APPENDIX J

FUTURE PORTERVILLE
PUBLIC LIBRARY: A SCENARIO

Note: This scenario is not a description of the future Porterville public library. It is a composite of many ideas that came forth in the needs assessment process, synthesized into a verbal snapshot in time. It is written to give library planners and residents a point of focus because people have vastly different ideas of a public library based on their experience.

The library needs assessment is for a future library in 5, 10, or 20 years. Library leaders will be planning the library at a time when technology is changing the world and the expectations of younger generations. Library planners can use this scenario as a tool for dialog and thereby come closer to a common vision for a future library that city officials, residents, and funders can get behind.

Imagine approaching the new Porterville Public Library for the first time. It is the centerpiece of a cluster of facilities in the new cultural area of downtown. The library is an eye-catching, pleasing building, bustling with people entering and exiting as well as enjoying the exterior promenade, meeting friends and greeting neighbors. The façade, the entry way, and the vestibule are inviting. Adjoining the street and the building entrance is a cyber café and store jointly sponsored by the Friends of the Library and Friends of the cultural center. A private pay-for-service child day care center is an anchor tenant near the library. The building complex includes an amphitheater and an art museum and gallery. There are several restaurants and cafes and shops in the vicinity and lots of pedestrian traffic.

A greeter in the spacious vestibule speaks in Spanish to a family visiting the library for the first time. There is a big screen display that orients you to the areas and services of the library. A changing visual and performing arts exhibit adorns the other walls of the vestibule. Adjoining the vestibule the community meeting room is hosting a regional economic development summit. Opposite the community meeting room is a large multipurpose room where a regional firefighters' seminar is underway. The visual and audible schedule for the rooms includes many events related to the programs the library offers directly and through partnerships with the community college, the visual and performing arts community, the neighborhood associations, and other local and regional partners. Following the seminar, the room will host a family read-in. Tomorrow's schedule ends with a teen reading club party and sleep-over.

The community meeting room, multipurpose room, and small conference rooms throughout the library feature collaborative technologies. Live video feeds allow dispersed groups to meet face to face; discussions are automatically transcribed and emailed to the participants; large screens show shared notes, diagrams, and checklists, updated in real time even when participants are far flung. Participants collaborate in cyberspace to create content with co-creators globally. Audio and video capture and edition stations draw a wide spectrum of creative people who want to create content for personal as well as commercial use. A mini-theater in the adjoining Visual and Performing Arts Center provides an additional space for small groups to view their productions.

As you leave the vestibule and enter the library proper you see attractive displays of the latest popular books and other merchandise. The line of sight and signage make finding one's way around intuitive. You notice as you walk through the library that staff and volunteers unobtrusively answer questions and help customers find and use the services, collections, and technology.

Many people are in the library and while it is busy, it seems calm and quiet. There are no long lines because people are able to check in and check out materials instantly. A greeter is helping a woman download multimedia materials to her personal device while explaining that she can also do this whether she is in the library or not. People are able to navigate the spaces easily, help themselves in many ways, including retrieving their own holds, checking out their materials, booking their computer sessions and classes.

You pass the lively children's area where at the moment the children's theater is the center of attention for many children and their parents. The area has lots of book and media items to browse and computers sized for kids. Several kids and their parents are engaged in the exploration area where "augmented reality" and immersion technologies allow children to build virtual skyscrapers, dissect microscopic organisms, explore other solar systems or travel to other countries. Others are reading quietly together in the family area. Some parents are in the group tutoring room with a family reading coach.

A contemplative space with "living room" seating and outward facing displays draws you in. Wall size digital images tell a story of historical Porterville. The images are from the Porterville Community Archive a digitized and fully searchable collection that the community has created under the leadership of the library. It contains images, sounds, tastes, and smells along with oral stories told by the residents. Some visitors are watching the images while others are reading books or are listening through headsets to music, lectures, videos, and audible books through wireless connections. A space for the practice of tai chi and yoga is fashioned into the adjoining exterior courtyard.

As you continue your visit you see several small conference rooms are in use. People are involved in group tutoring, seminars, and collaborative work sessions.

You see many teens in the library. They are in the "teen space" but also in the small conference rooms and in the technology center. The technology center helps the community use the popular technology of the day. Teens are working throughout the library, demonstrating technology to seniors and tutoring younger children with technology use, reading, and school studies. The library operates the volunteer "Teen Corps" which is active in tutoring and helping people use the technology, both in the library and in the neighborhoods. Teen Corps helps teens gain work skills and experience and is recognized by the school districts. The Library Foundation and the Chamber of Commerce and business service clubs sponsors a paid teen intern work program as well.

Contrary to futurist thinking, books and media in the library are plentiful and interesting as are the self-published creations of individuals and groups. People are using the latest technology to read and view and otherwise "experience" content in the library. They are transferring content from the library's website to book "readers" and contemporary personal devices that have replaced today's computers and hand-held devices.

