this strategy, taking into account the opportunities, constraints, and remaining life cycle value of the existing building. The long-range operations and maintenance costs associated with expanding the existing building should also be compared with the projected costs for an all-new, highly operationally efficient structure in order to determine which strategy will provide the highest value over time.

FREMONT – IRVINGTON LIBRARY

The Irvington Library was established in 1911. The current Irvington Library building dates to 1972, after its predecessor burned down. Owned by the City of Fremont, this facility housed ACL systemwide staff functions until the current Fremont Main Library opened. Today the Irvington Library is open to the public one day per week.

At approximately 6,000 square feet, the Irvington Library cannot be operated efficiently as a full-service branch. Mapping of ACL data shows that it draws patrons only from within a very small geographic area, providing a relatively low level of return for ACL's operational investment.

Improvements are needed at the Irvington Library location in order to optimize service and maximize operational efficiency. This master plan recommends two potential options for the Irvington Library. ACL's upcoming strategic planning process will provide a framework for identifying and evaluating the optimal service focus and staffing/operational model associated with either of these options.

IRVINGTON
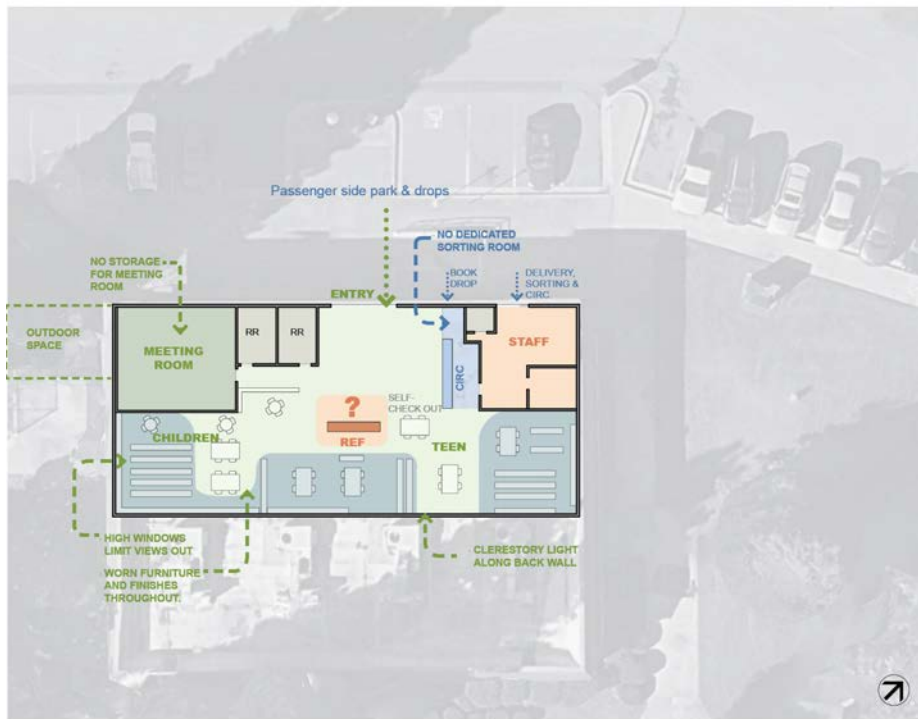
Threshold Option – Transition to Focused Service Facility

At the Threshold level, the Irvington Library could be maintained at its current size and transitioned to a focused service model. One example of a focused service would be a technology center with hours of operation optimized for typical demand patterns. An extended hours lobby could be developed to expand access to materials, technology, and other services. Based on preliminary analysis of available information about this building's age and condition, construction scope at the Irvington Library may require somewhat extensive deferred maintenance, life cycle, and accessibility/code upgrades in addition to service model enhancements.

Target Option – Alternative Service Delivery Model

In this option, ACL would seek to achieve a higher level of service and ROI through an alternative service delivery model. One potential strategy would be to develop a presence at a significant community destination such as the Wally Pond Community Center. ACL's PULSE model would make materials available to the community daily rather than once a week, and ACL staff could use community center spaces for more frequent storytimes and other library programs. This option would vacate the current Irvington Library building as a full-service library location, and leave it available for recreation/event space or other community needs.

If implemented in conjunction with the Warm Springs Library Target Option, this option would be consistent with reports that the long-range plan for libraries in Fremont has included closure of the Irvington Library once a library is developed in Warm Springs.

Wally Pond Community Center

"Niles Library is a special library. My grandfather came here from Mexico in the early 20's and learned English. Now my children learn here too."
— community survey respondent

FREMONT – NILES LIBRARY

The Niles Library pre-dates the establishment of the Alameda County Library, originally opening in 1890 as a circulating library in a local store. The Niles Library's current site on I Street was donated to the Niles Free Public Library Association in 1928. The approximately 2,100 square foot building was subsequently deeded to Alameda County in 1936. Today, the Niles Library operates one day per week.

While the Niles Library is a cherished community landmark, it cannot be operated efficiently or effectively as a full-service library branch. Expansion appears impractical, given site constraints.

This master plan recommends that the Niles Library be transitioned to a focused service model in order to optimize service and operational efficiency. One example of a focused service would be as a new home for portions of ACL's local history collection, with hours of operation optimized for typical demand patterns. ACL's upcoming strategic planning process will develop a framework for confirming the specific area of focus for this location.
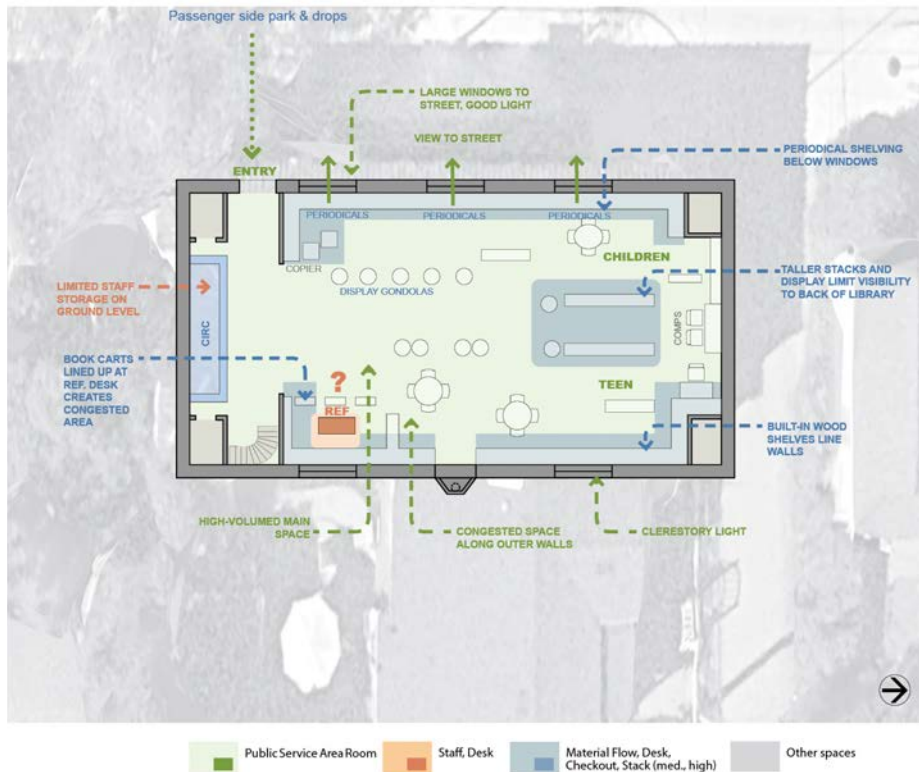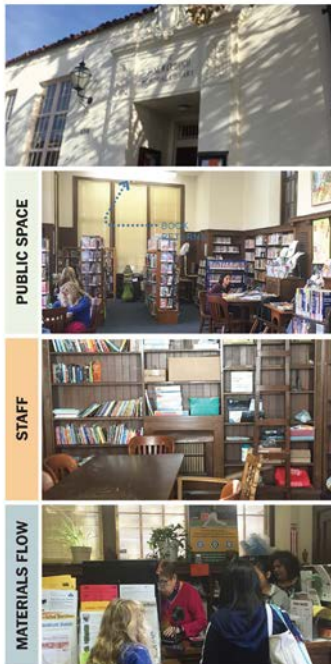
FREMONT – WARM SPRINGS

