



CITY OF OAKLAND  
OAKLAND  
PUBLIC LIBRARY

MASTER FACILITIES PLAN  
2006 DRAFT REPORT

JUNE 2006



GROUP 4



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## EXECUTIVE SUMMARY

### INTRODUCTION

In 2002, on City Council direction, the Oakland Public Library (OPL) embarked on a Master Facilities Plan in response to the community's need for improved services, with the intent to plan for facilities to support these needs. This work builds upon the Library's Strategic Plan as a response to the unmet and growing needs of the community. It is also in response to recent fiscal crises and the community's outcry in support of the Library, which resulted in the Save Oakland Libraries organization and the support and passage in 2002 of Measure Q, the library's dedicated parcel tax.

The Master Facilities Plan articulates a vision that is based on a highly participatory process and includes overall service recommendations and improvements for a revitalized system. The Plan identifies specific improvements to facilities, including capital costs, and implementation strategies for the overall plan, such as funding options and phasing of improvements.

Three rounds of public participation played an important role in the formation of the Master Facilities Plan. A first round of focus groups was held at each of the libraries during the Needs Assessment phase. During the Recommendations phase a second round of community outreach was done through a Speaker's Forum, which included a variety of interested Library Staff, CAC, and project team members going out to over 40 community organizations to present the draft plan's recommendations. Feedback from these as well as Council was then incorporated into the Draft Master Facilities Plan Part 1, presented to Council the Fall of 2004. The second part of the master plan advanced the Main Library development strategy recommendation, as well as refinement of draft recommendations for branches through further coordination with Council offices and City staff. The Main Library recommendation of relocation to the Henry J. Kaiser Center's Arena entailed a full feasibility study and cost development. Project costs were also developed for each of the library improvement projects and potential funding options for the full Master Plan recommendations were reviewed. A third round of community participation was completed through a series of open houses held at each of the library facilities to present the draft Master Plan and Main Library recommendations.

#### *Recommendations:*

- ✓ *Improve ALL existing branches*
- ✓ *Add 4 new branches*
- ✓ *Expand the Main at the Kaiser Arena*
- ✓ *Seek funding to make it happen*

### THE NEED

Through the use of a variety of different methods over 4,000 people gave input into the plan. These included community meetings and focus groups held throughout the city, over 1,600 user surveys collected at the Main and all of the branch libraries, and a telephone survey by the City Auditor that reached 1,000 residents, both current library users and non-users alike. The Needs Assessment also mapped existing user patterns to look for underserved areas

# EXECUTIVE SUMMARY

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*The vision for the Oakland Public Library system is to improve all the libraries in the system, to supplement the system with new branches in the underserved areas, and to revitalize and expand the Main Library.*

and studied technical demographic analysis of both current and future trends in the city to discern future needs. The Library's Community Action Committee, composed of community representatives, and its Youth Leadership Council, composed of youth representatives, were vital in confirming these needs as well as working with the project team to form the vision for the library's future - in services and facilities.

The voices of residents were loud and clear: The Oakland Public Library plays a vital role in meeting residents' needs – in terms of education, enrichment, and technology. The Needs Assessment has identified a lack of space, which constrains the size and diversity of the collection needed for our community. Many of the libraries are too small to accommodate the number of people using them and, at peak use times, library patrons cannot find places to sit. The libraries provide a vital link to technology for Oakland residents: citywide, 25% of the population has no other access to computers, and there is a need for both technology access and training. Patrons see life-skills including literacy and job training, and enrichment programs – such as cultural and literary programs, as vital services for the Library to provide.

## THE RECOMMENDATION

The existing libraries play a significant role in the day-to-day lives of Oakland residents and is a well-distributed system. However, many of these facilities are stretched beyond their capacity, and have little if any room to grow to accommodate the many needs of patrons. There are also a few under-served areas of the city without good access to any facility, such as the Laurel/Oak Knoll, and the San Antonio neighborhoods. The vision for the Oakland Public Library system is to improve all the libraries in the system, to supplement the system with new branches in the underserved areas, and to revitalize and expand the Main Library. The Library proposes to do this with three different types of libraries.



### Neighborhood Libraries

The vision for **Neighborhood Libraries** is to retain and improve the current network of libraries that provide safe, walkable libraries in local neighborhoods. Neighborhood Libraries will be enhanced to address specific service needs of the areas in which they are located. All of the neighborhood facilities will provide core services of materials, seating, and technology access; they will be further tailored to meet the specific needs of the local residents. For example, neighborhoods with a high children's population may have collections focused on children's materials and homework resources (for example, Martin Luther King and Brookfield); and neighborhoods with multi-cultural populations may have collections focused on language materials (for example, Asian, and Chávez). This will allow the Library to keep and improve all existing branch libraries. This will also allow the Library to make more effective use of the limited space in many of these facilities in meeting local needs.

### ■ Community Libraries

The library will also improve and expand several libraries and add two new libraries to serve as **Community Libraries** that will provide both core services to their neighborhoods and supplement the Neighborhood Libraries with additional services that residents need, such as computer labs and program rooms. The Community Libraries will allow OPL to effectively and efficiently increase services. Community Libraries will provide a full-array of library services that cannot be offered at the Neighborhood Libraries due to space constraints: augmented materials in increased space; program space, including meeting room(s) for both library and community use; space to accommodate group study, diverse age groups, and recreational use, including areas for children, teens, and adults; and technology training in computer lab settings. These facilities will be geographically distributed throughout the city to ensure accessibility from all neighborhoods, and will be implemented through expansion of existing libraries or new facilities, not consolidation.

### ▲ Main Library

The **Main Library** plays a pivotal role in both supporting the system and providing a civic focal point within the city. It also has the opportunity to play a major role in the revitalization of downtown and an improved quality of life for all Oakland residents, including the many new and current downtown residents for whom it is their “branch.” While the vision for the Main Library continues to be formed, the preliminary vision is for a revitalized Main Library as a combination of traditional and new library services in a facility that serves as a physical and metaphorical beacon to all users. Providing “Everything Oakland” – from history, current events, and government to cultural enrichment and education will be a primary civic role of the Main Library. The new Main will also provide a window to the rest of the world, and be an arena that supports the cross-fertilization of ideas and knowledge through programs, interaction, and resources.

The Main Library will provide technical system support for in-depth resources not available at the branches (more extensive collections, fragile historic materials, large scale programs, etc) as well as system-wide support, services including acquisitions, purchasing and processing of materials, technology services, program development resources, and library administration.

The current Main Library facility is about half of the size needed to support these services, and is also burdened by significant infrastructure issues, such as existing data capacity and structural capacity for expansion. In addition, the current building is poorly organized with a large solid core of closed stacks in the middle of the building that makes it very inefficient to operate both these closed spaces and the public spaces that surround it. Of the options examined for the Main Library, including renovation and expansion of the existing Main Library facility or relocation to another facility, the relocation of the Main Library to the Henry Kaiser Center’s Arena is the preferred development strategy. This location presents a number of opportunities, including a more



*The new library will have 4-5 levels of new construction around a sky-lit atrium*

*For further information on this project, please visit the Oakland Public Library’s Website, and click on the link for the Master Facilities Plan: [www.oaklandlibrary.org](http://www.oaklandlibrary.org)*

# EXECUTIVE SUMMARY

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*Relocating the Main Library into the Henry J. Kaiser Center will bring new life and preserve this cherished historic landmark.*

public and civic location, with the capacity to house the needed space, as well as the opportunity to preserve the historic landmark and give a new life to the Kaiser Center and keep it from being closed for an extended period of time. The full study of the development options for the Main Library are outlined in the *Feasibility Study of the Adaptive Reuse of the Kaiser Arena as a New Main Library* report being issued along with this report.

There are also citywide services that are based out of *other* library facilities, such as special collections (Asian's and Chávez's language collections, African-American Museum and Library of Oakland, or AAMLO, etc.) as well as special services, including literacy. Many of these services will remain at their current locations to serve their local constituency while continuing to serve the city as a whole as well.

A new service model that emphasizes customer service and more efficient delivery systems of both materials and services will be implemented in all facilities (utilizing partnerships, self-service and use of technology such as self-check out machines, radio frequency identification, etc.). Such service models will free up library staff from more repetitive tasks enabling them to assist patrons with value-added services such as information and referral and increased programming.

## IMPLEMENTATION

Capital costs, including comprehensive project budgets for all recommended library improvements were developed. Funding options, including local funding measures and grant funding opportunities are considered. The Plan also developed draft phasing criteria to guide the implementation of projects in a way that allows it to move steadily towards its goal of full implementation of its vision for improved library services and facilities while being fiscally responsible to the residents of Oakland.

## Proposed Library Facility Improvements

### Neighborhood Libraries

#### ASIAN

8,500 SF Existing  
Expansion to  
10,500-12,000 SF

#### BROOKFIELD

4,250 SF Existing  
Expansion to  
7,000-8,000 SF

#### CÉSAR E. CHÁVEZ

Complete/Service Upgrade  
15,000 SF Existing

#### ELMHURST

3,220 SF Existing  
Expansion to  
4,200-4,700 SF

#### GOLDEN GATE

4,260 SF Existing  
Service Upgrade

#### HOOVER (NEW)

New Construction  
8,000-12,000 SF

#### LAKEVIEW

3,800 SF Existing  
Expansion to  
5,800-6,300 SF

#### LAUREL (NEW)

New Construction  
8,000-12,000 SF

#### MARTIN LUTHER KING, JR.

3,800 SF Existing  
Renovation

#### MELROSE

5,300 SF Existing  
Service Upgrade

#### MONTCLAIR

3,800 SF Existing  
Implement New Service Model

#### OAK KNOLL OVER (NEW)

New Construction  
5,000-8,000 SF

#### PIEDMONT AVENUE

1,700 SF Existing  
Expansion to  
5,000-10,000 SF

#### TEMESCAL

4,260 SF Existing  
Service Upgrade



### Community Libraries

#### DIMOND

10,000 SF Existing  
Expansion to  
16,000-19,000 SF

#### EASTMONT

9,200 SF Existing  
Expansion to  
16,000-19,000 SF

#### 81st AVENUE BRANCH (NEW)

New Construction  
21,500 SF

#### ROCKRIDGE

15,200 SF Existing  
Expansion to  
17,500-18,000 SF

#### SAN ANTONIO (NEW)

New Construction  
16,000-19,000 SF

#### WEST OAKLAND

8,000 SF  
Expansion to  
16,000-19,000 SF

### Citywide Facilities

#### MAIN LIBRARY

82,500 SF  
Expanded Services and Facility to  
120,000-160,000 SF

#### AAMLO

17,000 SF  
Recently Completed

\* The Library will be implementing the new service model at all libraries to improve customer service and increase efficiency.

\* Locations of new or relocated facilities to be determined. See discussions of possible sites in Facility Summaries Section.





# NEEDS ASSESSMENT

## NEEDS OF THE OAKLAND PUBLIC LIBRARY

The Oakland Public Library is deeply committed to providing excellent library service to residents of the City of Oakland, a mature city with a rich history. With a geographic area of about 54 square miles, Oakland is the largest city in Alameda County and the sixth largest in the state, boasting a bustling harbor, an international airport, important transportation lines, and a temperate climate.

The Library understands that a needs assessment is a critical tool for understanding each community and its service requirements. Complementary methodologies – including focus groups, interviews, public meetings, surveys, patron mapping, and demographic analysis – were used to involve as many community members and local organizations as possible in the needs assessment process and to explore the demographic characteristics of the communities to be served.

## METHODOLOGY

This master plan process sought to include as many community members as possible through as many methods as possible. The Library recognizes the value of public participation in library planning as the best way to develop an understanding of each community's particular service needs. When the Library knows the community's needs, it can set about meeting them in a focused manner.

The process by which this needs assessment was developed was strongly participatory in nature. Input was solicited from Oakland residents of all ages as well as from city and community leaders, service providers, educators, and other stakeholders. Methods to gather broad-based information included library facility visits, mapping of library patron addresses, and analysis of demographic data as well as public meetings, focus groups, interviews, and written surveys.

### Public Meetings

Public meetings were held throughout Oakland in order to give all residents the opportunity to participate. Meeting dates and times were publicized via flyers distributed at each OPL branch library. The general outline for each meeting was to discuss community characteristics, values, strengths, and needs; prioritize the library services that would best respond to the community's needs; and evaluate the existing library facility. While not every meeting followed this outline in order, all participants provided information about their area and its needs, and made suggestions for priority library services.

In some areas of Oakland, many residents attended the public meetings, while meeting attendance was sparse in other areas. In those neighborhoods where

WHAT THE LIBRARY MEANS TO ME...



WHAT THE LIBRARY MEANS TO ME...