People are finding a great deal of their own information online but searching has become very complex, requiring expert searches. The Search Command Center is where expert search staff collaborates with the client to define the information need and expertly navigate information sources to locate the needed information.   Search stations throughout the building and neighborhoods are the main nodes of the Search Command Center   The Search Command Center is accessible from any wireless device at any time, day or night.

You want to stay but you have an appointment across town. You walk to the passenger pick-up area in front of the building. The parking lot is nearly full, there are so many people using the cultural complex. There is bicycle parking and a bus station nearby as well as lots of pedestrian traffic.

Porterville Public Library
Facility and Space Needs Assessment

I.   Executive Summary

Background

The City of Porterville adopted an update to the *General Plan* in 2008. The Plan
envisions the City and its services through the year 2030 and recognizes that current
library facilities must be improved to meet future community needs. The City Council
created a Library Facility Planning Committee in late 2008 to initiate planning for this
important civic function. The Committee worked with City staff and a team of library
planning consultants from April through October of 2009 to articulate a vision for a new
library, define a preferred service delivery model, identify focused service roles, space
needs and estimated operational costs for a future Porterville Public Library. The report
that follows describes the planning process as well as the Committee's findings and
conclusions.

Purpose and Scope of Work

In April 2009, the City engaged the services of a team of library consultants to assess
current library services and facilities and conduct an initial needs assessment, using the
Committee as the community voice. The consultants, Kathryn Page, Ruth Metz, and
Lucien Kress, were charged with guiding the Committee through a critical analysis
process resulting in a library services and facilities needs assessment. The consultants
would document the Committee process, findings and recommendations in a written
report. The findings and recommendations in the report would inform and guide the
Committee's next steps.

The Current Library

The Porterville Main Library serves the City's residents from a 56-year-old facility on
West Thurman Avenue. The original 3,824 square foot building has been expanded
twice, in 1957 and 1974, to reach its current size of 17,784 square feet. The facility is
now too small to meet the community's library service needs and lacks the infrastructure
to support growing service demands. The interior layout is congested and convoluted.
Seating is extremely limited, especially for families, children and teens. There is no
physical or acoustical separation between the children's space and other parts of the
library. More public computers are needed. There is a lack of good sight lines within the
building. Shelving is at capacity and the collection cannot grow to meet community
needs. The meeting room and public restrooms are on an upper floor with no direct
access to the public entrance. The open stairway that leads to the meeting room is often
congested with family groups and strollers. The service desk configuration adversely
impacts circulation operations. Staff work space is limited and remote from most staff
service assignments. Customers cannot return materials when the Library is closed.

Community Vision, Needs, and Library Roles

As specified in the City's scope of work[1], the Committee began the library needs
assessment with a community vision of the Porterville they would like to see in 20 years.
This community vision is crucial to library planning because it provides a context for

[1] The City scope of work specified that the consultants' use the Public Library Association's *Strategic
Planning for Results* planning model.

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determining the overarching roles of the library. In consideration of this vision the Committee concluded that the library of the future should play a role in meeting these community needs, in particular:

- A community literacy structure or system, from early childhood through adult functional literacy
- More 4-year degree opportunities
- Vocational training in town
- The arts and cultural activities and a place to stage them
- Improved community appreciation for, usage of, and leveraging of adjacent natural resources, including the Sequoia National Park and Lake Success
- Workforce development (partner with the business community for internships, mentoring)
- Technology access to all
- Youth need to know they have options and the family needs to support enthusiastically youths' options to improve the quality of their lives
- Healthy alternatives to gang and drug involvement

In consideration of these needs, the Committee recommended five primary service roles for the future Porterville Public Library. These service roles should form the core of the library program:

- Learn To Read and Write: Adult, Teen, and Family Literacy
- Early Literacy: Create Young Readers
- Satisfy Curiosity and Life Long Learning
- Visit a Comfortable Place, Both Physical and Virtual
- Connect to the Online World

A Future Library

A single, central facility in a range of 48,250 to 53,000 square feet of space is recommended, designed to provide spaces and services that meet Porterville residents' library needs through the next thirty to forty years. Special attention has been paid to technological aspects of the facility, including a summary of technology projects needed to ensure that the facility accommodates emerging trends in library service well into the future.

Future Library Operating Costs

A hypothetical service plan and operating budget estimate are included to illustrate the management strategies required to ensure that library operations correspond to the Committee's vision. The service plan for a future Porterville Public Library must necessarily be hypothetical since it will take some time to bring it to fruition. In the interim, technology will change, library best practices will change, and Porterville will change and be changed.

The estimated operating cost associated with this hypothetical service plan is $2.7 million in today's dollars. As library planners get closer to realizing their future library, the *hypothetical* service plan and operating budget estimate should be honed into the

actual service plan and budget. The service plan needs to evolve and align with these future changes and decisions made concerning them.

It is impossible to precisely predict the public library of the future. What can be surmised is that a future Porterville Public Library will have to engage the community at its point of need; that technology will play a key role in enabling the effective functioning of the library; and that future public expectation will increasingly be for services and programs that interactively enhance people's experience of the library.