The Warm Springs area in the southern end of Fremont is home to a number of major Silicon Valley businesses, including Tesla and Lam Research, as well as some lower density single-family housing developments. Major development is planned for Warm Springs in order to replace some of the area's industrial uses with higher density mixed-use housing, retail, and commercial uses. The Warm Springs development will include a BART station on the line extension that connects with the light rail system in San Jose.

Warm Springs has long been identified as a target for developing an ACL presence. Its proximity to BART/transit as well as to a major vehicular corridor offers the potential for ACL to develop a unique destination service here that is accessible to ACL patrons countywide – for example, an innovation/creative technology center, perhaps in partnership with the local business/entrepreneurial community. ACL's upcoming strategic planning process will create a framework for identifying the specific area of focus for this location and for pursuing partnerships to support innovative service.

Threshold Option – Focused Service Facility

Prominently located tenant space in a destination retail development is a model that other libraries have implemented with great success. In approximately 5,000 to 6,000 square feet of retail space, ACL could operate a focused service facility with a popular collection, public computers/technology, space for individual and collaborative work, and even a moderately-sized program room. It could be designed for extended hours access to materials, technology, and other services – a particular benefit for patrons commuting via BART.

Target Option – Full-Service Library

At the target level, a full service library in Warm Springs would provide approximately 20,000 to 26,000 square feet with meeting space for library programs and community events, diverse seating choices, a rich and highly browsable collection, and state-of-the-art technology for both patrons and staff. Building capacity at Warm Springs would also support the transition of the Irvington Library to a focused service facility with a more efficient operational model.
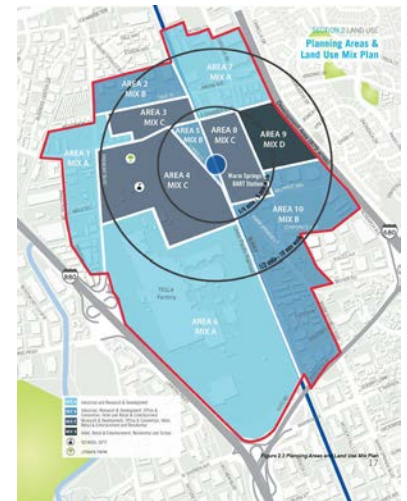
"It is amazing to have a center that supports lifelong learning and community bonding, which are really important to me."
— community survey respondent
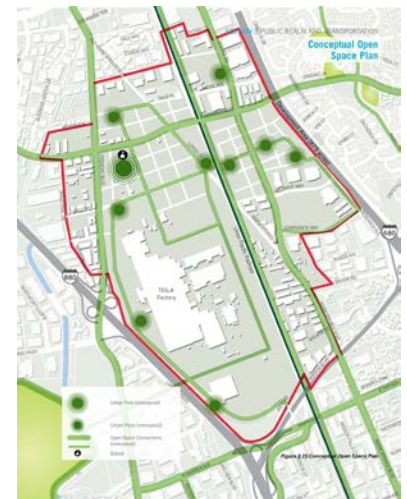
NEWARK LIBRARY

The City of Newark is a municipality of just under 45,000 people. Incorporated in 1955, Newark has grown steadily over the past 51 years into a diverse, yet close-knit community supporting a wide range of industries and trades. The community is experiencing a new wave of development, and expects to grow by at least another 15% by 2030.

The Newark community cherishes its library. More than half of Newark residents are active library cardholders. In FYE 2015, each Newark resident on average had visited the library at least four times and checked out materials more than six times. Nearly one in two Newark residents had, on average, attended a program at the library.

The Newark Library is an approximately 15,000 square foot facility, originally built in 1983 and owned by the City of Newark. The library is located in the City's civic center, sharing parking and other campus amenities with City Hall, the Police Department, and a popular community park. In 2015, the City commissioned a needs assessment and master planning study of its civic center campus. This study confirmed that the current Newark Library is inadequate to meet even today's community needs, and recommended that a new, larger facility should be built to house library services.

When asked what should be a service priority for ACL, more than 90% of community outreach participants at the Newark Library answered "children" and more than two-thirds said "teens" – the highest rankings for these responses of any library in the ACL system. One in two participants said that the library should provide a greater variety of spaces for people; this was echoed by Newark residents responding to the community survey, who expressed particular interest in having more places to sit at the library.

Threshold/Target Option – New Library

The Newark civic center master plan recommends a target library size of approximately 26,000 square feet with the capacity for future expansion as needed to accommodate additional population growth. This recommendation is consistent with the space planning target of this ACL master plan for the system overall as well as for the South Zone.