WHERE WILL ALL THE NEW BOOKS GO ?  
what Oakland residents need in their libraries



WHERE WILL ALL THE NEW BOOKS GO ?  
what Oakland residents need in their libraries



*Library Patrons gave input on how they value the library and what they see as the most pressing needs*

# NEEDS ASSESSMENT

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public meeting attendance was expected to be low, community leaders were specifically asked to come serve as a focus group during the first hour of the meeting. This proved to be a useful strategy that yielded quite a bit of useful information.

Focus groups were used to determine the library needs of special constituencies within the community. Participants were asked to characterize their community, identify their own library service needs, and comment on the library service needs of the community as a whole. A total of 14 focus groups were convened, including groups with teens, seniors, elementary school teachers and parents, and residents with disabilities.

Interviews were conducted with community leaders, library staff, community service providers, public school staff, and local residents to better understand the character of Oakland and to ascertain library service needs. Each interview provided valuable information that contributed to this needs assessment and Master Facilities Plan.

## Surveys

This needs assessment included the distribution and collection of a survey created specifically for this master plan process as well as the analysis of data from three other recent surveys administered by the Oakland Public Library, the City of Oakland's Community and Economic Development Agency (CEDA) and the Oakland City Auditor's Office. Surveys provided a pool of quantitative and qualitative data that added breadth to the information collected via public meetings, focus groups, and interviews, and supplemented the demographic data supplied by U.S. Census 2000 and other sources.

The 2001 CEDA survey was mandated by the Oakland City Council to identify funding needs and priorities throughout the city. Although the survey was not specifically designed to elicit information about library service needs, the results provide insight into residents' characteristics and general community needs.

In 2002, the Library conducted a teen user survey. With 1,174 responses, it was the largest single teen survey in the memories of some of the nation's best known authorities in young adult services. The responses helped shape a vision for services that goes beyond teen's identity as students to serve the whole person. The survey obtained information on the demographics of respondents, reasons they use the library, which library or libraries they most use, what they like about the library, and what they would like to see more of in the future.

Between December 2, 2002 and March 3, 2003, the Oakland City Auditor used a telephone survey to solicit public opinion on the Oakland Public



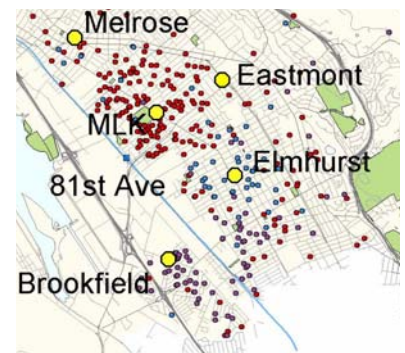
Library system from both library users and non-users. Telephone numbers were randomly selected from the local phone directory. A total of 842 residents participated in interviews, which were conducted in English, Chinese, and Spanish. While these survey results are not available by specific community or library service area, they provided demographic information and helped identify general library service priorities.

As part of the investigation for the development of this master plan, a two page written library survey was administered citywide in order to elicit information from residents about library use patterns, service needs, and facility issues. Copies were made available at current Oakland Public Library branches in early December 2003. The surveys were in Spanish and Chinese as well as English, and more than 1,600 responses were completed and returned, with an average of 100 responses for each branch.

### Patron Mapping

A library's service area is the surrounding geographic area, or neighborhood, in which that branch's primary service population lives. The library's service population represents the number of people that the branch library should serve. Service areas are one of the primary ways to measure the geographic equity and the distribution of library services. Service areas were confirmed by mapping where current patrons of each facilities live. This allowed the planning team to see the extent of each service area and confirm geographic or other barriers, and to confirm that people in many areas use more than one library. It also helped us identify underserved areas – residential areas within the city with a very low rate of library usage. These were in areas of known or suspected barriers outside of existing library service areas..

“Snapshot” data were collected of materials checked out at all branches in the Oakland Public Library system during one week in September 2003. The address of each person who checked out materials was plotted on a map in order to better understand the core and expanded geographic areas from which each branch draws its patrons, as well as identify underserved areas within the city.



*Patron Mapping helped identify service areas and under-served areas in the city*

# NEEDS ASSESSMENT

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## Demographics

A range of demographic data was collected to confirm and enrich the information gained through public participation and patron mapping. Sources included:

- U.S. Census 2000, which provided data on distribution of age, ethnicity, household language, educational level, family status, income, and poverty status in Oakland
- Unemployment rates from state and federal agencies
- Population projections were obtained from the Association of Bay Area Governments (ABAG)
- Portland State University's 1996 estimates of literacy rates

## DEMOGRAPHICS AND COMMUNITY ANALYSIS

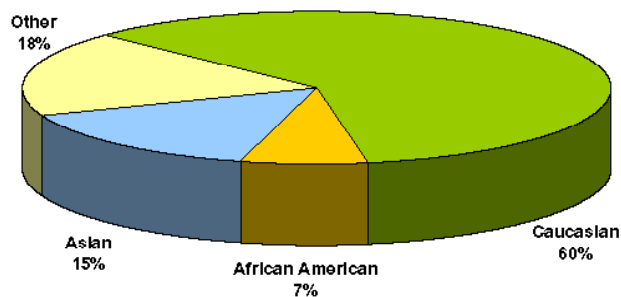
Between 1980 and 2000, the population of Oakland increased by more than one-third to approximately 417,000 people. Since Oakland is, for the most part, built out, this high growth rate is not expected to continue. According to the Association of Bay Area Governments, moderate growth is expected with an anticipated increase of a little over 10% by 2020 to 467,000 (including Emeryville and Piedmont), and increasing to 478,000 by 2025.

Children and youth make up nearly 30% of Oakland's population, while more than 10% of residents are seniors. Residents of all ages have distinct and significant service needs that the Library should address.

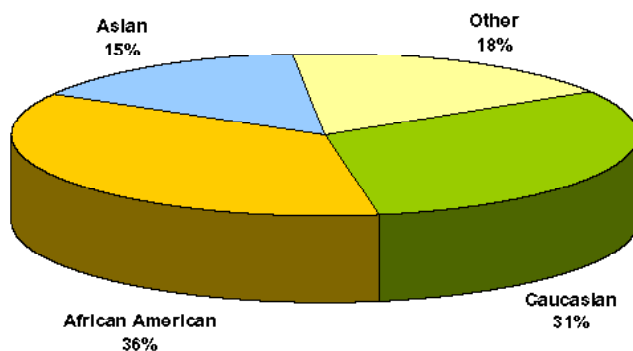
The population of Oakland is much more diverse than California or the nation. This diversity is a point of pride for Oakland residents, and also a role that they see as important for the Library to celebrate, through cultural programming, language materials and more. Approximately one-third of Oakland residents are African-American, while Asians and Pacific Islanders make up 20% of the city. White residents make up about one-third of the population, compared to 60% of the state and 75% of the country; one-fifth of the residents are Hispanic. Within the city, the proportions of various ethnic groups vary, depending on the particular neighborhood, and some neighborhoods are in ethnic flux. For example, some east Oakland areas are experiencing a transition from a predominately African American population to a mix of African-American and Latino residents with many recent immigrants.

## Ethnicity

More than one-fourth of city residents are foreign-born – more than twice the proportion nationwide. Immigration into Oakland has been particularly strong in recent years; nearly one in eight Oakland residents immigrated during the 1990s. Many immigrants are Latino/Hispanic, who make up more than one-fifth of the city's population. (It should be noted here that U.S. Census



Ethnicity in California



Ethnicity in Oakland

Source: U.S. Census 2000

considers Latino/Hispanic identity to be an overlay cultural demographic rather than a separate ethnicity).

According to U.S. Census data, more than 15% of households speak Spanish as the primary language in the home. Twelve percent of households primarily speak an Asian or Pacific Island language, while another 4% speak an Indo-European language (other than Spanish). Approximately 17% of households are linguistically isolated, meaning that they have difficulty communicating in English. More than 30% of Spanish-speaking households and nearly half of households speaking Asian/Pacific Island languages are linguistically isolated, while almost 40% of Oaklanders speak a language other than English at home.

In response, the City and Library provide many resources and services, including making public announcements and providing translation services during meetings in English, Spanish, and Chinese. The Library has extensive Asian language collections at the Asian branch library, and Spanish at the Melrose and Chavez libraries. In addition, the Library's website has recently added a Spanish language version, and is currently working on a Chinese language version.

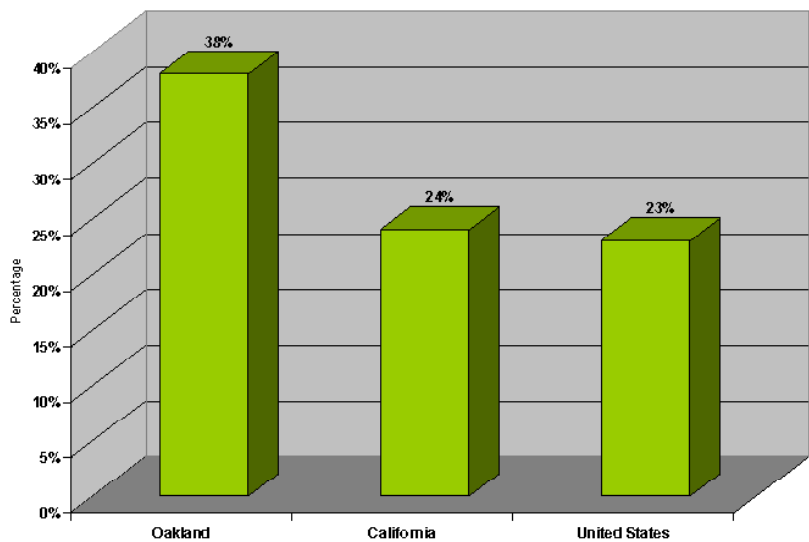
# NEEDS ASSESSMENT

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## Literacy

The illiteracy rate in Oakland is high. Lowering this rate is one of the top priorities of the Library and the Library Advisory Commission. Over one-third of the population read and write at or below Level 1, meaning that they can perform tasks involving simple texts, but have difficulty using certain reading, writing, and computational skills considered necessary for everyday life. The staff of the Library's Second Start literacy program report that the patrons they see are primarily adults with very low skill levels. Many of the older adult students did not attend school or dropped out. Younger students are those who have actually graduated from high school in Oakland without basic reading and writing skills.

**Percentage of Oakland Residents Reading at or below Level 1 Literacy**



*1996 Portland State University*

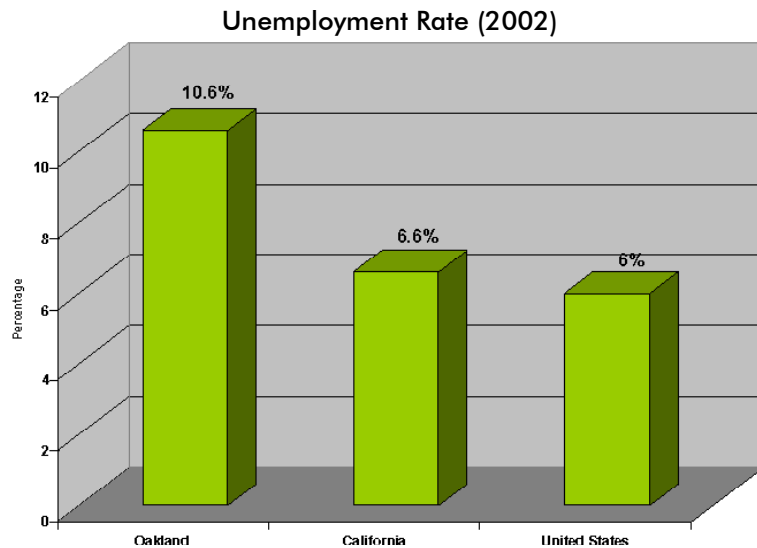
## Income and Poverty Levels

Oakland residents face many challenges in providing for themselves and their families. According to U.S. Census 2000 data, the average per capita income in Oakland, currently is below the state and national levels even as the cost of living is more expensive here than in many other areas. About 19% of Oakland residents lived below the poverty level, compared to 14% of California residents and 12% of U.S. residents. These residents need support on a variety of levels, including social service information and referral and job or reading skills programming.

U.S. Census 2000 data show that Oakland has a relatively high proportion of non-family households compared to the proportion of family households statewide or nationwide. As elsewhere in the state or nation, members of non-family households in Oakland tend to have lower incomes and are more likely to live in poverty than their neighbors living in family households.

## Unemployment Rates

Oakland has had a chronic unemployment problem since the dismantling of the manufacturing industry that accompanied the end of World War II. In July 2002, 10.6% of Oakland residents were unemployed, compared to 6.7% of California residents; the rate has fallen only slightly in the past two years, to approximately 8.6% as of May 2004. Service providers in the area pointed out that it is often the women in the families that are able to find work, such as administrative and clerical positions, while the men remain unemployed.