	Current	Future
Square Footage	17,784 SF	48,250 – 53,000 SF
Population Served	52,056 in 2009	90,400 in 2030
Operating Costs	$1.0M	$2.7M

Recommendations

Recommendations for next steps in the process include advocacy planning, fundraising, site selection and implementation of selected short term service improvements.

- Advocacy and Fundraising

Community awareness and support for the new facility needs to be developed. The Committee should form a subcommittee to spearhead this effort, to learn how other communities have managed successful campaigns and plan a campaign for Porterville.

- Site Selection

A site selection process should be initiated to enable the City to identify several potential sites and establish community-based criteria for the final site selection. An architectural/engineering consultant should be retained to assist and possibly facilitate the process.

- Short Term Improvements

The planning process identified several service issues that can be addressed in the short term, prior to the design and construction of a new facility. The Committee should encourage the City to plan and implement these service improvements in the existing building as funds become available.

II.   Introduction

A.   Background Summary/Purpose and Scope of Work

The City of Porterville adopted an updated *General Plan* in March 2008, which articulates a vision for the City through the year 2030 and a planning framework for implementing the *Plan* goals. The *Plan* recognizes that current library facilities and technological capabilities will not effectively serve future generations. Among the strategic initiatives outlined in the *Plan* is the goal of providing up to date facilities fully capable of supporting state-of-the-art technology for library services.

The City Council formed a Library Facility Planning Committee (Committee), which began meeting in December 2008, to lead the planning effort and represent the community during the planning process. The Committee spent the first few months of 2009 educating itself about library services at the local, regional and national level. The group conducted field trips to newly constructed library facilities in the Central Valley and hosted knowledgeable library practitioners to learn about service and design trends.

In April 2009, the City engaged the services of a team of library consultants to assess current library services and facilities and conduct an initial needs assessment, using the Committee as the community voice. The consultants, Kathryn Page, Ruth Metz, and Lucien Kress, were charged with guiding the Committee through a critical analysis process resulting in a library services and facilities needs assessment. The consultants would document the Committee process, findings and recommendations in a written report which the Committee would present to the Porterville City Council.

B.   Methodology

Accordingly the consultants designed a work plan and a committee planning process in which the Committee played a central role. With the consultants facilitating the process, the Committee undertook a community visioning process and an analysis of community strengths, weaknesses, opportunities, and threats (SWOT analysis). The Committee identified community needs and then determined community needs that the library could address. On the basis of its analysis, the Committee chose five service roles (called *service responses*) for a future Porterville Public Library. Interviews of city and library stakeholders, several community focus groups, and a library survey conducted by the consultants were used to verify the Committee's findings as well as to assess current library conditions and public opinion.

The Committee reviewed the consultants' space needs and service levels analysis, considered technology and library service trends in documents prepared by the consultants, considered service models and criteria, reviewed survey and focus group results, and reviewed and revised a scenario for a future Porterville Public Library. The Committee worked in small groups and came back together at each meeting to summarize its findings and conclusions and plan next steps. The Committee conducted its work from June 8, 2009 through October 22, 2009 in four work sessions totaling 14 hours. Between meetings, the consultants carried out their work plan, packaged their work for Committee consumption, and organized meeting agendas with client representatives, Jim Perrine and Vikki Cervantes. The planning process schematic is in *Appendix E.*

III.   Community Vision, Needs, and Role of the Library

The Committee began the library needs assessment with a visioning exercise. The exercise had the Committee envision the Porterville they would like to see in 20 years. This community vision is crucial to library planning because it provides a context for determining the role of the library in the community. Although public libraries have some things in common, they emphasize different roles, depending upon the needs of their communities. Needs are the gap between current conditions and the vision.

A.   Summary of the Community Vision

The Committee's vision is of a future Porterville that is educationally, economically, and culturally vibrant. All youth feel a strong sense of optimism and opportunity. Young children have strong, nurturing parenting and early development of reading and language skills. Teens have enjoyable learning and recreational opportunities, free of gangs, criminal exposure, and intimidation. Youth and young adults through their mid-twenties have opportunities to explore, understand, and choose alternative career paths and work and life options. They have language and numeracy skills appropriate for their age. They have social skills to interact successfully in the community and they are involved in service to the community. Their sense of wonder is stimulated and their lives are enriched by their exposure to cultural experiences and to the geophysical bounty of the region. Nearly all youth have completed school. They have higher educational and vocational and technical training opportunities locally.

Farm laborers and migrant workers as parents have the resources they need to improve the quality of life for themselves and their children. Undocumented youth are able to realize their dreams in this community. Marginalized youth are empowered to break the downward spiraling cycle. The attraction to gang life has been replaced with healthy alternatives.

Learners of all ages have opportunities to access a bachelor's degree locally while working and raising a family. Seniors are involved and contribute in a variety of ways to community building and community service. They are able to go out into the community and return home safely. The formerly homeless have homes and creature comforts and are safe. Residents of group homes who are mentally, developmentally, and physically disabled participate actively in the life of the community.