"My family LOVES the library, especially the Newark Library."
— community survey respondent

NEWARK

PUBLIC SPACE

STAFF

MATERIALS FLOW
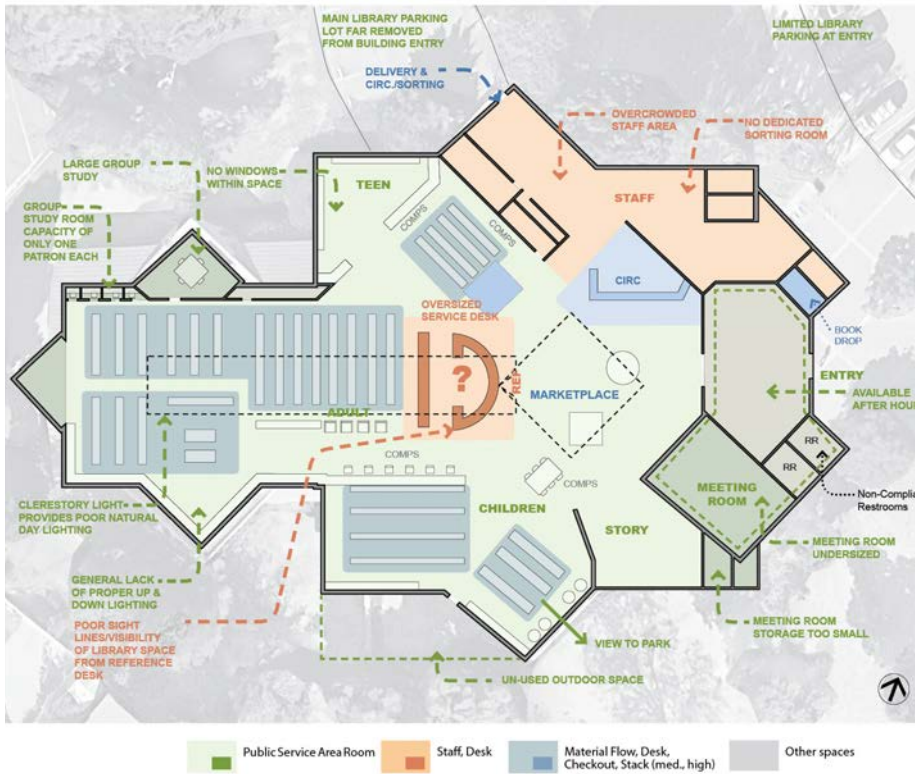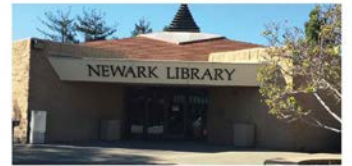
UNION CITY LIBRARY

The Union City Library is an approximately 12,000 square foot facility owned by the City of Union City. The library is located at the City's civic center, sharing parking and other campus amenities with City Hall and the Police Department. The inadequacy of the current Union City Library building to serve the community has long been recognized. The population of Union City today is nearly 10 times its size when the current library opened in 1965. ABAG projects that the community will grow by another 12% by 2030.

Approximately 15 years ago, the City commissioned a detailed library needs assessment and conceptual design study that recommended replacement of the existing structure with a new 47,000 square foot building on an alternate site within the civic center campus. To date funding has not been available to implement the project.

When asked what should be a service priority for ACL, more than two-thirds of participants at an outreach event at the Union City Library said "technology," followed closely by providing a greater variety of spaces for people. This was echoed by Union City residents responding to the community survey, who expressed particular interest in having more places to sit at the library, along with more STEM/maker resources.
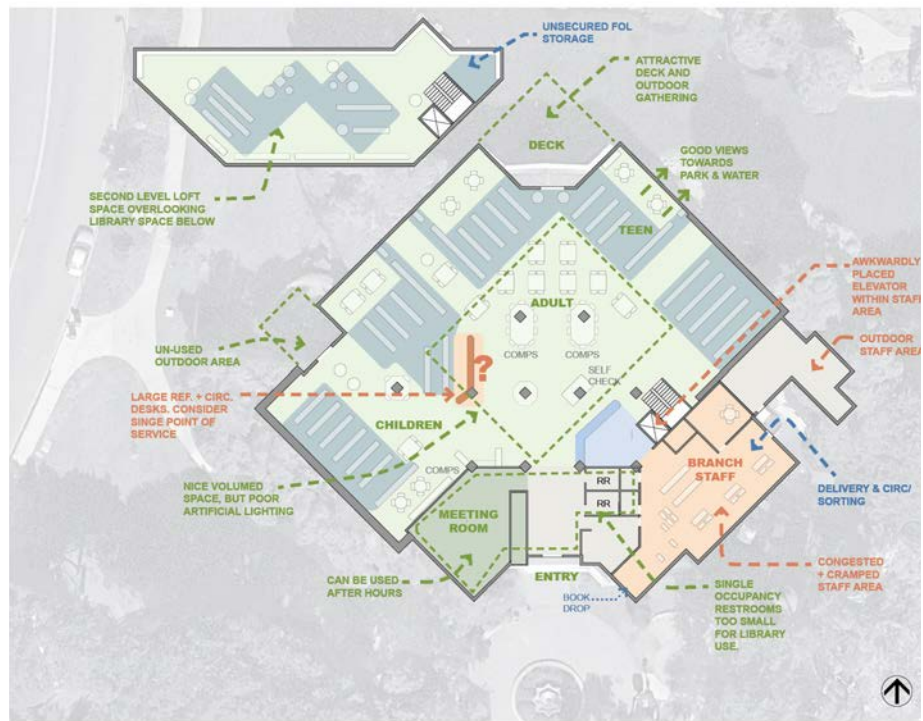
UNION CITY

Threshold/Target Option – New Library

Consistent with the finding of the previous needs assessment, this master plan recommends the expansion of the Union City Library to approximately 45,000 to 50,000 square feet – a recommendation that received strong community support during an April 2016 outreach session.

The existing library site enjoys a prominent location along Alvarado-Niles Road, a major community thoroughfare. However, preliminary analysis suggests that there may not be sufficient space for a library of the recommended size at its current corner location on the site. Further analysis is recommended to compare the feasibility and long-term value of expanding the existing building vs. replacement with a new and highly efficient structure.

Preliminary analysis suggests that the site proposed in the previous conceptual design study remains a reasonable and feasible option for construction of a new library of the recommended size.

Development of a second library in Union City is not recommended as a long-term strategy, as it is unlikely to meaningfully enhance access to the full range of library services needed by the community. However, ACL and the City may wish to explore opportunities to deploy supplemental service strategies as an interim measure until the current library building can be expanded.
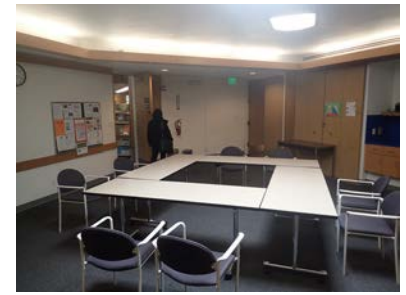
FACILITY RECOMMENDATIONS – CENTRAL ZONE

Both of ACL's two newest full-service libraries – Castro Valley and San Lorenzo – are located in the Central Zone. Each of these libraries showcases the direction in which ACL is moving in terms of service model, operations, and integration of technology. They also demonstrate a renewed commitment to providing a welcoming and comfortable place for people to read, study, work, and enjoy the library both individually and collaboratively.