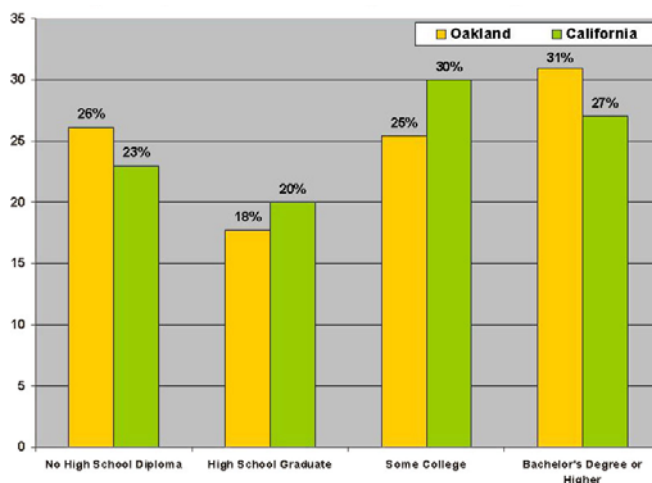


Source: CA Department of Labor, July 2002

## Educational Attainment

Adding to the challenge of finding work for Oakland residents is the fact that 26% never completed high school, and another 18% did not continue their formal education beyond their diploma (or equivalent). However, while residents of California and the United States in general were more likely than Oakland residents to complete high school, Oakland residents who attended college were much more likely to attain an advanced degree, with nearly one

### Educational Attainment among Residents (age 25 and older)



Source: U.S. Census 2000

# NEEDS ASSESSMENT

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out of three Oakland residents having achieved a bachelor's, master's, or other professional degree. This range of educational diversity holds both challenges for the Library—in meeting the vastly different needs of two different populations, as well as opportunities—for partnering, literacy tutoring, etc.

## Home Ownership

U.S. Census 2000 data show that relatively fewer Oakland residents own their own homes than many other places – 41% compared to 57% and 66% for the state and nation, respectively. Renting is not always a wholly affordable alternative. A 2001 CEDA Housing agency survey found the highest proportion of renters is in west Oakland (80%), where nearly one-fourth of renters reported that they could not afford their current rent. In the Eastlake/San Antonio/ Chinatown area, 43% of respondents were renters, nearly three-fourths of whom said that they could not afford their current rent. Nearly half of renters in north Oakland said that they could not afford their current rent.

## LIBRARY USE

The patron survey revealed some very important characteristics regarding how patrons used the libraries. In general, it highlighted a very accessible system for those currently using libraries, with the walkability of local branches to these users a significant factor. The libraries were all considered conveniently located for these users; where reported as not convenient, usually the lack of parking was a factor. The importance of the existing facilities has been echoed in a number of settings, from focus groups and community meetings, to protests of proposed branch closures in 2002, before Measure Q was renewed by voters in March 2004.

## Patron Survey

The patron survey that was distributed and collected at each of the library facilities asked about both library use patterns of users as well as about their library service needs.

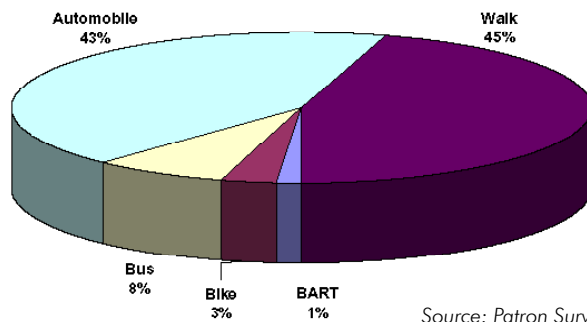
### **Geographic Highlights:**

- 46% of patrons use more than one library, which indicates that many people use a network of libraries to meet their needs.
- 39% of patrons use the Main Library as well as one or more neighborhood branches.
- 45% access their library through walking, while 43% used automobile, 8% used bus, 3% biked, and 1% took BART. This is an extremely high rate of access by foot compared to other area library systems, and indicates that the location of the branches is convenient to residents. A significant number of people have indicated that parking is not adequate at many of the facilities - showing that the library underserves those who are not within walking distances.

## NEEDS ASSESSMENT

- 93% of users feel that their library is conveniently located, indicating that the existing libraries are well-located within their neighborhoods. Since this survey was of current library users, it does not include people who may not use the library because the locations are inconvenient. The Patron Mapping helped to assess areas that may have this issue.

Transportation Method Used by Oakland Library Patrons

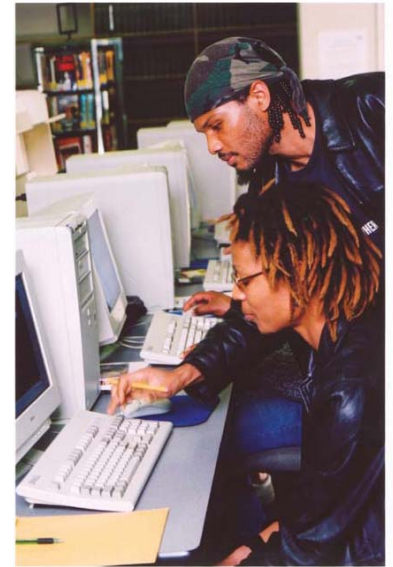
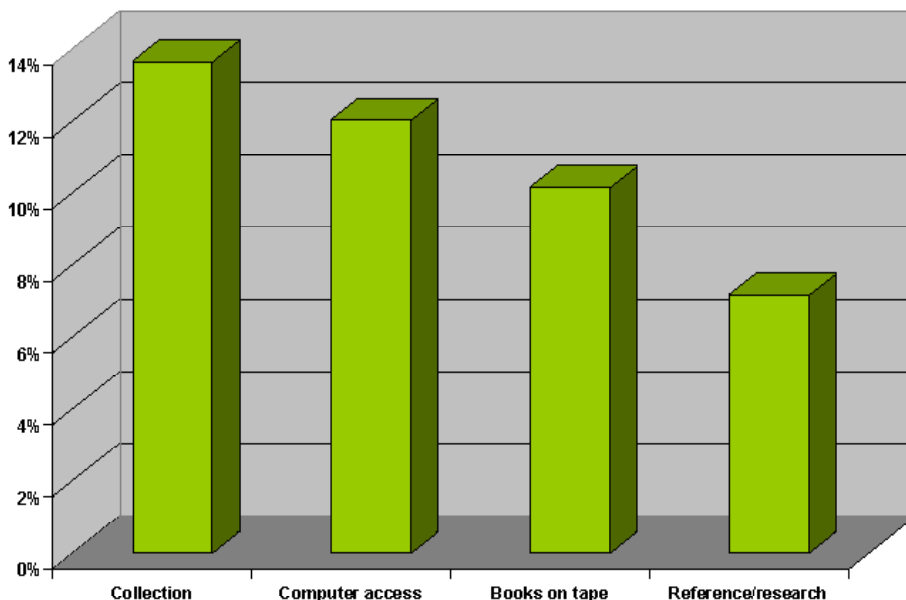


Source: Patron Survey, 2002

### Service Highlights:

- The most important service, as demonstrated in the patron survey, were for books and computers, followed by research/reference functions. This is not surprising as the City Auditor's survey and the patron survey found that the Library was the only source for computers for 25% of the population. A need for computer training and access was also emphasized in focus groups.
- Other most important services outlined in the patron surveys included: general collection, books, books on tape, children's books, reference/research, and videos.

Community Priorities from Patron Survey



**One-fourth** of the City's population uses the Library as their **only source** for computers.



# NEEDS ASSESSMENT

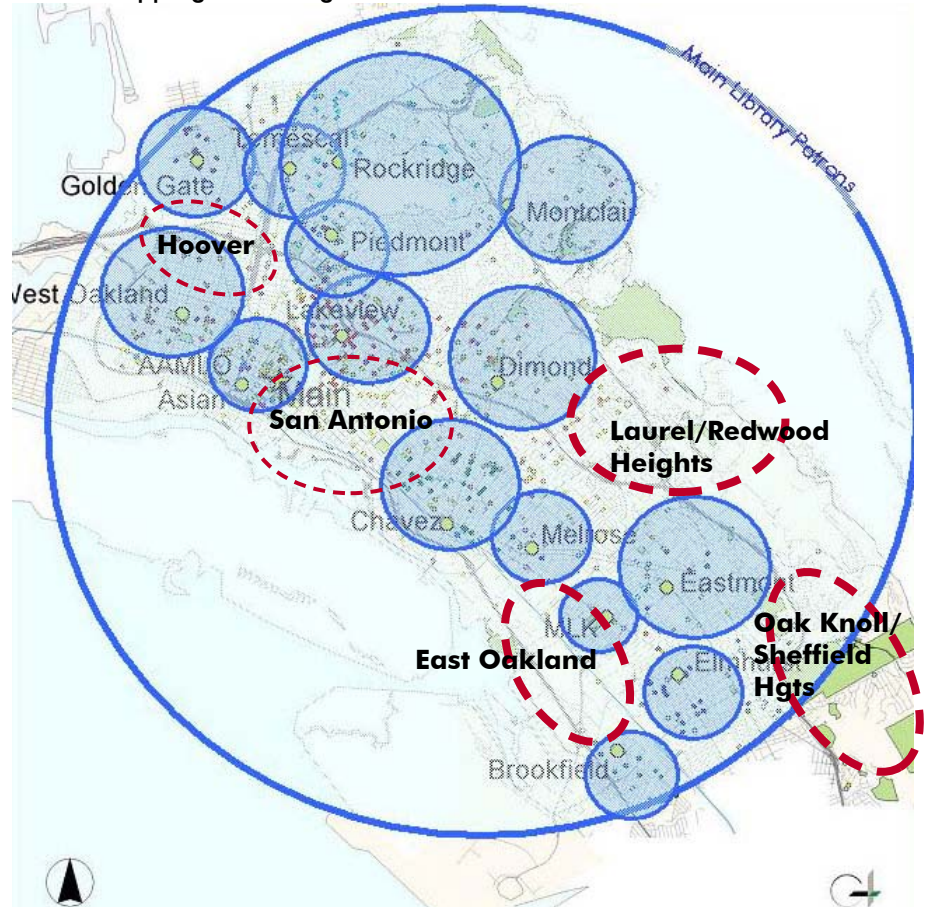
## Patron Mapping

The patron mapping (with the use of circulation data) revealed the geographic use patterns of patrons:

- Asian Library draws patrons from 11 cities throughout the Bay Area, and is considered a resource within the Bay Area region as well as for the City of Oakland.
- Rockridge has a larger geographic draw than other libraries, which may be attributable to its convenient location as well as its comparatively larger size and greater resources than most of the other branches.
- Most people travel less than one mile to access their library, with the exception of Eastmont, Dimond, West Oakland, and Lakeview.
- Underserved areas of the city as determined by the patron mapping include the area around 80th and International (marked East Oakland), the Laurel/Redwood Heights area, and the Oak Knoll area (currently served by a bookmobile).
- Additional underserved areas, due to geography and population density considerations, include the Hoover and San Antonio areas..

Blue circles denote the general range of patrons using each library. The red dashed lines indicated underserved areas where very few patrons are getting to a library facility.

### Patron Mapping: Defining Service Areas and Underserved Areas



Source: PatronMapping, Oct.. 2003



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## SUMMARY OF LIBRARY FACILITY NEEDS

At the same time that the demographic analysis, surveys, and focus groups were underway, a functional analysis was done by the project team to evaluate each library according to how well the existing facility “worked” for customers and staff. The project team examined each existing library facility, observed how customers and staff were using the library, and noted any functional problems that interfered with library services and programs, such as poor layout, acoustics or lighting, a shortage of seats or computers, crowding or long lines at service areas, or the library’s location. The project team also collected and reviewed existing documentation on ADA (Americans with Disabilities Act) compliance and other upgrades to facilities.