Residents have adequate water, sewer, sidewalks, and other infrastructure. They feel safe in the community. They have a rich cultural life in Porterville. They have access locally to a wide variety of quality goods and services that save them travel time and money. Wage earners make a living wage and are actively engaged in the life of the community. Newcomers feel welcome; they like Porterville and they participate in its community life.

B.   Community Needs and the Role of the Library

The Committee developed a list of community needs for Porterville, if the community vision is to be realized (see *Appendix F*). It then considered which of these needs were appropriate for the library to address, either as a primary provider or as a partner with other community providers.

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The Committee concluded that the library of the future should play a role in meeting these community needs, in particular:

- More 4-year degree opportunities
- Vocational training in town
- The arts and cultural activities and a place to stage them
- Improved community appreciation for, usage of, and leveraging of adjacent natural resources, including the Sequoia National Park and Lake Success
- A community literacy structure or system, from early childhood through adult functional literacy
- Workforce development (partner with the business community for internships, mentoring)
- People need to feel safe in town
- The city needs to be promoted
- Technology access to all
- Youth need to know they have options and the family needs to support enthusiastically youths' options to improve the quality of their lives
- Healthy alternatives to gang and drug involvement

In consideration of these needs, the Committee recommended five primary service roles for the future Porterville Public Library. These service roles should form the core of the library program:

- Learn To Read and Write: Adult, Teen, and Family Literacy
- Early Literacy: Create Young Readers
- Satisfy Curiosity and Life Long Learning
- Visit a Comfortable Place, Both Physical and Virtual
- Connect to the Online World

C.   Values and Barriers

Over the course of the visioning-through-service role selection process, values of import surfaced, as well as perceived barriers. Unanswered questions that bear on future library planning also surfaced. For example:

- The financial and practical viability of revitalizing downtown and also locating services in the neighborhoods. A well-sited, attractive, and well-appointed future Porterville Public Library could be a major boost to downtown revitalization and an economic stimulus. Could a downtown library, however, serve the neighborhoods in keeping with the City's 2030 General Plan? The answer to this question has implications not only for identifying the site for a new library, but also for the service model.

- Likely potential partners, such as the Barn Theater, have no money to bring to the partnership. The concern is that partners won't have anything to bring to the table. The Committee recognizes, however, that planning with partners can be a catalyst for donors and funders. Likewise, working together on shared purposes does not have to take new money. Rather, existing resources can be directed toward these shared goals.

- The majority opinion on this viewpoint is that planning the future Porterville Public Library must take into account the needs of the youth and new generations. The library of today and tomorrow must be active in addressing community needs rather than passively present in a form that has been superseded. The constant in libraries of yesterday, today, and tomorrow is its capacity to transform the lives of people for the better.

- The library should include a certain body of works, a core collection.

- The library should not be a recreation center or social center, per se.

- The library should be a "learning center." It could be part of a "community campus" that includes recreational offerings, but the library emphasis should be on learning.

- The future Porterville Public Library should not be a "big box" environment that skimps on the user experience in order to lower costs. The library program should have a solid core that emphasizes the chosen service responses. Library leaders should be disciplined about this and not try to be all things to all people.

- The core program of service and the facility itself should be affordable and sustainable. At the same time, both should be adaptable to expandability.

- The library should be "green", incorporating environmentally sustainable design principles.

D.   Additional Community Input

In addition to input from the Committee, the consultants elicited direct input from the community regarding library service needs and priorities. This input included a community-wide survey as well as nine targeted focus groups. These input efforts told the Committee several important things:

- The Porterville community values its library and uses the facility despite its limitations.
- Community members, by and large, recognize the need for more library space.
- Many of the needs expressed by the community mirror the service responses selected independently by the committee.
- Many community members stated that they see an improved library facility as an opportunity to benefit the community overall as well as a way to improve library service.

1.   Focus Groups

Seven focus group sessions were held in July 2009, with a combined total of 76 participants. Two additional sessions were held in September, with an additional 42 participants. Kathy Page facilitated the earlier sessions and Library Director Vikki Cervantes facilitated the two later sessions. Library staff recorded comments at each session. The following groups were held:

Porterville College Child Development Center staff and students – 9 participants

Teens at Landmark Church Teen Ministries – 14 participants
Sierra Hills Retirement Community – 10 participants
Porterville Chamber of Commerce Board – 9 participants
Elementary School teachers and parents – 6 participants
Hispanic Community/Monte Vista Elementary School parents – 20 participants
City of Porterville City Administrators – 8 participants
Bartlett Middle School students – 15 participants
Granite Hills High School students – 27 participants

Several major themes and service priorities surfaced repeatedly. The most frequently noted theme was the need for increased services, resources and space for children, parents and families. Most groups mentioned the need for separate, appropriate space for children and families. Comments included the need for acoustical separation, comfortable seating, computers for kids and more books and other materials (in English and in Spanish). Hands-on activities and resources for children were mentioned several times as well as the need to make the Library a "fun place" to visit - a safe, welcoming, inviting destination for the entire community. Many teens take care of younger siblings so space that accommodates both older and younger children was mentioned.

The current programming for children and families is highly valued and should be strengthened, with additional events on the weekend and in the evenings and a child-friendly programming space.