No new full-service libraries are proposed in this master plan for the Central Zone. The Threshold Option for this zone recommends maintaining the embedded library services at the REACH Ashland and Cherryland Community Center locations for increased access in these communities. As a Target Option, ACL would evaluate the need, feasibility, and cost-effectiveness of implementing additional focused-service strategies in this zone.
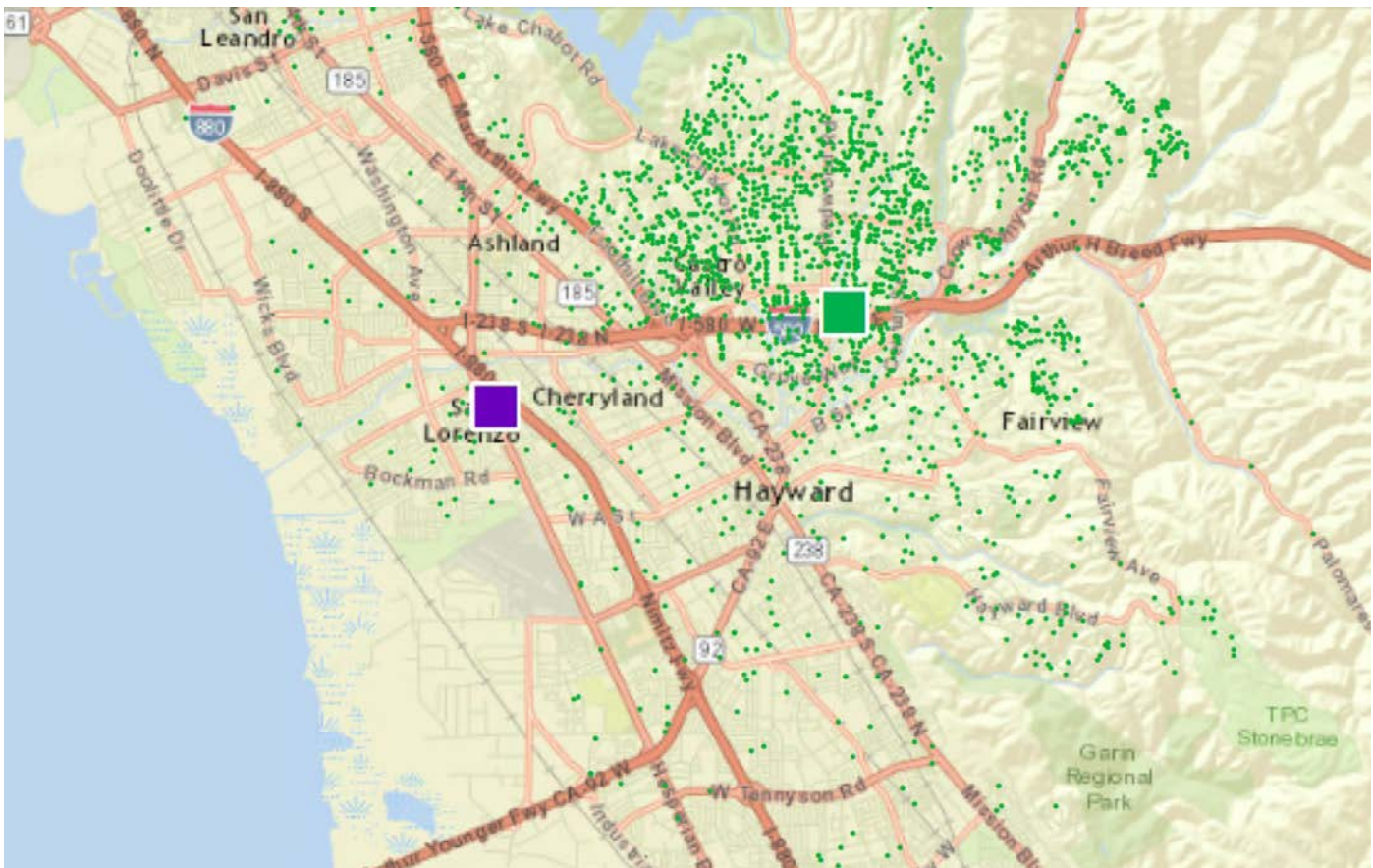
CASTRO VALLEY LIBRARY

Owned by the County of Alameda and opened in 2009, the Castro Valley Library is still essentially a new building. Finishes and furnishings are well-maintained and are wearing as expected for their age and level of use. Major building systems as well as finishes will require future replacement according to their scheduled maintenance timeline. Planned projects such as carpet replacement may offer the opportunity to revisit collection shelving, staff desks, and other elements in order to implement evolving service/operational practices, as appropriate. Life cycle maintenance of major building systems may provide the opportunity to increase energy efficiency and/or building performance (for example, lighting controls).

"We love the Castro Valley Library"
— community survey respondent

CASTRO VALLEY

SAN LORENZO LIBRARY

The San Lorenzo Library is approximately 19,000 square feet. It opened in 2015 as a major renovation and expansion of the previously smaller library building. It is owned by the County of Alameda. As an essentially new building, the San Lorenzo Library is not anticipated to require major renovation during the planning horizon of this master plan, although heavily worn finishes and furnishings may require maintenance or replacement at some point. The building is designed with a flexible infrastructure, including a shallow raised floor, in order to facilitate modifications that may be needed over time to meet changing community demand for services and technology.