*Functional problems at many of the Library’s existing facilities impacts services and programs currently being offered and hampers the Library’s efforts to introduce new services and programs.*

This assessment found that, not only was there not enough room in many of the facilities for the number of services the library would like to provide (described later in this chapter), the current condition of many facilities hinders their current operations. For example, the functional problems found at the West Oakland Library (illustrated in the floorplan on the next page) were representative of the problems at other Oakland Public Library facilities:

### User Comfort:

- *Poor acoustics means noise travels throughout the library.*
- *No HVAC system in the Bookmobile area.*
- *Staff area crowded and not efficiently or ergonomically organized.*

### Service Needs:

- *Shelving is at capacity.*
- *Not enough computers for patrons use.*
- *Except for storytelling, programming needs are difficult to meet with a program room that is not dedicated for Library use (has been re-solved).*
- *Not enough seating for patrons, especially in the afternoon.*

### Space Needs:

- *No group study/work areas.*
- *Insufficient storage, resulting in storage in public areas.*

### Facility and Site:

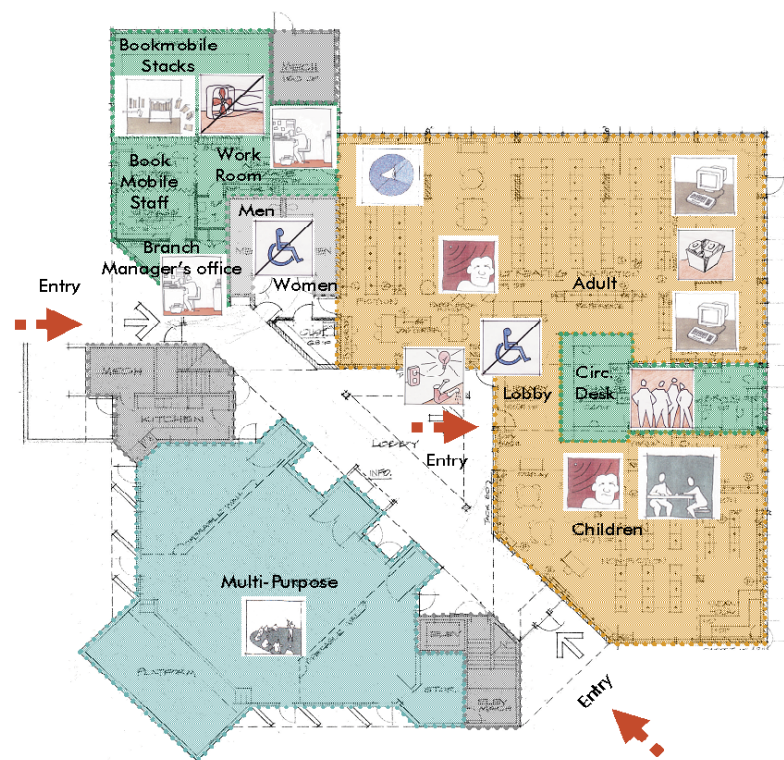
- *Not all corridors and other areas are ADA accessible.*
- *Poor visual security to rear of building.*

# NEEDS ASSESSMENT

As the analyses of each of the Library's facilities demonstrates, the functional limitations of many existing facilities means that these facilities do not adequately support services and programs currently being provided. A prime example of how the facilities' functional limitations impede the ability of the Library to provide adequate services to the community can be found at the Elmhurst and Lakeview Libraries. Because there is not enough room for the collection, stacks are placed in the meeting rooms, meaning that these areas of the collection are inaccessible when library or community programs are being held. Other facilities, such as Piedmont, Montclair, and King, do not have dedicated program space, which means that even basic, traditional library programs such as children's storytelling cannot be provided without negatively impacting other library users.

Physical facility problems also include lack of public restrooms and inadequate

## Oakland Public Library - West Oakland



Example of the Functional Analysis done for the West Oakland Library

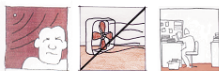
# NEEDS ASSESSMENT

ADA accessibility at some facilities. Elmhurst, Lakeview, and Piedmont do not have public restroom facilities, a severe hinderance for users, especially small children, trying to use the library for any length of time. While some facilities have recently undergone upgrades to meet current ADA accessibility guidelines, such as the three Carnegies--Melrose, Temescal, and Golden Gate, or are new enough to meet more current codes, such as Rockridge and Chavez, some of the older facilities would not meet current ADA or other codes.

*Elmhurst, Lakeview, and Piedmont do not have public restroom facilities,*

Functional limitations of many of the Library's existing facilities have hampered the introduction of new services and programs. For example, providing computer access has been a challenge in the Library's older facilities such as the King and West Oakland Libraries (due to insufficient data and electrical cabling) as well as at the Library's smaller facilities such as the Piedmont and Elmhurst Libraries (due to lack of space as well as infrastructure limitations). In fact, insufficient cabling, lack of space, and/or a poor layout has limited the

## Oakland Public Library - West Oakland



### User Comfort



- Poor acoustics means noise travels throughout library
- No HVAC in Bookmobile area
- Staff area crowded



### Service Needs



- Shelving at capacity
- Not enough computers for patron use
- Programming beyond storytelling needs to be reserved with Park and Recreation
- Not enough seating especially afternoon



### Space Needs



- No group study area
- Workgroup space crowded
- Insufficient storage

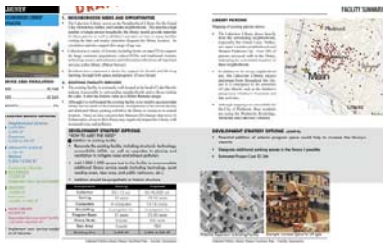


### Facility and Site



- Corridors, etc. not ADA accessible
- Poor visual security to rear of building

# NEEDS ASSESSMENT



The *Facility Summaries* section contains further detail on each library branch.



Last year the Main Library represented about a quarter of all circulation in the Oakland Library system.

number of general purpose computers that can be placed at many of the Library's facilities. With the exceptions of the Golden Gate and Main Libraries, there are no computer labs for classes or training, and even these two facilities present functional challenges for using the computer labs for teaching.

The facilities analysis found that, despite the best efforts of maintenance staff, many of the Library's facilities are experiencing physical deterioration as a result of age and heavy public use. As these facilities continue to age, they will become increasingly inadequate to meet both the growing demand for traditional library services and the new expectations placed on modern libraries for such services as Internet access and technology training classrooms. The findings of facility needs for each library are summarized in each of the *Facilities Summaries* section of this Report .

Despite the problems found in the Library's existing facilities, the location of most libraries within their communities provide convenient access. These locations are a vital part of their neighborhoods. Almost all of the library facilities suffer from lack of adequate parking.

## MAIN LIBRARY NEEDS

The present library is over 50 years old and was built for a different era and, while the community and library services have changed, the library has essentially remained untouched. The shelves were filled to capacity decades ago, preventing the collection of books and other materials from growing with the needs of the community. The majority of the books are warehoused in the original multi-level, low-ceiling stack core which is off-limits to the public and denies patrons free access to the materials. Even with needs to grow the collection, for each book added one book must be discarded.

The present building is poorly organized. Major areas are disconnected from each other separated by a rabbit warren of hallways. The poor organization makes it harder to find library staff and makes the library less efficient to operate. Seating is but a fraction of what is needed with shortages of reading tables and study carrels and almost no comfortable lounge type seats that are so popular in today's libraries.

The present main library building's infrastructure dates back to the time of typewriters, and the power and data supports for modern technology are woefully inadequate. The limited number of computers and media stations are poorly supported from a cobbled together and inflexible network. The Main library's media and new format collections are very undersized. The present buildings outdated building systems, while functional and complying with the codes of their day, do not meet current life safety or health and comfort requirements.

## SUMMARY OF LIBRARY SERVICE NEEDS

The Oakland Public Library serves a more diverse constituency – ethnically, educationally, and economically – than most other public libraries. Materials, programs, and services are all important needs of Oakland residents of all ages, along with increased access to computers and technology. There is a need for more space throughout the system to house these vital resources. For instance, computer training was emphasized throughout the system by patrons, but the Library does not currently have the computer lab settings needed for computer training. All of the libraries (with the exception of Chávez) are also at the maximum capacity in terms of their ability to hold collections.

The Library is also a vital resource for providing specialized services to Oakland residents who need language, literacy, life skills, computer training, and enrichment support. The Second Start literacy program, legal aid programs, and author receptions and readings, are all hampered due to the lack of space to hold programs. The Main Library currently has only one meeting room that must accommodate library and public programs as well as staff meetings.

The needs described in this section represent the Library’s system-wide needs. The needs assessment found that needs varied according to library branch and area of the city. Residents of some areas of the city report the need for increased services, while other residents want access to an expanded collection of materials. The Library understands this diversity of needs to be a vital component which must be included in the vision for the future system.

### Collection Needs

When asked to choose the most important services that the library provides, elements of the collection – including the general collection, audio books, children’s materials, videos, and reference/research materials – all were ranked highly by library patron survey respondents. In the City Auditor’s 2003 survey, respondents reported that the library should broaden, diversify, and expand its collection of print, audiovisual, and reference materials.

In particular, Oakland residents need access to materials in other languages, particularly for the Spanish, Asian, and Pacific Islander communities, in which many residents are linguistically isolated. The City Auditor’s 2003 survey found that more than half of respondents do (or would) use materials in languages other than English, such as Spanish, Chinese, and Tigrinya. The U.S. Census indicates that a third of residents speak languages other than English. Recent immigrants and other foreign language speakers want to be able to comfortably find information in their own language, access periodicals from their countries of origin in order to keep abreast of current events, borrow recreational reading materials, and retain their language in their native tongue.

Oakland needs access to a strong collection of easy-to-read materials. A growing body of research points to the developmental and academic

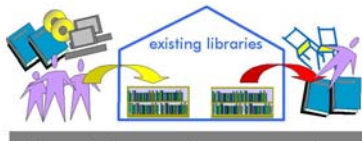
### Top Service Needs:

1. Books
2. Computers
3. Reference and research

*98% of Oakland public elementary schools do not have fully functioning libraries, and the Oakland Public Library plays a vital role in providing access to students both through class visits and access to materials outside of school hours.*



# NEEDS ASSESSMENT



1. Average Oakland library is over 40 years old and built when the population was much smaller and libraries had only books in English and one typewriter

2. The population has increased, as has the types of materials in the library (computers, CD's, videos, books on tape, books in many languages, etc.)

3. All of these things simply don't fit in the existing buildings that have become too crowded, noisy, and small to hold everything Oakland needs



4. To house the needed services for residents, more library space is needed citywide.

advantages children can gain through reading. One important component of this effort includes the availability of a collection of high interest materials in a variety of formats, including audiovisual materials (such as audio books) in addition to traditional print materials. Children are not the only ones who use children's materials though; patrons with low literacy skills and English language learners also check out easy readers in order to practice their reading and language skills. Therefore, this easy-to-read collection should include a variety of topics appealing to all age levels.

Elementary and secondary school students have a range of collection needs. The 2003 City Auditor's survey emphasized the collection needs of school-age residents, stating that the Library's "inability to continue to maintain an updated and broad collection of materials will most heavily impact this group of users." Students completing research projects for school need access to a strong collection of reference and research materials. Students who cannot afford to purchase all of the books that they are required to read rely upon the library to provide multiple copies of the classic novels and other materials often assigned by language arts teachers. And children and teens who simply want to find out more about a particular topic that they are studying in school need access to a supportive collection. The schools, however, often do not have the ability to support students with school libraries: 98% of Oakland public elementary schools do not have fully functioning libraries, and the Oakland Public Library plays a vital role in providing access to students both through class visits and access to materials outside of school hours.

The 2003 City Auditor's survey also found that city residents with the highest levels of formal education were the least satisfied with the Library's collection. The study concluded that the Library should expand the depth of its collection of "high-end" materials. Patrons also reported that the Library should emphasize current and up-to-date materials. The Library should make more copies of popular items, such as bestsellers and new materials, available to help minimize long wait times for patron holds.

Issues related to physical and mental health – such as depression, substance abuse, ADD/ADHD, and sexuality – are of particular interest to teens. Also popular are high-interest fiction books, audiovisual materials such as music CDs and movies, and periodicals on a variety of topics. College-bound teens need access to materials to help them prepare for college as well as to identify and apply to schools. Teens who do not plan to attend college also need resources to help them identify potential careers.

Seniors also require particular services. The Bookmobile currently services a number of senior homes and holds a fairly large collection of large print books, as do some of the branches. Books on tape, periodicals, genealogy, and other collection types, as well as general and specialized programming appealing to seniors should continue to be held, especially at those branches serving large senior populations.

# NEEDS ASSESSMENT

## Program and Service Needs

Oakland residents have a wide variety of program and service needs. The 2003 City Auditor's survey found that in general, the majority of city residents found that the Library offered programs and activities that were of interest to them. However, as with collections, residents with higher levels of formal education tended to be less satisfied with their library's events.

There is a strong need for library programs and services for children and pre-teens, who make up approximately one-fifth of Oakland's population. Enjoyment of reading is an important predictor of future academic and life success. Even very young children who cannot yet read on their own – or even understand words at all – benefit enormously from having others read to them. Storytimes are important for getting children and their families to come to the library and learn to enjoy reading, particularly for families struggling with literacy. Reading incentive programs, through schools and the library, can be a powerful tool for encouraging children to read.

More than half of respondents in the City Auditor's 2003 survey said that the library should emphasize "educational support for children." In addition to a strong collection, elements of educational support include tutoring, homework assistance, appropriate places to study, space for working with other students on group projects, and access to technology such as computers and photocopiers. Teachers and parents need support services such as collection materials and programs on parenting, spaces to work in the library with their children/students, and materials that support the school curriculums.