Teens need "their own space", outfitted to let them know they belong and are welcome at the Library, with computers they can use to work on school assignments, a cafe to eat and drink snacks, comfortable seating for reading, books and media collections and dedicated space in which they can socialize and listen to music, homework tutoring events, movie nights and contests that teens can participate in.

Support for students in grades K-12 was mentioned by most groups, including improved collections, group study rooms, educational computer games, school readiness activities and homework tutoring.

Literacy and English language learning support for children, families and adults was mentioned in several sessions, including tutoring, workshops, better bilingual collections, ESL materials and other resources.

Several groups mentioned that the Library should introduce comfortable seating and "emulate the "Barnes & Noble effect", creating spaces that people are drawn to, and in which they can quietly read. Quiet reading space is particularly of interest to adults.

Offering food and drink would be beneficial – the library should consider including a café, to attract more visitors. Hispanic parents suggested a place to purchase snacks and a place in which families could gather to eat the food they buy.

Seniors commented that the book store operated by the Friends of the Library should be brought back into the Library building and integrated more into overall library services.

Wi-Fi access for laptop users is important, both for Porterville residents and for tourists. Technology access overall should be a major service priority since so many residents have limited or no access to the Internet at home.

Seniors felt that parking access needs to be improved so that visitors can walk from their cars to the library entrance without the need to cross a street. One senior suggested that the Library send bookmobiles to senior homes and similar housing units.

Both the Chamber of Commerce group and the seniors felt that the Library needs to remain in central Porterville.

Educators and child care providers suggested more diverse cultural programming that highlights all ethnic groups represented in the community. Educators and parents asked for programs and workshops on parenting topics a swell as activities that would help them to help their children with their school work.

The meeting room should be outfitted with AV equipment and other amenities that make it state-of-the-art, with an entrance directly accessible from the lobby so that programs can take place independent of Library open hours.
Seniors stressed the importance of physical accessibility "from top to bottom" for all visitors. Materials should be shelved within convenient reach.

Summaries of each session are included in *Appendices A1 - A9*.

2.   Community Survey

The Library conducted a library services survey in July 2009 to supplement information gathering for the library needs assessment process. Printed survey forms were distributed at both library facilities and at other community locations. An online version of the survey was also made available on the Library website. There were 629 responses received. Respondents were relatively evenly distributed between on-site Library visitors, Porterville residents contacted off-site and online responses.

The survey was distributed in both English and Spanish. While only 35 Spanish language responses were received, 33% of respondents overall (207 people) noted that they read and/or speak Spanish.

- 275 responses were received from people while they visited the Library
- 212 responses were received from people elsewhere in Porterville
- 142 responses were received online

People of all ages responded to the survey – children and youth through 19 years of age represented 30% of the total, adults between 20 and 34 years of age were 24%, adults between 35 and 54 were 25%, adults from 55 to 64 were 10% and adults over 65 were 10%. Seventy-three percent of respondents live in zip code 93257, while 18% reside in a wide variety of other zip code areas. Nine percent did not provide their zip code.

The survey asked several questions about how people gather information and how they use libraries. The results are summarized below.

79% said that they use the Porterville Main Library, while only 9% noted that they use the M. J. Slattery Branch Library.

One-third of respondents (202 people) use the Main Library at least once a week and another 22% use the Main Library every few weeks. An additional 12% are occasional users, visiting every few months. Another 12% visit once or twice a year.

Only 3% of respondents (20 people) use the Slattery Branch at least once a week and another 3% use it every few weeks. An additional 3% are occasional users, visiting every few months and another 2% visit once or twice a year.

Most respondents (73%) use only the Porterville Library. The 24% of respondents who do use another library reported a wide variety of additional locations. The most frequently noted additional libraries were in Lindsay, Visalia, various school libraries, the Porterville College Library and Tulare. Altogether, approximately 50 additional library facilities were mentioned by at least one respondent.

Respondents indicated that they obtain books and information from multiple sources – 73% use the library, 57% use the Internet, 33% read newspapers and magazines, 28% visit book stores, 26% named family members and friends as information sources, 25% watch TV and/or listen to the radio, 25% borrow books from others and 13% acquire materials via online shopping.

Borrowing books is by far the most frequently reported service library that respondents use - 71% of those who use the library check out books. DVD or video borrowing was the next most frequently reported service, used by 38% of library users. Almost one-third of library users (32%) reported that they read books and other print materials at the library. Thirty-one percent reported that they use the Library computers to access the Internet. Twenty-four percent work on school assignments at the Library. Other uses were reported as follows:

- Check out music   19%
- Check out audio books   16%
- Attend events at the library (such as story time programs)   16%
- Use library's online databases   13%
- Attend computer classes   8%
- Use online homework help   5%
- Adult literacy tutoring   4%

Non-library users gave several reasons for not utilizing library services, including lack of time (12%), difficult parking (10%), the library location was inconvenient for them (7%), outstanding fines (4%) and inconvenient open hours (3%). Other reasons included a preference for the Internet as an information source, being too busy and a preference for a larger library with more resources.