SAN LORENZO
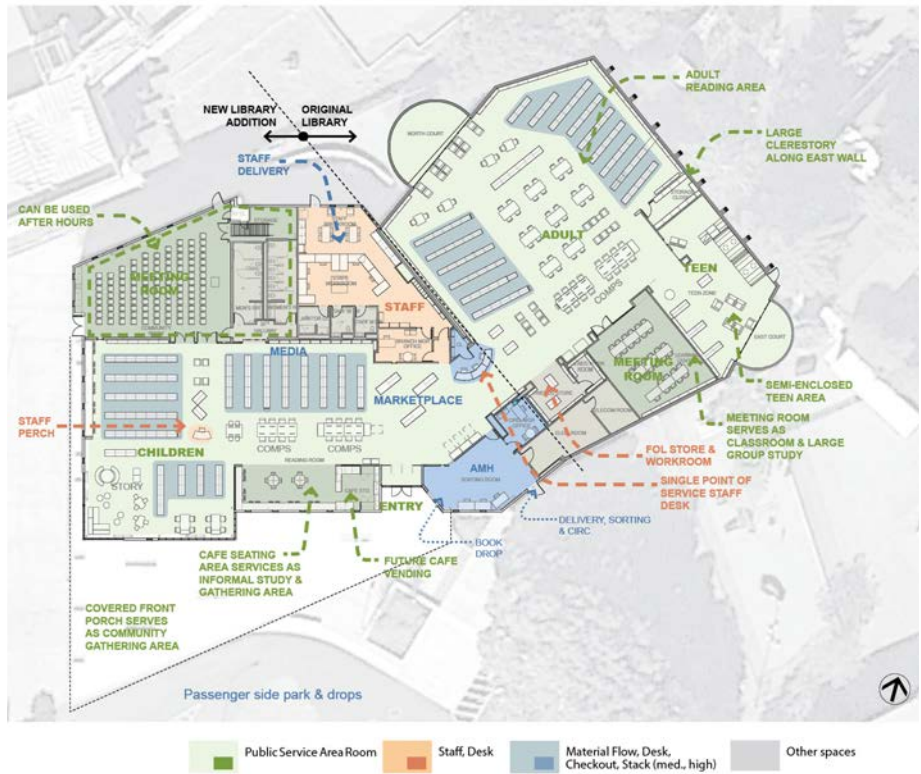
FACILITY RECOMMENDATIONS – EAST ZONE

The Dublin Library is the only full-service ACL location in the East Zone. Dublin has experienced rapid growth over the last few decades, and currently has a population of 53,836 residents per the 2016 California Department of Finance study. ABAG forecasts Dublin's population to grow to 63,500 by the year 2030.

No new full-service libraries are proposed in this master plan for the East Zone. ACL should continue to evaluate the feasibility and cost-effectiveness of focused service strategies within the unincorporated areas.

Sources: Esri, HERE, DeLorme, USGS, Intermap, increment P Corp., NRCAN, Esri Japan, METI, Esri China (Hong Kong), Esri (Thailand), TomTom, MapmyIndia, ©

"We LOVE the Dublin Library!"
— community survey respondent
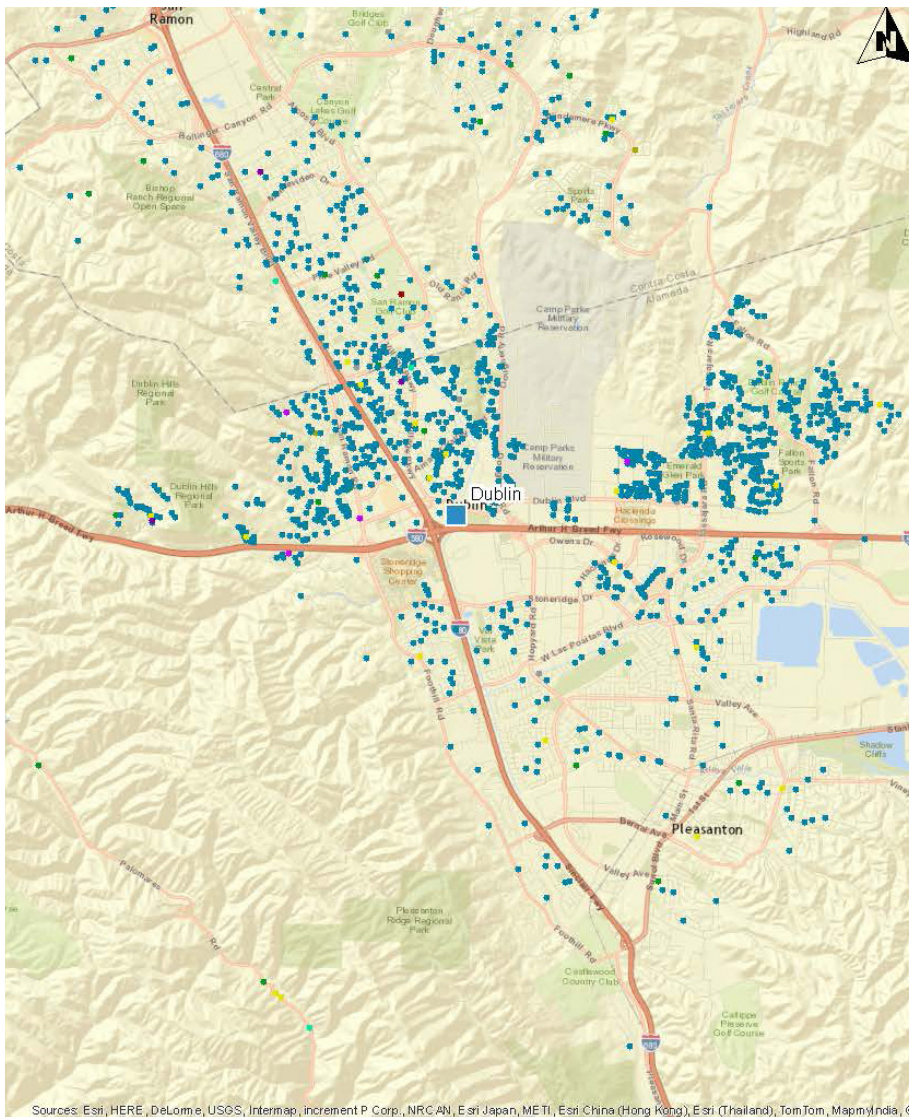
DUBLIN LIBRARY

The Dublin Library, owned by the City of Dublin, was designed with expansion in mind. A portion of the overall 38,000 square foot building has been partitioned separately and used as storage by the City since the facility opened in 2003. During this time, the population has grown by more than two-thirds and is projected to increase by another 25% or more by 2030.

The community is feeling the need for more space at the Dublin Library, and this master plan recommends that the full building should be made available for operation by ACL. ACL's upcoming strategic planning effort should provide a framework for evaluating whether to simply expand existing services at the Dublin Library into the new space, or whether to take this opportunity to add new services.

When asked what should be a service priority for ACL, more than 80% of community outreach participants at the Dublin Library answered "children," while "spaces for people," technology, and materials to check out were essentially tied at nearly 60% each.

FACILITY RECOMMENDATIONS – NORTH ZONE

Albany is the only community within ACL's North Zone, which is served by the full-service Albany Library.