Children and teens also have a strong need for programs and services to help them navigate the library, locate resources, and develop research and information literacy skills. Educators described the challenges involved in teaching students how to locate and evaluate the quality of sources, especially when students are increasingly likely to rely solely on the Internet and search engines such as Google to find "information."

Educators, community leaders, and residents all support the development of partnerships between the Oakland Unified School District and the Oakland Public Library to offer programs in library literacy, class visits to the library, and other such services for local students. Measure Q, the parcel tax passed by voters in March 2004, provides funding for a team of outreach staff whose primary job is to connect with all levels of the public schools to explore improving services and forging collaborations.

Beyond their academic support needs, teens need library programs and services that address their identities as people. One key component of this need is for a place of their own in the library to socialize and share ideas with their peers. Of particular interest to teens are programs, services, and materials about music, art, poetry, social activism, and popular culture. Access to technology is particularly important for teens, who use computers as tools for recreation as well as communication and academics.

*The Oakland Public Library offered over 2,600 programs in 2005 that were attended by more than 70,000 residents*

## Oakland Library Services and Programs:

ON-LINE BOOK CLUB

LAOTIAN

American Indian Library Services

Bookmobile

Oakland History Room

RUSSIAN

Seasonal Tax Help

Language Collections

THAI

CESAR E. CHAVEZ BRANCH

Asian Branch Library

e-reference

Kindergarten Library Card Drive

VIETNAMESE

TIGRINYA

information center

Toot Lending Library.

CHINESE

Dial-A-Story

Senior Services

Religious Collection

Books for Wider Horizons

AMHARIC

Disabled Services

SPANISH

KHMER

JAPANESE

Inter-library loan

"The Path to Homeownership Begins @ Your Library"

FRENCH

Business Collection

PASS! Homework Assistance Program

Lesbian/Gay Collections

Second Start

African American Museum and Library at Oakland

KOREAN

Teen Homework Assistance Program

Black History Collections

Live Chat Reference

TAGALOG

Golden Gate Youth Book Club

Teen Book Club

PRESCHOOL STORYTIMES

National Library Week Celebration

# NEEDS ASSESSMENT

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*One quarter of Oakland residents use the Library as their only access to a computer*

Teens and adults alike need employment support. Job skills training and career information are a particularly important need in Oakland, where fewer residents pursue a post-secondary education and the unemployment rate has historically been higher than elsewhere in the state or nation. Residents also need increased access to job and small business information and referral services.

Oakland residents also need language, literacy, and life skills programs and services. Literacy services are desperately needed, not only for adults without extensive formal education, but also for residents who graduated from high school without adequate reading or writing skills. Outreach is needed to foreign-language residents, especially those who may be unaware of what the library has to offer them. Tax and legal assistance are difficult for many residents to afford, and were identified as important services that are provided at the library.

Residents of all ages mentioned a variety of social, recreational, and enrichment programs and services that should be offered at the library. In the 2003 City Auditor's survey as well as in community meetings and focus groups, residents frequently mentioned author readings, book clubs, and topical discussion groups that enable patrons to socialize with other readers. Other programs and services mentioned include arts and crafts programs, community and cultural events, history programs, and genealogy.

There also is a need for a central resource for community information, which could be provided both at individual library branches and through the Oakland Public Library website. Other services desired include the opportunity to purchase and enjoy refreshments in the library (either through vending machines or a staffed café).

Last, but certainly not least, Oakland residents need increased access to their library. The fact that more patron survey respondents walk to their branch than drive shows that most libraries are easily accessible to their communities. However, many survey respondents noted the need for expanded hours of operation, particularly during evenings and weekends to accommodate working people who cannot visit the library during the day. Persons with limited transportation options – such as seniors and children – need to be close to the library for ease of access. The passage of Measure Q in March 2004 increased the number of hours at all of the branch libraries and permitted the libraries to be open six days a week.

## Technology Needs

Respondents to the 2003 City Auditor's survey ranked computers as the most important service that the library provides, and said that the library should provide more computers. One-fourth of all respondents – including nearly two-thirds of seniors – reported that the library provides their only access to computers and the Internet. Of the 41% of residents who say that they use



## NEEDS ASSESSMENT

their library's computers for purposes other than searching the online catalog, half reported that they usually must wait to use computers. And the wait is not insignificant – 85% reported that the wait usually exceeds 15 minutes. The patron survey confirmed the need for technology access by a large number of residents, as did the focus groups, which emphasized both computer access and training.

There is a clear need for increased access to computers at the library. In community meetings and focus groups convened for this master plan, participants repeatedly stressed the need not only for increased access to computers, but also for training in the skills that residents need to help them bridge the “digital divide” – the gap between people and communities who can make effective use of information technology and those who cannot. As computers become more ubiquitous in modern life, this gap can have serious effects on residents' ability to find information, access resources, and compete for employment.

### Space Needs

Most of the collection, program, service, and technology needs described above have associated space implications. However, most of the current Oakland Public Library facilities do not have enough space to provide the full range of services needed by the neighborhoods they serve.

Many of the existing facilities were not designed to accommodate the range of formats, languages, and materials needed by Oakland residents today. Nor were the facilities designed to support the prominence of computers in modern life – a drastic change compared to 15 years ago. In response to these changing needs, libraries have added more shelving and computers wherever possible, often taking over reader seating and public meeting areas in order to do so.

However, even these strategies have not been enough. Shelving at most branches is filled to capacity, meaning that for every book added to the collection, another must be discarded. This limits the library's ability to provide a collection of sufficient breadth and depth to meet the community's needs.

There is insufficient space and infrastructure to meet the technology needs of Oakland residents using computers at the library. The small number of computers and their location(s) within public areas also prevent library staff from efficiently providing computer training, instead limiting training to one-on-one tutoring, if training can be offered at all.

As the Library becomes responsible for providing more and more resources in its limited spaces, patrons are left with few places to “be” within the library. Readers have trouble finding places to sit in order to enjoy periodicals, work on research projects, or study. Librarians and the Library's partners do not have room to hold programs, and there are not enough places for the public to



*“When I go to the library, there is no economic difference [between me] and the kid next to me.”*

*Oakland student quoted in East Bay Express article “No Signal” (May 17, 2006)*

*For every book added to the collection, another must be discarded due to lack of space to grow the collection.*



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## HOW ARE WE GOING TO FIX THIS PROBLEM?

The needs of the Oakland Public Library do not represent a minor deficiency. As discussed in the previous chapter, additional library space is needed citywide in order to provide adequate library services to the diverse and unique population of Oakland. These services include the need for more tailored traditional services, such as collections and reading programs, as well as new services, such as technology access and training and literacy programs, many of which cannot happen in current facilities due to their small size and outdated systems. This chapter recommends the following strategies to allow the Library and its community partners to meet immediate and future needs throughout the areas the Library serves.

- Improve all existing facilities to better serve customers more effectively and efficiently.
- Supplement system with new branches to meet unfilled needs.
- Provide top quality traditional and new services.
- Target services to meet different neighborhood and community needs.

The vision for the systemwide improvements to the Oakland Public Library System was based on an expansion of the concepts from the Library’s Mission Statement, the Mayor and City Council Goals for 2003-2005, and priorities from the community input through the Needs Assessment. These priorities and goals are represented by the five “E’s”:

<i>Education:</i>	Formal and informal, life skills and job skills, literacy
<i>Enrichment:</i>	Literary, cultural and arts, life-long learning, social gathering
<i>Equity:</i>	Geographic, services and resources, accessibility
<i>Efficiency:</i>	Existing infrastructure, operating service model/maintenance, partnerships
<i>Enticement:</i>	Reach out to established and new users

# RECOMMENDATION

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## SYSTEMWIDE VISION FOR THE OAKLAND LIBRARY SYSTEM

The unique characteristics of Oakland – demographically and geographically – require a unique solution to best serve the diverse components of the community and the need for focused local services as well as standard services citywide.

In forming this vision, the project team worked with residents and community leaders through the Community Action Committee (CAC) to form Development Strategy Policies that would guide the development of this vision. These policies were used in tandem with the needs assessment information as well as existing library service guidelines to determine both the physical strategy for the system as well as the recommended library service levels that the library system should strive to provide.

The Development Strategy Policies include:

- Libraries for ALL: all knowledge levels, and from education to enrichment
- Tailoring library services to local needs: recognize the need for traditional services as well as new services
- New vision for library services: “what you’re used to....and even more”
- Library is more than books: it is also a social focal point and gathering place, as well as being a trusted place in the community
- Geographically walkable libraries
- Sustainable communities and buildings: that incorporate the three “E’s” of sustainability: environmentally, economically, and equity
- Develop partnership opportunities
- New service-delivery methods for efficiency in operations
- Build on existing infrastructure: to ensure cost effectiveness, community familiarity, and to recognize that libraries are important civic assets and a physical part of the quality of life and pride of place in Oakland.

The vision that was developed for the Oakland Public Library system is one that allows the Library to retain its system of existing local branches while increasing and improving library service levels significantly throughout the city. While the current branch libraries are well-located and much loved in their communities, many of them are too small to meet existing and growing needs, and cannot be expanded enough to meet the needs of its service area on their sites. OPL proposes to improve all libraries, by renovating those that cannot be practically expanded to better serve local needs and expanding those that can be. Additionally, these Neighborhood Libraries will be supplemented

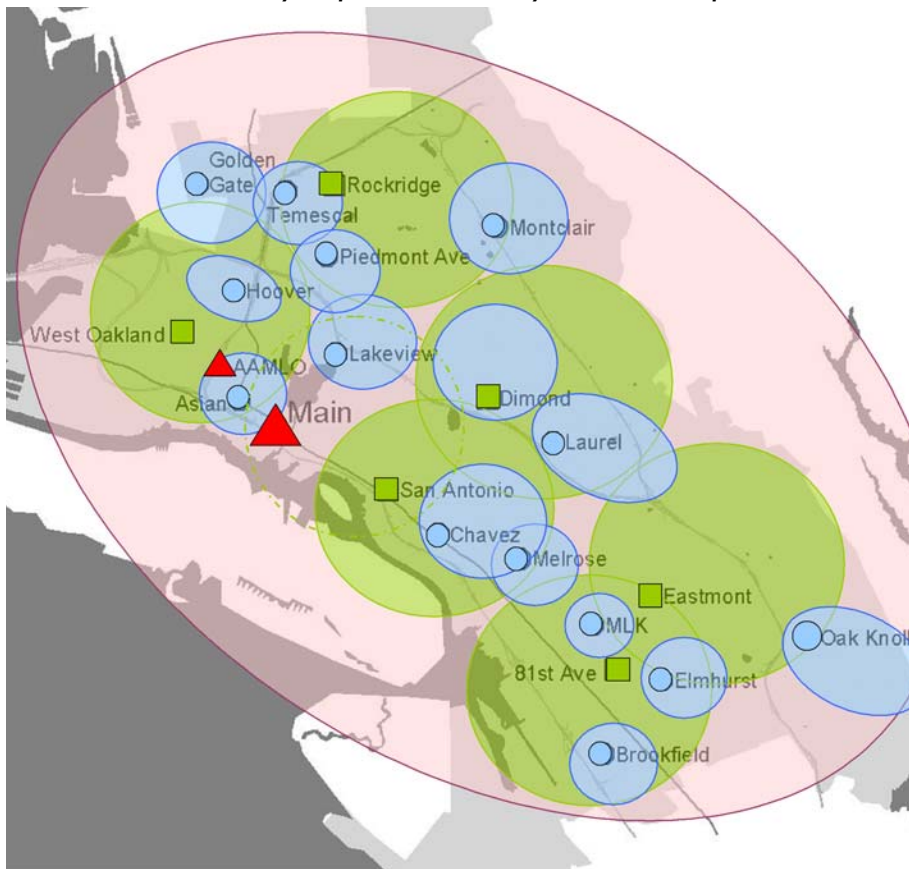
## RECOMMENDATION

by larger community-sized libraries which will be geographically distributed throughout the city and which will be large enough to include more expansive library services. The Main Library will also be expanded to improve the system-wide support (such as library acquisitions, technology, purchasing, administration, etc.) and public services accessed by residents system-wide (research and specialized collections, Oakland history collections, larger library programs).

### NEIGHBORHOOD LIBRARIES

While many of the Neighborhood Libraries cannot be increased in size, they will all be improved to better serve their local communities. Those that can be efficiently and practically increased will be, and all will include improvements in customer service, including self-check out machines and self-service holds that free up staff time to assist patrons with value-added services such as information assistance and referral and increased programming capacity. Better linkages to other libraries in the system will also be a focus given the strong connections between the roles of the various libraries.