Non-users noted several services or features that would probably attract them to the library. The most frequently mentioned features were a café or coffee bar (21% of respondents), new books to check out (20%), more computers (18%), places to sit, read or study (17%), wireless access for their laptop computers (17%), new movies to check out (15%), library-sponsored events for families and children (14%), homework help or tutoring (14%), a used book store (13%), space for children and families (11%), space for teens (11%). Several other features were mentioned by 10% or fewer respondents.

Library users indicated their priorities for expanding/improving current services. The most frequently noted expansion was more bestsellers/new books (42% of respondents), more DVDs (36%), more books on CD (29%), more music on CD (24%), more fiction books (23%), more children's books (21%), more homework help materials (21%), more test preparation materials (19%), more magazines and newspapers (19%), more career help books (18%), more nonfiction books (17%), more large print books (16%), more materials in Spanish (14%) and more graphic novels (12%).

Many respondents gave high marks to the staff for friendly, welcoming service. Others noted the need for a more modern, larger building or more bilingual services and collections.

"I love your library. It has truly saved my life. My grandchildren love story time as well."

"The population is growing & we will need a bigger library to serve the Porterville community with plenty of parking spaces & have more handicap parking."

"A bilingual story hour once in a while would be beneficial to our community."

"This is a great resource for the community and I'm always pleasantly surprised at how many other customers are there whenever I go. The staff is very pleasant and helpful. I'd like to see an after-hours book drop of some kind."

A complete summary of survey results is included in *Appendix B*.

E.   Demographic Profile

Porterville is a community of approximately 52,000 residents located in central Tulare County. The City was incorporated in 1902, over a century ago, when the population was only 2,900. "The Good Life" is the community motto and this affirmative sobriquet continues to attract new residents. The *Porterville 2030 General Plan*, completed in 2008, projects an average 2.8% annual population increase over the next twenty-one years to reach an estimated 90,400 residents by the year 2030.

The City's geographic boundaries encompass 14.3 square miles, from the Friant-Kern Canal in the west to the Sierra Nevada foothills in the east, and from Avenue 178 to the north and Teapot Dome Avenue to the south. Porterville's Planning Area, however, as designated in the *2030 General Plan,* covers a much larger area – almost 57 square miles – that extends to the Lake Success resort development in the eastern foothills as well as farther north and south.

Over one-third of Porterville's population – 36.4% - is under the age of twenty, according to the U.S. Census Bureau American Community Survey, 2005-07. During the 2008-09 academic year, over 18,000 students - 35% of the population - were enrolled in grades K-12. Children, youth and their families are a major segment of the population.

Adults and seniors in significant numbers reside in Porterville, as well. The Census Bureau mid-decade *Survey* reported that 27.9% of residents were over the age of 45. While this is lower than the 34.0% reported for the State of California overall, it remains over one-fourth of the total population. The area's attraction as a destination for quiet

neighborhoods and resort living areas will continue to bring retirement age residents to the community.

Hispanic residents represent 49.4% of the population, while White non-Hispanic residents make up another 42.0%. Asian residents are 4%, African Americans and American Indians are each 1.0%. Individuals of Native Hawaiian or Pacific Islander background as well as individuals of two or more races form the remaining 2.6% of the population. The school age population is predominantly Hispanic at 63% of the total. White non-Hispanic students make up another 25% with African Americans, Native Americans, Asians, Pacific Islanders and others totaling a combined 12% of the total.

According to the 2008 publication, *Child Care in Tulare County*, 80% of Porterville households that include school age children speak English in the home, while 19% speak Spanish. Other languages spoken in Porterville homes include Hmong, Lao, Portuguese, Filipino and Ilocano (Filipino dialect). Linguistic diversity can also be estimated from Porterville Unified School District data for students identified as English Language Learners – 15% of the aggregate student body – and Fluent-English Proficient – an additional 23%. These students are overwhelmingly Spanish speakers, a combined 6,574 of students enrolled in District schools.

Porterville residents include many people of modest means. Both median family income ($40,163 in 2006) and per capita income ($14,563 in 2006) for Porterville families with children is lower than the Tulare County averages ($43,700 and $23,153 in 2006). Thirty-four percent of Porterville children live in households below the poverty level.

Educational attainment levels among adults over the age of 25 are on a par with the rest of Tulare County but lower than the State average, with 65.9% of adults having earned at least a high school diploma and 9.8% holding a bachelor's or higher post-graduate degree.

V. Future Library Services for Porterville: Findings and Conclusions

A. Service Levels and Space Needs

1. Overall Recommendation

Porterville needs a library facility that supports the needs of its current residents as well as a facility with the space, flexibility and building infrastructure to accommodate service innovations and a growing population. The Library is the community's prime institution that supports learning and access to information for people of all ages. Its collection of books, media, periodicals and other materials is a major civic resource and its computers ensure that all residents have free and equal access to online information.

The Library can serve as a primary community learning focal point and gathering place – a classic example of a community "third place", that third destination, after home and school or work place, to which residents gravitate to spend time, either by themselves or with others. The Library can also anchor the City's downtown and form a nucleus for civic development.