No new full-service libraries are proposed in this master plan for the North Zone.
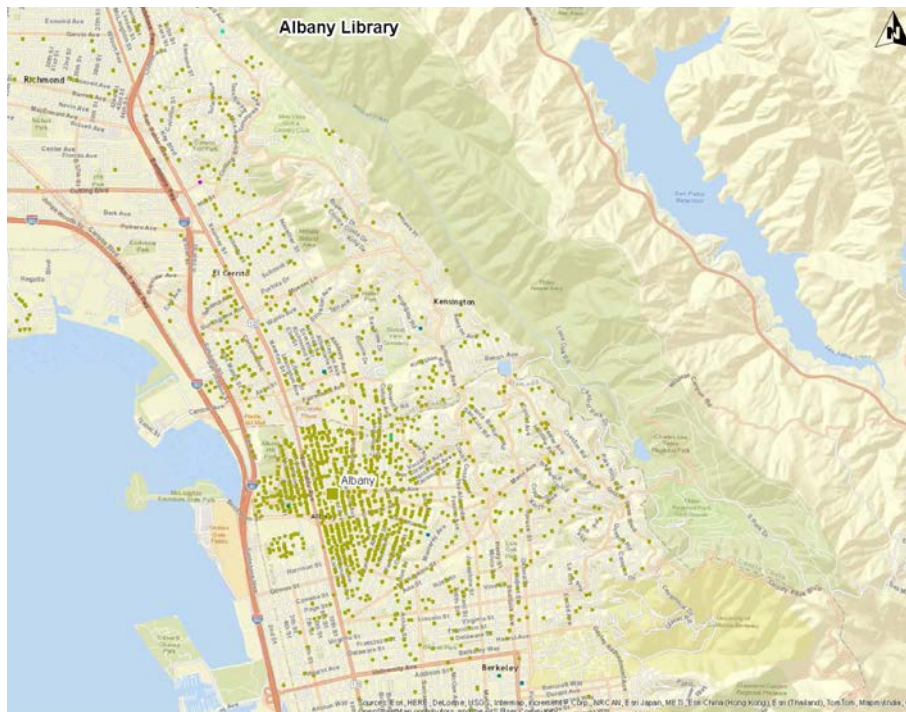
ALBANY LIBRARY

The first public library in Albany opened soon after the establishment of the Alameda County Library system in 1910, as a takeout branch in a small room on Solano Avenue. In 1913, the library moved into a shared building with Albany City Hall. It moved again several times over the years before finally settling into its current home at 1247 Marin Avenue, which it shares with the City of Albany's Parks & Recreation department. Built with grant funding through the California State Library's 1988 Construction and Renovation Bond Act (aka Proposition 85), the joint library and community center opened to the public in 1994.

Growth in Albany has been relatively moderate, compared to other East Bay communities. The U.S. Census estimates that the population in 2010 was approximately 18,539. ABAG projects that future growth will be slower in Albany than for Alameda County overall, increasing approximately 8% to 21,000 people by the year 2030. Per U.S. Census data, Albany is also a somewhat younger community than the Alameda County average, with more than one-fourth of its population under the age of 18, and less than 10% over the age of 65.

ALBANY

Participants in a public meeting at the Albany Library in March 2016 described Albany as a friendly, safe, and walkable community of choice. It offers many civic, social, cultural, and recreational amenities that attract young families and support residents throughout their working and senior years. Albany is a community with a strong focus on education, for which the Library is an important partner. The Library also is a key employment resource, including job skills programs, coaching services, and access to technology.

Community meeting participants reported that in addition to using the Albany Library, they also use library branches in Berkeley, Oakland, and even San Francisco based on hours, availability of materials, and convenience to other destinations. Mapping of customer data for checkouts at the Albany Library shows little cross-use with other ACL locations – which is perhaps not surprising given its relative geographic isolation from the rest of the ACL system – but does show that the Albany Library is a destination for residents of neighboring communities.

Community outreach participants at the Albany Library rated "materials to check out" and "variety of spaces for people" as the top priorities for service – more than at any other ACL location. Nearly two-thirds of participants also said that children should be a priority for the Library.

Threshold Option – Service and System Updates

On a square foot per capita basis, the Albany Library appears to provide sufficient capacity to serve the community now and for its projected 2030 population. At the Threshold level, the Albany Library should be maintained at its current size on the main level of the shared building with the community center.

As basic maintenance projects are implemented at the Albany Library (for example, replacing finishes and furniture), there will also be the opportunity to update the facility to improve library service and operations. One opportunity would be to reconfigure space to provide more seating, which was a top priority for community participants at an outreach event at the Albany Library. Other service model opportunities could include redesigned staff service points, updated signage, etc.

Target Option – Internal Expansion

There may be opportunities to reallocate some resources to the lower level of the building in order to free up space on the main level, such as for additional seating and/or a higher profile Friends of the Library booksale area.

"Our library is one of the three main reasons that we chose to move from Berkeley to Albany. It is one of the anchors of our lifestyle. We want to preserve and improve it for our current and future population."
— community survey respondent

APPENDIX

PROJECT PARTICIPANTS AND ACKNOWLEDGMENTS

ALAMEDA COUNTY LIBRARY ADVISORY COMMISSION

Cynthia Hegedus, Albany
Doreen Wehrenberg, Dublin
Lily Mei, Fremont
Maria "Sucy" Collazo, Newark
Pat Gascoscos, Union City
Michael Baldwin, Castro Valley
Karen Bridges, Member/at/Large
Cheryl Hoffman, San Lorenzo/Ashland/Cherryland

CITY & COMMUNITY STAKEHOLDERS

Penelope Leach, City Manager, City of Albany
Ronnie Davis, Albany Library Advisory Board, City of Albany
Chris Foss, City Manager, City of Dublin
Doreen Wehrenberg, former Councilmember, City of Dublin
Hazel Wetherford, Assistant to the City Manager, City of Dublin
Lily Mei, Mayor, City of Fremont
Bill Harrison, former Mayor, City of Fremont
Jessica von Borck, Assistant City Manager, City of Fremont
Kelly Kline, Economic Development Dir./Chief Innovation Officer, City of Fremont
John Becker, City Manager, City of Newark
Terrance Grindall, Assistant City Manager, City of Newark
Pat Gacoscos, Councilmember, City of Union City
Tony Acosta, City Manager, City of Union City
Mark Evanoff, Deputy City Manager, City of Union City
Felix Lechner, Chair, Fremont Library Advisory Commission
Lisa Zane, Vice Chair, Fremont Library Advisory Commission
Tariq Ali, Fremont Library Advisory Commission
Deepak Chhabra, Fremont Library Advisory Commission
Yan Liu, Fremont Library Advisory Commission
Chitraleka Vivek, Fremont Library Advisory Commission
Shradha Menghrajani, Youth Commissioner, Fremont Library Advisory Commission
Patricia Finch, Friends of the Library Representative, Fremont Library Advisory Commission

STEERING COMMITTEE

Cynthia Chadwick, County Librarian, Alameda County Library
Carmen Martinez, Interim County Librarian, Alameda County Library
Ben Gomberg, Principal Librarian, Branches & Extension, Alameda County Library
Albie Udom, Facilities/Projects, Alameda County Library
Carolyn Moskovits, Branch Manager, Castro Valley Library

ALAMEDA COUNTY LIBRARY STAFF

Marion Oldenhage
Tiona Smith
Felicia Tejada
Alicia Reyes
Asad Iqbal
Darshan Chattha
Peggy Watson

Kate Eppler
Lee Jouthas
Danielle Wilson
Adina Aguirre
Brian Edwards
Kathy Steel-Sabo
Christina Grove
Maria Magallon
Gina Rose
Deb Sica
Randy McDevitt-Parks
Sandy Nunes
Lisa Harris

MASTER PLAN CONSULTANT TEAM

GROUP 4 ARCHITECTURE, RESEARCH + PLANNING, INC.