### Recommended Library Improvements - Systemwide Improvements



*Three tiers of library service complement and support each other.*

-  Neighborhood Libraries
-  Community Libraries
-  Main Library

## RECOMMENDATION

All of the neighborhood facilities will provide core services of materials, seating, and technology access; they will be further tailored to meet the specific needs of the local residents. The ability to house more extensive space-intensive services at nearby Community Libraries will allow the Neighborhood Libraries to focus on the particular needs of the localities they serve while still providing residents with the more extensive services at nearby locations.

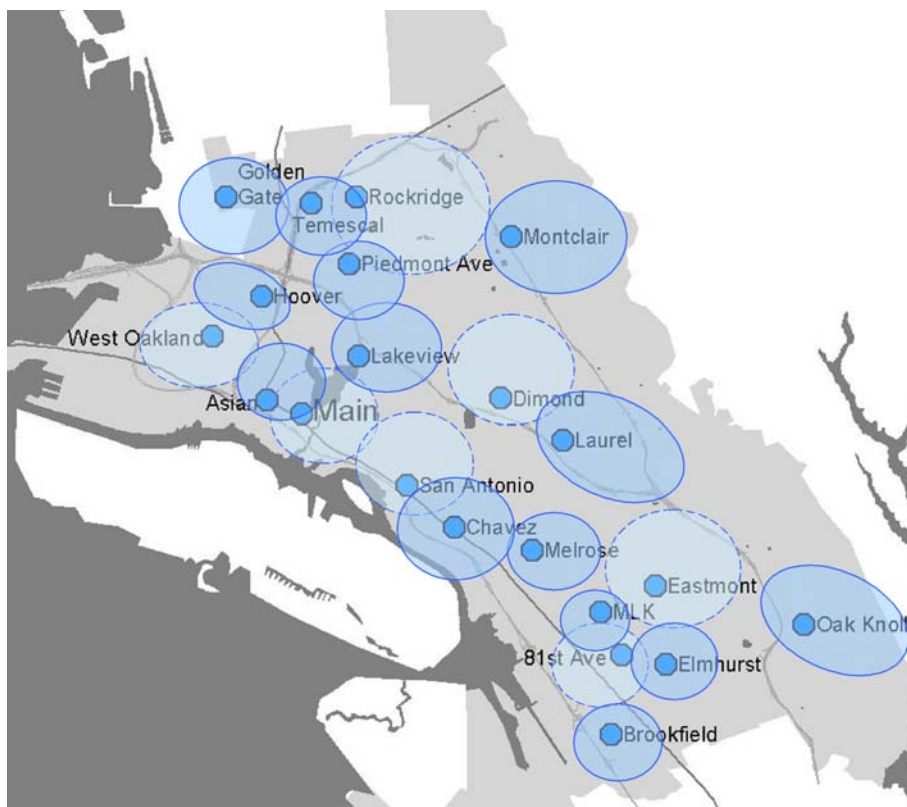
These needs include specific services (such as literacy, children's and/or teen services, homework assistance, job skills and small business resources); collections (including specialized language or cultural collections such as Asian languages, Spanish, Eritrean, large print, African American Museum and Library at Oakland, Native American and Gay Lesbian Bisexual Transgender collections); or other localized needs such as information and referral assistance. New libraries will be added in currently underserved areas of Laurel/Redwood Heights area, Hoover neighborhood in West Oakland, and Oak Knoll which is currently an under-served area of the city, in addition to the Neighborhood Libraries of Temescal, Elmhurst, Asian, Golden Gate, M.L. King, Montclair, Brookfield, and Lakeview. Additionally, all of the Community Libraries and Main Library will also act as Neighborhood Libraries in that they will include the more focused services or collections needed by their immediate residents as well as providing the community resources to the larger area.

*Upgrade 7 existing branches*

*Expand 8 branches*

*Build 4-5 new branches*

### *Recommended Library Improvements - Neighborhood Libraries*



## RECOMMENDATION

### COMMUNITY LIBRARIES ■

The Community Libraries will be geographically distributed throughout the city and, where possible, will be upgrades of existing facilities, to insure that these resources are accessible from neighborhoods throughout the city. These facilities will include a full-array of library services, such as computer/technology labs, program/meeting rooms, group study rooms, more extensive collections, and separate spaces for adults, teens, and children. The Community Libraries will be accomplished through expansions or upgrades of the existing West Oakland, Dimond, Eastmont, and Rockridge Libraries and the addition of two new community libraries in the under-served San Antonio and 81<sup>st</sup> Ave. areas. The new 81<sup>st</sup> Avenue Branch, which was partially funded through a State Library Grant, will open in 2008 and will serve as a template for the Community Libraries.

*The new 20,000 Square Foot 81st Avenue Library that will open in 2008 will serve as a template for the Community Libraries.*

#### **Recommended Library Improvements - Community Libraries**



*Six of the libraries will be larger and serve as Community Libraries*



# RECOMMENDATION

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## CITYWIDE SERVICES / MAIN LIBRARY



The Main Library will be significantly expanded to increase the space available for public services: bringing its collections into public-accessible areas; more in-depth collections; special collections such as Oakland History; meeting rooms for library programs and the general public, businesses; spaces for all ages, including an improved and expanded Teen Zone, children's library, and adult seating areas.

The Main Library plays a central role in both supporting the system and providing a civic focal point within the city. It also has the opportunity to play a major role in the revitalization of downtown and an improved quality of life for all Oakland residents, including the many new downtown residents for whom it will be their "branch." While the vision for the Main Library continues to be formed, the preliminary vision is for a revitalized Main Library that will be a combination of traditional and new library services in a facility that serves as a physical and metaphorical beacon to all users. Providing "Everything Oakland" – from history, current events, and government to cultural enrichment and education, as well as a window to the rest of the world – all in an arena that supports the cross-fertilization of these ideas and knowledge through programs, interaction, and resources.

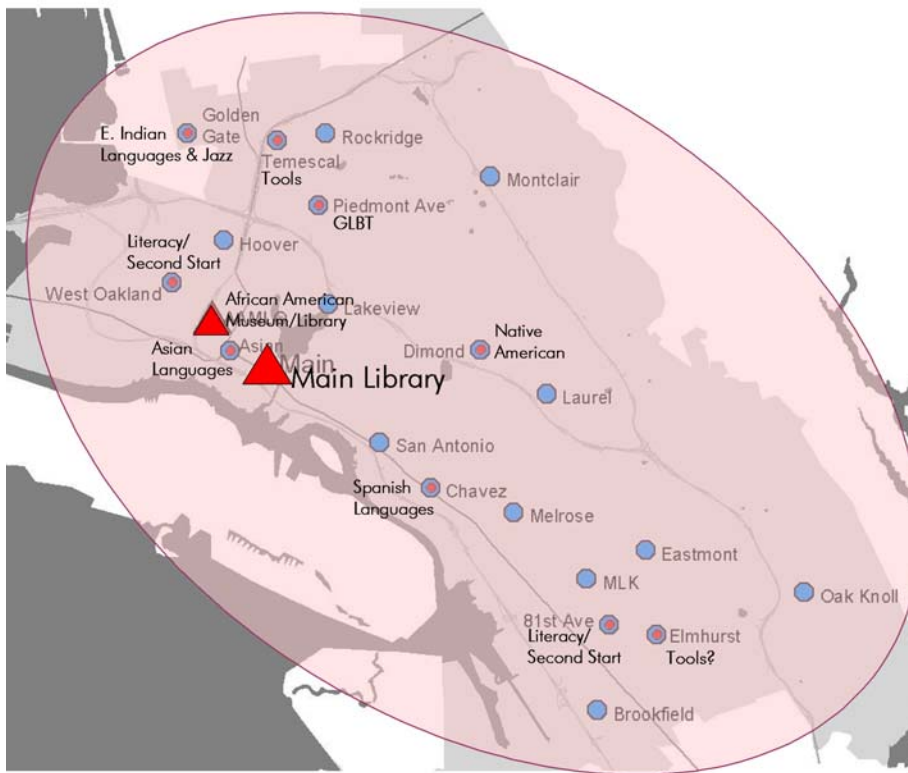
The Main Library will provide the technical support of the system, including acquisitions, purchasing and processing of materials, technology services, program development resources, and library administration. Although all of these centralized services are important and ideally would be located directly in a Main Library building, these latter services could potentially be in a separate facility if necessary due to space limitations.

There are also citywide services that are based in other library facilities, such as special collections that are citywide resources (Asian's and Chávez's language collections, AAMLO, etc.) as well as special services, including literacy. Many of these services will remain at their current locations to serve their central constituency while continuing to serve the city as a whole. These resources are and will be available to any user anywhere in the system; the improved connections between facilities will help to facilitate access to materials via the user's preferred library.

This new library system concept allows for improved and expanded services in a way that is efficient and responsible. It allows for the retention of its existing infrastructure system of libraries that provide safe, convenient libraries in neighborhoods, while providing access to Community Libraries throughout the city that will have all of the programs and spaces needed in a modern library in Oakland.



## Recommended Library Improvements - Citywide Services



- The Main Library acts as a Neighborhood Library to downtown and other residents within walking distance as well as a convenient full-service community library.
- The African American Museum and Library of Oakland is an archival and reference library as well as museum not only for Oakland but for Northern California
- Other Citywide services are distributed across the City in branch libraries and

# RECOMMENDATION

## SERVICE LEVEL GUIDELINES

*Service level guidelines* are a way of describing library services in terms of a ratio of numbers (of books, chairs, computers, etc.) required by a population of a certain size. They are developed from service ranges established by the American Library Association, published guides, and experience. These guidelines have been customized to build on the strengths of the existing library system and respond to the unique needs of Oakland. This has allowed the library to tailor the guidelines for collection, computers, seating, and other services and spaces to meet the unique needs of residents based on staff and customer input. For example, the tailored Neighborhood Libraries may diverge from the exact guideline numbers in order to provide the most needed services within their existing space; this reflects the different types of needs found throughout the city in the needs assessment work. However, the guidelines are applicable when applied to the city overall.

The service level guidelines are built “from the ground up” based on the number of books, computers, seats, etc. needed by the community. Each of these elements have square footage associated with them (ie, 40 SF per computer), allowing the service level guidelines to be totaled to a recommended square footage per person (SF/capita). To meet Oakland residents’ needs, the Library needs to increase its total square footage systemwide from approximately 170,700 square feet, or 0.42 SF/person, to approximately 350,000 square feet, or 0.80 SF/person. This is in the mid-range of library service levels of square footage compared to comparable systems. At this level, the Library will be able to operate a library system that has all of the services to meet the community needs while increasing the efficiency and sustainability of its operations.

### Existing and Proposed Service Levels

	2000 Service Level	Proposed Guidelines	Proposed 2020 Service Levels
<b>Population</b>	417,278 people		467,000 people
<b>Collection</b>	1,030,600 vol. 2.4 vol./capita	3 vol./capita	1,400,000- 1,550,000 vol.
<b>Seating</b>	913 seats 2.1 seats/1000 pop	3-4 seats/1000 pop	1,400- 1,900 seats
<b>Computers</b>	169 comp. .4 comp/1000 pop	1.5-1.7comp/1000pop	700-825 comp.
<b>Storytelling</b>	~ 150 seats .34 seats/1000 pop	25-40 seats/facility	245-350 seats
<b>Community Rm</b>	567 seats 2 seats/1 000 pop	3-4 seats/1000 pop	1,500-1,775 seats
<b>Group Work</b>	0 seats	0-18 seats/branches 30-40 seat at main	130-215 seats
<b>Library Space</b>	170,740 sf .38 sf/capita	.7-.9 sf/capita	325,000- 420,000 sf <sup>1</sup>

## Summary of Recommended Development Strategies

	YEAR BUILT	2005 BUILDING AREA (SF)	2000 POPULATION SERVED	2000 SF PER CAPITA	PROPOSED 2020 BUILDING AREA (SF)	PROJECTED 2020 POPULATION	2020 SF PER CAPITA
AAMLO*	1902	17,000	Citywide		17,000	Citywide	
Asian	1995	8,500	6,754	1.26	10,500-11,000	10,442	1.01
Brookfield	1990	4,250	8,601	0.49	7-8,000	9,141	0.77
Cesar E. Chavez	2003	15,000	22,732	0.66	15,000	30,095	0.50
Dimond	1980	10,000	33,080	0.30	16-19,000	35,142	0.46
Eastmont	1998	9,500	25,371	0.37	16-19,000	26,799	0.60
Elmhurst	1949	3,220	21,087	0.15	3,220	22,605	0.14
Golden Gate	1918	4,260	22,866	0.19	4,260	29,773	0.14
Martin Luther King Jr.	1970	3,800	16,849	0.23	4,200-4,700	17,787	0.25
Lakeview	1949	3,800	37,920	0.10	5,800-6,300	41,193	0.14
Melrose	1916	5,300	39,822	0.13	5,300	41,970	0.13
Montclair	1930	3,800	21,112	0.18	3,800	24,386	0.16
Piedmont	1932	1,700	19,174	0.09	5-10,000	19,966	0.40
Rockridge	1996	15,200	9,026	1.68	17-18,000	9,598	1.67
Temescal	1918	4,260	17,654	0.24	4,260	18,636	0.23
West Oakland	1977	8,000	15,366	0.52	16-19,000	18,846	0.85
Laurel	-	-	12,239	-	8-12,000	13,542	0.59
San Antonio	-	-	40,907	-	16-19,000	43,495	0.37
81st Ave. Branch	-	-	16,809	-	21,500	17,904	1.20
Hoover	-	-	11,921	-	8-10,000	13,308	0.60
Oak Knoll	-	-	6,345	-	5-8,000	7,270	0.69
Main (Neighborhood pop.)	1951	82,000	11,646	0.20	120-160,000	15,888	.26-.35
<b>Branch Total</b>		<b>117,590</b>	<b>417,278</b>	<b>0.28</b>	<b>208-238,340</b>	<b>467,784</b>	<b>.45-.5</b>
<b>Main Library</b>					<b>120-160,000</b>		<b>.25-.35</b>
<b>Total Oakland</b>		<b>117,590</b>	<b>417,278</b>	<b>0.28</b>	<b>328-398,340</b>	<b>467,784</b>	<b>.7-.85</b>

Population includes Emerville and Piedmont; populations based on library service area.