To support these roles, the Library must have sufficient space for people – seating, areas for programs and social interaction, and quiet study spaces. It must also have adequate shelving capacity, plentiful computer workstations and a flexible technology infrastructure that will provide information services well into the future. Porterville's Main Library has served the community since 1953. The building addition that increased the building to its current size of 17,784 square feet was completed thirty-five years ago.

The current facility needs to be replaced by a modern facility, designed to accommodate the city population through the next thirty to forty years. This needs assessment report recommends a new facility of 48,250 to 53,000 square feet, to provide the projected 2030 population with an average 0.53 to 0.60 square feet per capita of library space. This range is well within the range suggested by current library planning practice to support the needs of independent city libraries serving 50,000 to 100,000 people. At the high end of the range, the recommendations would include a café and bookstore, to complement Library functions and to enhance the Library's ability to serve as a community destination and hub. As planning for the new facility proceeds, other complementary functions and institutions may be identified as potential Library partners, which would have the potential to increase the space needs beyond the 53,000 square feet recommended.

2. Recommendations Summary

The space recommendations in this report will provide a Library that offers the community the breadth and depth of services needed currently and that will be needed well into the future. The recommended service levels summarized below are in line with current best planning practices for public libraries. The chart below summarizes the recommendations and compares each major space component recommendation to the level provided at the existing Main Library.

Main Library Service Levels – Current and Recommended

	2009	2030
Population	52,056	90,400[3]
Seating	62 seats	316 seats
	1.2 seats per 1,000 people	3.5 seats per 1,000 people
Collection Size	84,250 books + media[4]	180,800 books + media
	1.7 volumes per capita	2.0 volumes per capita
		144,640 items (80%)
		36,160 electronic items (20%)
Public Computers	32 computers	90 computers
	0.6 computers per 1,000 people	1.0 computer per 1,000 people
	(22 Internet/8 online catalog/	(includes Internet/OPAC/WP,
	2 literacy)	Family Place + Literacy)
Meeting Room Size + Seats	2,610 SF	175 seats in major meeting room
	218 seats[5]	+ 75 seats in secondary
		meeting room
Dedicated Storytelling Space	0	75 floor seats
Group Study Seats	0	48 seats in 6 to 8 rooms
Square Feet of Building Space		
Main Library	17,784 SF	48,250 – 53,000 SF
	0.34 SF per capita	0.53 – 0.60 SF per capita
Main Library + Slattery Branch	20,024 SF	
	0.38 SF per capita	

3.   Seating

Seating capacity needs to be expanded throughout the facility with areas focused on quiet reading and contemplation as well as more active spaces in which people can carry on quiet conversations or socialize. Seating areas need to contribute to creating distinct activity zones – more active areas for children and parents, quieter areas for adults, an acoustically separate space for teens, appropriate study space for K-12 students and literacy tutoring pairs.

Comfortable seating for quiet reading and study is needed for adults. The Children's Services area needs more table seats for school age children and toddlers as well as comfortable seating for children and parents to read together. Teens need dedicated space that they perceive as "their own", with table and casual seating as well as computers and shelving for teen collections. Several enclosed small group study rooms

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[3] Porterville projected population based on 2.8 annual growth rate
[4] Main Library + M. J. Slattery collection combined
[5] Seating calculated at 12 SF/seat

are needed for students, literacy tutoring pairs, business entrepreneurs, book groups and others who need to work together without disturbing others.

The Library's 62 seats provide only 1.2 seats for every 1,000 people served. Libraries being planned for today's communities provide considerably larger seating capacities.

A seating capacity of 316 seats is recommended to meet Porterville residents' needs through the year 2030. This will enable the Library to offer 3.5 seats per 1,000 people served. Seating should be located in several areas distributed throughout the building, and varied to include open seating at tables and armchairs, as well as seating in small conference rooms for tutoring, small group study, and similar activities.

4.   Collections and Shelving

Additional shelving is needed to allow the Library to develop its collections to meet community residents' reading and study needs. Increased shelving capacity is especially needed to allow growth for children's, Spanish language and AV media materials. More shelving at moderate, comfortable to reach heights is needed, for users of all ages. More face-out retail merchandising shelving is needed to increase browsability and comfortable access to the collections. Shelving for popular media, such as DVDs and audio books, needs to emphasize browsing and access. The Library should consider including self-service media vending kiosks for popular media materials that may be prone to theft.

The current book and AV media collection includes 84,250 items, or an average of 1.7 items per capita. To meet community needs, the overall collection needs to grow to 2.0 items per capita. This translates into a collection of 180,800 items to serve the City's projected population. This recommendation reflects the Library's active participation in the San Joaquin Valley Library System, a regional cooperative that provides access to the combined resources of ten library systems in the Central Valley. It also assumes that a growing percentage of the Library collection will be accessible in digital format.

5.   Computers and Technology

More public access computers are needed for individuals and for collaborative work. In addition, wireless access is needed throughout the building for laptop computer users. All public seating should provide convenient electrical outlets, as well, for laptop users at both table and lounge seating. The Library should also consider offering laptop computers for in-library use, to supplement the desktop workstations.