David Schnee AIA AICP LEED$_{BD+C}$
Jill Eyres LEED$_{BD+C}$
Vance Stoner

211 Linden Ave.
South San Francisco, CA 94080
(650) 871-0709
www.g4arch.com

BLINK!LAB

June A. Grant

4228 Martin Luther King Jr. Way
Oakland, CA 94609
(510) 326-2176
www.blink-lab.com

MACK5

Cynthia Madrid

1900 Powell St.
Suite 470
Emeryville, CA 94603
(510) 595-3020
www.mack5.com

REDWOOD RESOURCES, INC.

Schenae' Rourk

4100-10 Redwood Rd. #266
Oakland, CA 94619
(510) 516-0349
www.redwoodresources.net

STRATEGIC VISION WORKSHOP PARTICIPANTS

Adina Aguirre, Alameda County Library
Tariq Ali, Fremont Library Advisory Committee
Hermy Almonte, Mercy Housing
Carol Arata, Abode Services
Michael Baldwin, Alameda County Library Advisory Commission
Suzanne Barba, Eden Area League of Women Voters
Isabelle Beauchamp, Alameda County GSA
Rene' Besold
Karen Bridges, Alameda County Library Advisory Commission
Tamia Brown, Alameda County WIB
Michael Cadrecha, Alameda County GSA
Giovanna Capone, REACH Ashland Youth Center
Inez Carrasco, Alameda County Library
Roger Caswell, Friends of the Castro Valley Library
Cindy Chadwock, Alameda County Library
Susan Choquette, Friends of the Castro Valley Library
Sucy Collazo, Alameda County Library Advisory Commission
Sunil Dhar, Alameda County Library Foundation
Lynn Dillon, San Lorenzo School District
Brian Edwards, Alameda County Library
Kate Eppler, Alameda County Library
Mark Evanoff, City of Union City
Stacy Fox-Myers, Fremont Unified School District
Pat Gacoscos, Union City Councilmember
Gil Garza, Washington Township Historical Society
Shammi Gill, Alameda County Library
Ben Gomberg, Alameda County Library
Paula Greer
Cynthia Hegedus, Alameda County Library Advisory Commission
Cheryl Hoffmann, San Lorenzo Village Homes Assn
Asad Iqbal, Alameda County Library
Ryan Jacinto, Alameda County Library
Margaret Jerene, First 5 Alameda
Ralph Johnson, Castro Valley Sanitary District
Lee Jouthas, Alameda County Library
Steven Kirk, San Lorenzo Village Homes Association
Kelly Kline, City of Fremont
Felix Lechner, Fremont Library Advisory Committee
Terry Liebowitz, Castro Valley Arts Foundation
Jennifer Lyell, San Lorenzo School District
Edward Lyke, Friends of Castro Valley Library
Carol Lyke, Friends of Castro Valley Library
Maria Magallon, Alameda County Library
Carmen Martinez, Alameda County Library
Don McCormick
Randy McDevitt-Parks, Alameda County Library

STRATEGIC VISION WORKSHOP PARTICIPANTS

Lily Mei, City of Fremont Vice-Mayor
Doug Monson, Biblioteca/3M
Carolyn Moskovitz, Alameda County Library
Mike Murphy, Datanet IT
Con Nguyen, Biblioteca/3M
Marion Oldenhage, Alameda County Library
Penny Peck, San Lorenzo School District
Alicia Reyes, Alameda County Library
Raul Rodriguez, Alameda County Library
Rona Rothenburg, Alameda County GSA
Sarah Sammis, Friends of the Castro Valley Library
Paul Sanftner, Office of Supervisor Nate Miley
Suzanne Shenfil, City of Fremont
Al Skinner, Biblioteca/3M
Marsha Skinner, Friends of the Albany Library
Tiona Smith, Alameda County Library
Cossette Sun
Ian Tecson, Alameda County Library
Felicia Tejada, Alameda County Library
Albie Udom, Alameda County Library
Peggy Watson, Alameda County Library
Dean White, Alameda County Sheriff's Office
Danielle Wilson, Alameda County Library
Aaron Wong
Dorothy Yanagi

COMMUNITY SURVEY

Welcome to the Alameda County Library's community survey

The Alameda County Library is developing a master plan for library services and facilities over the next 10-20 years. We are inviting the community to participate in the development of the plan in a variety of ways.

This survey should take about five to seven minutes to complete. For more information on opportunities to participate in the development of the plan, please visit www.aclibrary.org .

Thank you for your input!

COMMUNITY SURVEY

About you and your community

1. Do you live in Alameda County?

○ No

○ Yes -- please enter 5-digit ZIP code:

2. Do you work and/or go to school in Alameda County?

○ Yes

○ No

○ N/A

3. What do you love about where you live?

4. What would you change about where you live, if you could?

COMMUNITY SURVEY

5. Which of the following statements apply to you? *Please select all that apply.*

☐ I am a relatively new member of my community

☐ I have lived in my community for a long time

☐ I am a recent immigrant to the United States

☐ I work primarily outside the home

☐ I work primarily from home/at home

☐ I am a full-time or part-time student

☐ I participate in homeschooling

☐ I am self-employed

☐ I am an elected or appointed official in my community

☐ I volunteer in my community

☐ I am active in a community service organization

☐ I am active in a neighborhood association / HOA

☐ I am active in a faith-based organization

☐ I am active in shared-interest groups (book clubs, running clubs, artist collective, etc.)

☐ I am the primary caregiver for an adult family member (spouse, parent, etc.)