Population from 2000 U.S. Census; Population Projections from ABAG Projections 2000.

\*AAMLO total building size is 17,000 sf; 7,000 sf of this is museum.

\*\*Main Library serves both its neighborhood population (11,646) as well as the citywide population (417,278).

# RECOMMENDATION

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## SERVICE AREAS

In the draft system vision, there will be over-lapping service areas, so that each resident will be served by three or more libraries. For instance, someone living near the Montclair Library would have that branch as their Neighborhood Library, the Rockridge Library as their Community Library, and the Main Library as the central library. Someone living near the Dimond Library would have the Dimond Library, with its neighborhood and community components, as well as the Main Library as their central or research library.

The balance of service area population to building size within the network is key to designing a branch system that is accessible to all residents of the city. Adjustments in the service level guidelines (for libraries which contain large quantities of citywide resources, such as Chávez and Asian) account for the small variation in square foot per capita. Within each network of libraries, residents are experiencing the same level of services as those located in other networks elsewhere in the city even if the library nearest them is a different size.

## DETERMINING THE LOCATIONS

The preliminary steps in formulating the development strategies was to analyze the existing libraries in relation to their current service areas, identify under-served populations, and identify areas where future population growth is anticipated. Current and future population figures as well as anticipated areas of growth were established using Census data and information from the City and the Association of Bay Area Governments (ABAG). These figures provided the basis for determining the need in different areas of the city in terms of service level guidelines, especially square footage needs.

The patron mapping and patron surveys confirmed that the existing libraries were all well-located, but that there were under-served areas, including Central East Oakland near International Boulevard, the Laurel/Redwood Heights and Oak Knoll areas in the hills above I-580. In addition, the Hoover area in West Oakland and San Antonio areas are underserved based on population and density as well as geography. These areas were defined as under-served and needing new libraries. Central locations that are easily accessible through a variety of transportation options and which added to the civic infrastructure of a community, as well as sites that increased the possibility of partnerships, were main criteria for site identification. For existing libraries, the existing site, or one very nearby as in the case of the Eastmontg Library recommendation, were recommended to retain this access for residents. Potential sites for new facilities were identified with the project team and meetings with the City's Planning and Real Estate departments as well as meetings with the Oakland Unified School District. These sites were then evaluated against the Development Strategy policies, including the need for centralized locations, equitable distribution of services throughout the city, and the potential for partnerships and funding opportunities. Good access - through public transit

and automobile, including parking availability - to the Community Libraries was of particular concern as these are seen as a way of ensuring equity and access to a full spectrum of library services within close geographic proximity to all of the City's neighborhoods.

To accomplish this, six Community Libraries, with the Main Library also providing these services, will be developed throughout the City. The sizing of these service areas was based on the current Rockridge Library's reach, as this library is already supplementing the smaller libraries that surround it, including Montclair and Temescal. The libraries chosen to be expanded into Community Libraries were selected due to their geographic distribution throughout the City as well as the convenient location within their service area.

Existing libraries that had the potential to expanded on their current sites to the size needed to house all of the required components was the basis by which three of the existing branches that will be expanded to community libraries were identified - Dimond, Rockridge, West Oakland. In addition, the Eastmont Library is in a good location vis-a-vis its service area, but its location in the Eastmont Mall is problematic (as described later); relocation near this very centralized and accessible area is recommended. This leaves the two underserved areas of San Antonio and Central East Oakland near International; one of these, the new 81st Ave. Library. The San Antonio Library site is still to be determined.

### DEVELOPMENT STRATEGIES

Each proposed new branch or change to an existing facility was evaluated to determine the best solution to the meet the unique needs of that community. Once specific strategies were identified, they were then reviewed and confirmed with the Community Action Committee throughout the process, and with the public in the Fall 2004 Speaker's Forum and the June 2006 Open Houses. Each development strategy falls into one of four categories: renovation, expansion, relocation, and new facility, with one facility, the new Chavez Library, complete. Alternate development strategies are proposed for several projects in order to allow the Library and City the most flexibility possible in terms of selecting a strategy based on opportunities as they arise. These are included in more detail in the *Facility Summaries* section of this Report.

The definition of each development strategy is as follows:

#### **Renovation:**

Renovating an existing facility. This strategy was applied when the size and location of the existing facility was appropriate to meet the areas needs, or where the facility could not be expanded to meet the needs (and was then supplemented by an additional library in the system). The renovated



**Renovation:** Renovating an existing facility to better serve customers

# RECOMMENDATION

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**Expansion:** *Constructing an addition to an existing facility or re-building a larger facility on the present site.*

building will, to the extent possible, be completely brought up to current code requirements and will incorporate contemporary library design and planning concepts including the new service model of customer service and self-service to better serve library customers. The Montclair, Elmhurst, and King facilities cannot be reasonably or efficiently expanded on their existing sites; these facilities will be renovated for needed facility improvements and to implement the new service model.

## **Expansion:**

Expanding an existing facility at the library's present site. This strategy was applied when the existing branch library was well located but needed to be larger in order to provide the recommended level of service and when there was adequate capacity at the present site for an addition. The expanded building will complement the existing facility and allow the library to meet community needs at its present site, and the existing facility will be renovated in the process. In some instances, a facility may be more expensive to expand through addition than through re-building on the existing site. In situations where this may be the case, both options were included under the heading of "expansion", with the ultimate goal of increasing the library capacity on the existing site. West Oakland and Dimond will be expanded into community libraries and Rockridge will implement its originally intended second floor balconies; Asian, Lakeview, and Brookfield will also be expanded and remain Neighborhood Libraries. The Piedmont Avenue Library may be expanded on its current site if the site could be acquired from the current owner.



**Relocation:** *The current branch will be relocated to a new facility on a new site within the same service area of the existing branch*

## **Relocation:**

This strategy was only applied when the facility could not be expanded on the existing site AND the existing site/facility is not controlled by the Library. The existing branch will be relocated to a more appropriately sized facility, with priority given to a site that the Library can fully control and which also meets the needs of residents in the branch's service area and which meets the development strategy policies (central location, etc.). The existing branch will remain open until the new facility is completed. The Eastmont Library is one of these libraries; it currently leases space in the Eastmont Mall, where it is hidden away from many potential library patrons. A more public and accessible location is recommended for this facility as it expands. The Piedmont Avenue Branch, which is in a leased facility, may potentially need to relocate if the preferred expansion on site is not feasible. The Brookfield branch has a relocation as an alternative development strategy if it cannot expand at its current site.

## **New:**

Constructing a completely new branch. This strategy was applied in those areas where the current population is underserved by the existing branch library or where a Community Library was needed but existing branches did not have the capacity to be enlarged. The five new recommended branches are

## RECOMMENDATION

the San Antonio and 81st Avenue as new Community Libraries and Laurel Hoover, Oak Knoll as a new Neighborhood Library. In summary, the Master Plan recommends:

- A library system with three types of libraries: Neighborhood, Community and Main
- A system which builds upon the current infrastructure in order to improve services and increase space for collections and programs
- More than doubling the current library square footage in ten years
- Doubling the size of the Main Library
- Constructing two new Community Libraries
- Constructing three new Neighborhood Library
- Improving all existing facilities through renovation, expansion, or relocation

### Complete/Service Upgrade

There are recently improved facilities in the system, including the African American Museum and Library of Oakland (AAMLO), reopened in 2002, and the Chavez Library, opened in 2004. In addition, the three Carnegie branches – Golden Gate, Temescal, and Melrose – have been recently renovated and will likely require only upgrades in service model. These facilities will have minor facility upgrades but will also have service upgrades to include wi-fi and self-service models such as self-check machines. For example, the Chavez Library is recommended to reduce the size of the circulation desk and use this space for public service. These have been budgeted for in the project costs section.

### Parking

There are some facilities without any or without enough parking to serve the community and where it may be feasible to purchase nearby land to add library parking. These facilities include Golden Gate, Temescal, Lakeview, Dimond, and Melrose (Lakeview parking could be expanded by reconfiguring the existing site) have been noted, and a land budget based on general size needed has been included in the project costs. While Piedmont and Montclair do not have dedicated parking, the lack of land generally available in these areas does not make it likely for any land to become available.



**New:** A completely new branch will be added to the library system.



**Complete/Service Upgrade:** These recently completed facilities need minor work if any, but will be changed to incorporate operational changes such as self-service.



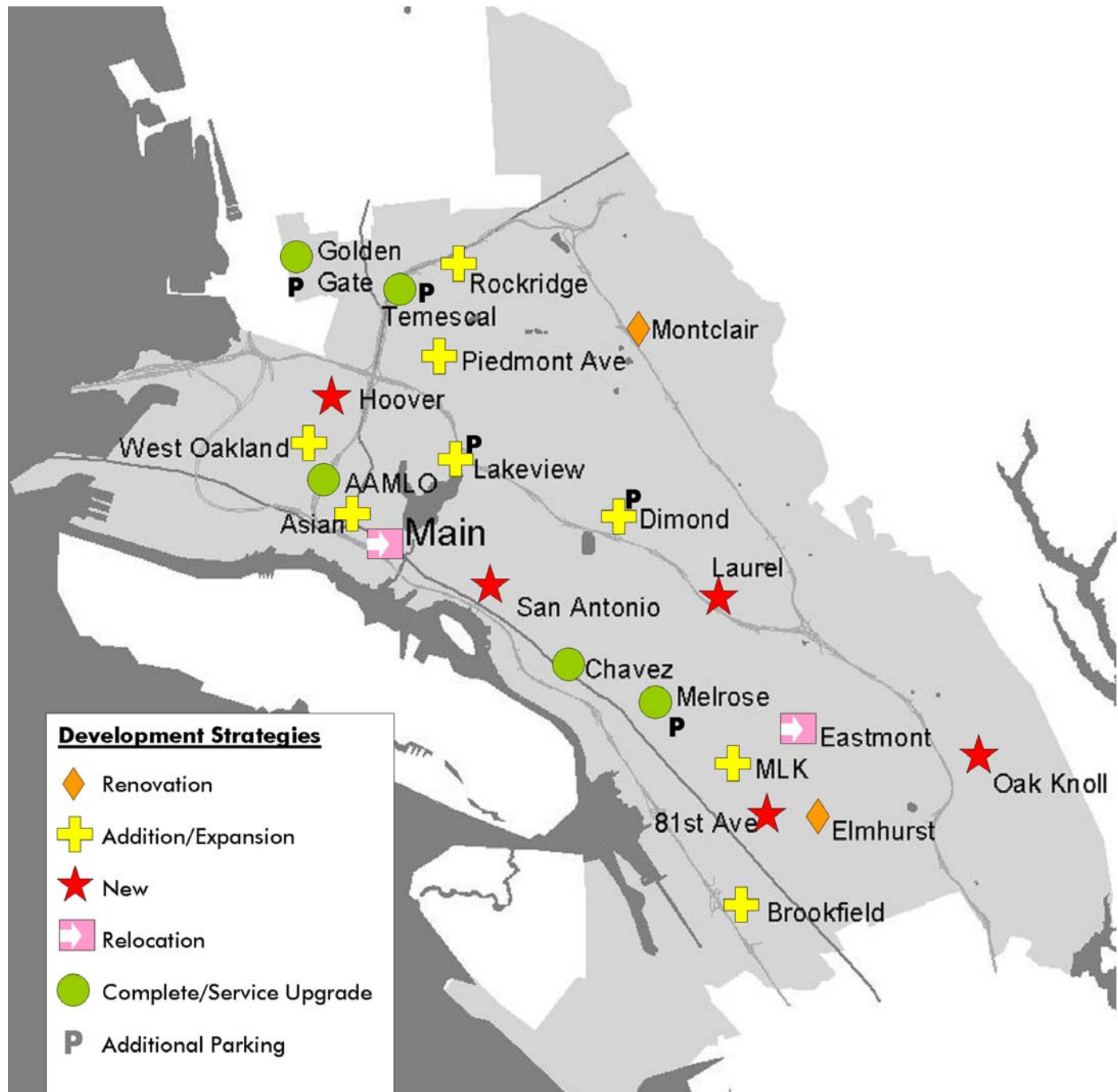
**Additional Parking:** Where needed and feasibility to acquire additional land for library parking.