Compact computers are needed adjacent to book stacks that provide quick access to the Library online catalog for people browsing the collection. An enclosed computer lab that accommodates 20 to 24 users is needed to support computer-based training, acoustically enclosed but designed so that individuals may use the computers located there when training is not in session. Downloading and previewing workstations are needed as the amount of material in digital formats increases.

The number of public access computers needs to be increased significantly to support demand, from the current 32 workstations to a minimum of 90, distributed through the building to serve adults, teens and children. This will enable the Library to provide 1.0

computer per 1,000 people served, a service level that is in keeping with library industry current best planning practice.

6.   Meeting Room and Programming Space

The Library needs several spaces that can be used for programs, meetings and other events that support the plan of service. A major meeting room that can accommodate 175 adults seated auditorium-style is recommended, equipped with movable wall partitions with acoustical properties to enable the Library to schedule two meetings at or near the same time. This room needs to be located adjacent to the building entrance to enable programming to take place whether or not the Library is open. A catering kitchen is needed that can support major events in the space. Secure storage adjacent to the meeting room is needed to accommodate stacking chairs and folding tables on dollies, with immediate access into each side of the meeting room. The meeting room needs to be equipped with adjustable lighting controls and an AV projection and sound amplification system that supports fully functional multimedia presentations. A secondary meeting room, with approximately 900 square feet, is also recommended, with seating for 75, to accommodate smaller groups and break-out sessions.

Dedicated programming space for events that target children and their families is also needed in space that is adjacent to the Children's Services area. The space should comfortably accommodate groups of 75 children and adults in an area that does not disrupt individual use of the Library. In addition, the Library's open seating areas should be designed so that some area may be used for informal programming, as needed, without disturbance to general users.

7.   Operational Efficiency and Self Service

The new Library must be designed to take advantage of recent technologies that allow Library customers to help themselves and incorporate design strategies that optimize staff efficiency. Space for up to eight self checkout machines is needed in the central public space as well as additional units in Children's Services. Adequate shelving is needed for holds awaiting pickup.

An enclosed returns and sorting space should be incorporated into the design, with return drops from both inside and outside the building. The exterior return drop should be accessible at all times, independent of Library open hours. Consideration should be given to automated materials handling equipment to reduce physical labor now required to process incoming materials.

If the building is multilevel, staff work space should be located on the ground floor, easily accessible to public service staffing points. A delivery and staff entrance is needed that connects directly to the staff work space.

8.   Café and Bookstore

Space is needed for a café that offer snacks and drinks to Library visitors, possibly integrated with or adjacent to an on-site used bookstore stocked and operated by the Friends of the Library.

9.   Overall Building Size

A new facility with an overall size of 48,250 to 53,000 square feet is recommended for Porterville to provide the community with an average 0.53 to 0.60 square feet per capita, based on the projected 2030 population. A facility of this size can be designed to operate functionally on either one or two levels. The space needs analysis assumes that the building will be 70% efficient, with 30% of the overall building envelope needed for non-assignable purposes, such as mechanical space, corridors, restrooms, elevators and wall thicknesses.

10.   Parking

Adequate parking is needed for Library visitors. New libraries being built to serve communities such as Porterville generally provide a minimum of three parking spaces for every 1,000 square feet of building space. Pedestrian egress from parking to the building entrance must be safe and welcoming, without requiring visitors to cross public thoroughfares. Parking may be addressed by means of surface parking, a multilevel parking structure, underground parking or a combination of these approaches.

B.   Technology Trends and Implications for Porterville

1.   Introduction

Predicting technological developments ten or twenty years into the future is necessarily a speculative endeavor. It is for good reason that most library technology plans extend only three, or at most five years into the future. It is a sobering experience to compare the technology of today to that of twenty years ago, in 1989, when the first web page had yet to be created, Windows was not yet a dominant operating system, and Linux was just an idea in Linus Torvalds's head.[6]

Nevertheless, we can look at current trends and emerging technologies and make some predictions of future technologies and trends that will create new opportunities and challenges for libraries. We have summarized five areas that hold the most implications for Porterville.

a.   Open source software and cloud computing options increase.

Open source software is software that is developed collaboratively, by and for a community of programmers, stakeholders, and users. Open source software is free to use and can be customized to fit the needs of an individual organization. One of the most important examples of open source software is Linux, which is the Unix-based operating system that underlies most of the world's website infrastructure. Linux has been in development for almost twenty years, but only recently has open source software had a major impact on library applications. Two areas in which open source

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[6] Moore's Law, which describes the acceleration of complexity (and therefore power) of computer circuits, predicts that computing power will double every two years. While technologists disagree about the number of years into the future that Moore's Law will hold, even a conservative estimate suggests that computers will be more than 30 times as powerful in twenty years as they are today – which means that technology will continue to change at a dizzying rate. In addition, developments in other areas like energy efficiency, display technology, and miniaturization will lead to other innovations that will change the way technology looks, feels, and functions.