Other ways you see yourself in your community:

COMMUNITY SURVEY

Your family and your future

6. How might your life change in the next 10 years? *Please select all that apply.*

☐ I will be in middle or high school   ☐ I want to advance in my job/career   ☐ I want to retire

☐ I will graduate from high school   ☐ I want to change jobs/careers   ☐ I will move to Alameda County

☐ I will attend college   ☐ I want to start my own business   ☐ I will move to another community in Alameda County

☐ I want to have a family   ☐ I want to grow my business

☐ I want to start a job/career   ☐ I want to volunteer/become more active in my community   ☐ I will move out of Alameda County

Please tell us how else you expect your life to change over the next decade:

7. What would you say are the most important issues for you/your family?
Please select all that apply.

☐ Preparing young children for school   ☐ Learning a language other than English   ☐ Public safety in our community

☐ Supporting formal education   ☐ Getting or changing a job/career   ☐ Local government and representation

☐ Supporting continuing/lifelong learning   ☐ Learning/improving technology skills   ☐ Economic vitality in our community

☐ Activities for kids after school   ☐ Local and regional history   ☐ Affordable options for entertainment/recreation

☐ Knowing my neighbors; building strong neighborhoods   ☐ Recreational places and activities

☐ Learning English   ☐ Community events and celebrations

Other issues important to me/my family:

COMMUNITY SURVEY

How you use the Alameda County Library

8. Which statement best describes your use of the Alameda County Library?

○ I am a frequent Alameda County Library user - I'm there at least 2-3 times a month

○ I am a regular Alameda County Library user - I'm usually there at least once a month

○ I'm an occasional Alameda County Library user - maybe a few times in the last six months

○ I rarely or never visited the Alameda County Library in the last six months

○ I'm not sure if I've visited an Alameda County Library

9. Which Alameda County Library location(s) have you visited over the last six months? *Please select all that apply.*

☐ Alameda County Library website   ☐ Fremont Main Library

☐ Albany Library   ☐ Irvington Library

☐ ACL Bookmobile   ☐ Newark Library

☐ Castro Valley Library   ☐ Niles Library

☐ Centerville Library   ☐ San Lorenzo Library

☐ Dublin Library   ☐ Union City Library

Other libraries:

[   ]

10. Which of the following statements are true about the Alameda County Library location(s) you use most often? *Please check all that apply.*

☐ I usually feel safe in the library   ☐ I usually receive good customer service at the library

☐ The library is usually clean   ☐ I can usually find what I'm looking for on the Alameda County Library website

☐ I can usually find a place to sit in the library

☐ I can usually find an available computer   ☐ I feel the Alameda County Library is a good value

☐ It's easy to find books / materials   ☐ I would recommend the Alameda County Library to a friend, colleague, or family member

☐ I usually get what I want when I use the library   ☐ Library staff are helpful

Are there any answers you'd like to clarify or explain?

[   ]

COMMUNITY SURVEY

11. What would you like to see (or see more of) in the Alameda County Library locations you use most often? *Please select all that apply.*

☐ Homework center

☐ Quiet space for reading, work, or study

☐ Access to print/copy/scanning technology

☐ More places to sit/more variety in seating choices

☐ Display space for art / cultural exhibits

☐ Space for library programs and community meetings/events

☐ Space for working/studying with others

☐ Cafe

☐ Job/career development center

☐ Display space for local history materials

☐ Children's Play and Learn area

☐ Used book sales

☐ Shelving that makes it easier to see/find materials

☐ STEM and Maker resources (3D printers, interactive learning, etc.)

☐ Technology for in-library check-out (e.g., laptops, iPads)

☐ Technology learning space

☐ Assistive technologies and equipment

What else would you like to see in the Alameda County Library?

COMMUNITY SURVEY

How can the Library be a greater asset in your community?

12. Which other libraries have you visited in the last six months? *Please select all that apply.*

☐ Alameda Free Library   ☐ Oakland Public Library   ☐ Contra Costa County Library

☐ Berkeley Public Library   ☐ Pleasanton Library   ☐ Another public library - please specify below

☐ Hayward Public Library   ☐ San Leandro Library   ☐ A school or university library - please specify below

☐ Livermore Public Library   ☐ Santa Clara County Library   ☐ I haven't visited any other libraries in the last six months

Other library or libraries I have visited in the last six months:

13. Which library services, programs, and amenities are most important to you/your family now, or are likely be in the future? *Please select all that apply.*

☐ Maker/creative classes/events   ☐ Opportunities to volunteer   ☐ Access to my library account information online

☐ Resources/programs for businesses   ☐ Tax assistance/tax forms   ☐ Digital content - books, magazines, music, movies

☐ Cultural resources/programs   ☐ Local history collections

☐ STEM classes   ☐ Storytimes   ☐ Access to meeting rooms for community/private events

☐ Coding classes   ☐ Research databases

☐ Discover and Go passes   ☐ Research/reference assistance from a librarian   ☐ Print materials - books, magazines, reference materials

☐ Online homework help   ☐ Bookmobile services

☐ Computer classes   ☐ Materials and programs in languages other than English   ☐ Civic and community information

                                         ☐ Access to computers and/or wifi

Other (please specify)

14. Why is the library important to your community? *Please select all that apply.*

☐ It helps prepare children for school

☐ It promotes continuing/lifelong learning

☐ It provides access to technology

☐ It connects the community with information and resources

☐ It provides affordable programs and materials for recreation / entertainment

☐ It builds language and literacy skills

☐ It supports formal education

☐ It is a community gathering place

☐ Other roles for the library in your community:

☐ It supports job-seekers and workforce development

☐ It is a creative center

☐ It is a community cultural center

☐ It supports entrepreneurs and the business community

☐ It is a forum for ideas

☐ It is a resource for new immigrants

☐ It helps prevent students' learning loss over the summer

15. Is there anything else you would like to tell us?

COMMUNITY SURVEY

A little bit more about you...

16. What is your age group?

- ○ 5 to 9
- ○ 10 to 14
- ○ 15 to 19
- ○ 20 to 24

- ○ 25 to 34
- ○ 35 to 44
- ○ 45 to 54
- ○ 55 to 59

- ○ 60 to 64
- ○ Over 65

17. What primary language(s) do you speak in your household? *Please select all that apply.*

- ☐ English
- ☐ Spanish
- ☐ Cantonese
- ☐ Other (please specify)

- ☐ Vietnamese
- ☐ Tagalog
- ☐ Mandarin

- ☐ Russian
- ☐ Hindi
- ☐ Farsi

18. Including you, how many people live in your household? *Please enter a number.*

19. Who else lives in your household with you? *Please select all that apply.*

- ☐ Roommate(s)
- ☐ Child/children

- ☐ Spouse/partner
- ☐ Members of an older generation (e.g., parents, grandparents)

- ☐ Other family members
- ☐ Other non-family members

Others in your household:

GROUP 4

ARCHITECTURE

RESEARCH +

PLANNING, INC

211 LINDEN AVENUE

SO. SAN FRANCISCO

CA 94080 USA

T: 650.871.0709

F: 650.871.7911

THE
JANE R. CLOUGH
MEMORIAL LIBRARY