*Sites for new or relocated branches to be determined. Project budgets include funds to purchase land if a City owned site is not available. See Branch Summaires for expanded descriptions.*



# RECOMMENDATION

## Proposed Development Strategies



## Summary of Recommended Development Strategies

	YEAR BUILT	2005 BUILDING AREA (SF)	2000 POPULATION SERVED	PROPOSED 2020 BUILDING AREA (SF)	PROJECTED 2020 POPULATION SERVED	RECOMMENDED STRATEGY
AAMLO*	1902	3,000	Citywide	17,000	Citywide	Complete/Service Upgrade
Asian	1995	8,500	6,754	10,500-11,000	10,442	Expansion
Brookfield**	1990	4,250	8,601	7-8,000	9,141	Expansion
Cesar E. Chavez**	2003	15,000	22,732	15,000	30,095	Complete/Service Upgrade
Dimond**	1980	10,000	33,080	16-19,000	35,142	Expansion
Eastmont	1998	9,500	25,371	16-19,000	26,799	Expansion
Elmhurst**	1949	3,220	21,087	3,220	22,605	Renovation
Golden Gate	1918	4,260	22,866	4,260	29,773	Complete/Service Upgrade and add. parking
Martin Luther King Jr.**	1970	3,800	16,849	4,200-4,700	17,787	Expansion
Lakeview	1949	3,800	37,920	5,800-6,300	41,193	Expansion and add. parking
Melrose	1916	5,300	39,822	5,300	41,970	Complete/Service Upgrade and add. parking
Montclair	1930	3,800	21,112	3,800	24,386	Renovation
Piedmont	1932	1,700	19,174	5-10,000	19,966	Expansion
Rockridge	1996	15,200	9,026	17-18,000	9,598	Expansion
Temescal	1918	4,260	17,654	4,260	18,636	Renovation
West Oakland**	1977	8,000	15,366	16-19,000	18,846	Complete/Service Upgrade and add. parking
Laurel	-	-	12,239	8-12,000	13,542	New
San Antonio	-	-	40,907	16-19,000	43,495	New
81st Ave. Branch	-	-	16,809	21,500	17,904	New
Hoover Branch	-	-	11,921	8-11,000	13,308	New
Oak Knoll	-	-	6,345	5,000	7,270	
Main***	1951	82,000	11,646	120-160,000	15,888 and Citywide	Relocation
<b>Branch Total</b>		<b>103,590</b>	<b>336,186</b>	<b>208-238,340</b>	<b>467,784</b>	
<b>Main Total</b>	<b>1951</b>	<b>82,000</b>	<b>Citywide</b>	<b>120-160,000</b>	<b>Citywide</b>	
<b>Total Oakland</b>		<b>185,590</b>	<b>417,278</b>	<b>328-398,340</b>	<b>467,784</b>	

2000 Population from U.S. Census, 2000. Population Projections from ABAG Projections 2000.

Population includes Emeryville and Piedmont; populations based on library service area.

\*AAMLO total building size is 17,000 square feet, approximately 3,000 of which is dedicated to library use.

\*\*Branches are currently serving their own service area populations as well as areas that will be served by new branches in the future.

\*\*\*The Main Library serves both its neighborhood population as well as the Citywide population, so this population is not broken out.



## IMPLEMENTING THE MASTER FACILITIES PLAN

The City of Oakland has a history of funding the Oakland Public Library through a variety of mechanisms, including local bonds, Mello Roos special assessment districts, redevelopment area funding, and grant funding. The scale of the current need requires a citywide implementation strategy. The success of the 2002 Oakland Measure DD: Oakland Trust for Clean Water, Safe Parks Bond was a local indicator that this community might support a comprehensive local funding measure such as a general obligation bond program. In this section, the key components required to implement this plan are discussed.

### COST PLANNING

Both of these elements are essential to the success of the project. A premier library system requires excellent materials, talented professional staff, convenient hours of operation, and facilities that support the Library's mission. A thorough analysis of the costs of the Master Facilities Plan recommendations must address both the one-time capital funds necessary to construct or improve library buildings and the on-going funds to maintain and operate them.

An integral part of the Master Facilities Plan process was the development of project costs. It was mandated from the onset of this study that the Master Facilities Plan be developed with a comprehensive project budget including construction, operating and maintenance costs, as well as funding options. The project costs can be broken down into two categories: **capital project budget** and **operating and maintenance budget** (which includes both personnel costs and service costs such as new collection materials and technology, utilities, custodial care, supplies, and postage).

Components of the capital project budget include both hard and soft costs. Hard costs include land acquisition where required; demolition; renovation or new construction costs as appropriate to each project; site improvements including parking, landscaping, and hardscaping; site utility allowances, furniture, fixtures and equipment including library stacks; and technology infrastructure and equipment. Facilities with recommended expansions include both the cost of the new construction as well as renovation costs for the existing portion of the building.

Soft costs include design and engineering, City project management and construction management, plan check, inspections, and contract compliance. Contingencies and escalation have been applied to both hard and soft costs to ensure proper budgeting for a build-out of the projects over time.

Land costs have been included where appropriate and are based on the general cost per square foot of land in each of the neighborhoods/areas where land is

# IMPLEMENTATION

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*Analysis of the costs of the recommended projects must address both one-time capital funds necessary to construct or improve library facilities and on-going funds to maintain and operate them.*

## *One-Time Capital Costs:*

- Land Costs
- Construction Costs, building and site
- Development (Soft) Costs
- Furniture, Technology, Shelving, Equipment, and Signage
- Escalation

## *On-going Operating Costs:*

- New collections
- Staff
- Utilities
- Maintenance

needed for library improvements. It is recommended that needed land be purchased as soon as possible to eliminate as much escalation as possible. Land costs have been with a 20% contingency for rising land costs. The Library will be actively working with its community partners to identify potential library sites that are owned by the City, OUSD, or other community partners.

## **CAPITAL COST MODEL METHODOLOGY**

Budgets are comprehensive. Construction budgets are based on per square foot costs for building, landscape, and parking appropriate to public buildings of the size and type proposed and are based on traditional (design/bid/build) project delivery by a public sector entity. The approach to developing the hard costs had several built-in checkpoints. The cost models were developed by the Facilities Master Plan consultants and an estimating specialist who has experience with both construction and renovation of similarly sized branch libraries.

Proposed projects were classified into three budget categories: small branch library (8,000-15,000 sf) and medium branch library (15,000-25,000 sf) and large main library (100,000 sf+). Three categories of construction were used: new construction, renovation, and addition. For additions, the addition cost was applied for the square footage being added while renovation costs were applied to the existing square footage.

Furniture budgets are also based on square foot costs and are for new items to replace and augment the existing furniture. A construction contingency of 10% for new construction and 15% for renovations and additions was utilized. The City's Public Art requirement (1.5% of construction cost) is also included.

Soft costs utilize a budget of 41% of the hard costs, which includes engineering and design fees, City project management, and construction management costs and a 10% contingency on soft costs.

Capital costs are anticipated to rise over the course of building the projects, and a budget for escalation is included in the cost plan for a 10 year build-out period.

## Summary of Recommended Development Strategies

Project	Recommended Development Strategy	Current Building Size (SF)	Proposed Building Size (SF)	Existing Parking	Proposed Parking Spaces
African American Museum and Library of Oakland (AAMLO)*	Complete/ Service Upgrade	3,000	3,000	3 spaces	3 spaces
Asian	Expansion	8,500	10,500-11,000	shared	shared
Brookfield	Expansion	4,250	7-8,000	12 spaces	24 spaces
Cesar E. Chavez	Complete/ Service Upgrade	15,000	15,000	shared	shared
Dimond	Expansion	10,000	16-19,000	20 spaces	44 spaces
Eastmont	Relocation	9,500	16-19,000	shared	53 spaces
Elmhurst	Renovation	3,220	3,220	0 spaces	0 spaces
Golden Gate	Complete/ Service Upgrade and add. parking	4,260	4,260	0 spaces	13 spaces
Martin Luther King Jr.	Expansion	3,800	4,200-4,700	6 spaces	6 spaces
Lakeview	Expansion and add. parking	3,800	5,800-6,300	18 spaces	18+ spaces
Melrose	Complete/ Service Upgrade and add. parking	5,300	5,300	2 spaces	16 spaces
Montclair	Renovation	3,800	3,800	0 spaces	0 spaces
Piedmont	Expansion	1,700	9-12,000	0 spaces	26 spaces
Rockridge	Expansion	15,200	15,200	26 spaces	26 spaces
Temescal	Complete/ Service Upgrade and add. parking	4,260	4,260	2 spaces	13 spaces
West Oakland	Expansion	8,000	16-19,000	26 spaces	53 spaces
Laurel	New	-	8-12,000	-	29 spaces
San Antonio	New	-	16-19,000	-	59 spaces
81st Ave. Branch	New	-	22,000	-	shared
Hoover	New	-	8-12,000	-	29 spaces
Oak Knoll**	New	-	5-9,000	-	shared
Main Library	Relocation	82,000	120-160,000	20 spaces	200-300 spaces

\*AAMLO library portion of building is approximately 3,000 sf, museum is an additional 7,000 sf.

\*\*Oak Knoll strategy still being determined; may be a joint-use with other community partners.

# IMPLEMENTATION

Project	Development Strategy	Building Area	BONDABLE COSTS		NON-BONDABLE
			Construction Budget**	Land Costs	FF&E
			2006 Dollars	2006 Dollars	2006 Dollars
AM	AMMLO	Complete/Service Upgrade	17,000 SF	\$ 387,000	\$ -
AS	Asian	Expansion	13,000 SF	\$ 3,693,000 \$ 1,575,000	\$ 274,000
BK	Brookfield	Expansion	8,000 SF	\$ 5,157,000	\$ 228,000
CH	Chavez	Complete/Service Upgrade	15,000 SF	\$ 79,000	\$ 78,000
DM	Dimond	Expansion	15,000 SF	\$ 11,911,000 \$ 1,675,000	\$ 912,000
ES	Eastmont	Expansion/Relocation	18,000 SF	\$ 14,780,000 \$ 3,870,000	\$ 1,094,000
EL	Elmhurst	Renovation	3,220 SF	\$ 1,967,000	\$ 196,000
GG	Golden Gate	Complete/Service Upgrade	4,260 SF	\$ 1,275,000 \$ 900,000	\$ 259,000
MLK	Martin Luther King Jr. Br***	Expansion	4,800 SF	\$ 1,972,000	\$ 292,000
LK	Lakeview	Expansion	6,300 SF	\$ 4,297,000	\$ 384,000
ML	Melrose	Complete/Service Upgrade	5,300 SF	\$ 1,875,000 \$ 1,230,000	\$ 322,000
MC	Montclair	Complete/Service Upgrade	3,800 SF	\$ 292,000	\$ 231,000
PD	Piedmont	Expansion	5,200 SF	\$ 5,718,000 \$ 2,200,000	\$ 315,900
RR	Rockridge	Expansion	18,000 SF	\$ 3,078,000	\$ 1,309,000
TM	Temescal	Complete/Service Upgrade	4,260 SF	\$ 1,110,000 \$ 804,000	\$ 259,000
WO	West Oakland	Expansion	18,000 SF	\$ 11,164,000	\$ 1,094,000
HV	Hoover	New	10,000 SF	\$ 8,719,000 \$ 2,160,000	\$ 608,000
LA	Laurel	New	10,000 SF	\$ 8,718,000 \$ 2,160,000	\$ 608,000
81	81st Avenue	New	21,000 SF	(Already Funded)	
SA	San Antonio	New	19,000 SF	\$ 16,195,000 \$ 4,500,000	\$ 1,155,000
OK	Oak Knoll	Neww	5,000 SF	(Funded by developer)	
MN	Main at Kaiser	Relocation	See Kaiser Feasibility Study		
Total All MFP Projects			\$ 102,387,000	\$ 21,074,000	\$9,618,900
Escalation (Assumes 10 Year Buildout)			\$ 19,445,000		\$ 2,405,000

\*Land area is the minimum land required for building, parking, and setbacks.

\*\*Includes soft costs, public art, construction, and contingency

\*\*\* King Library is currently has some funding identified; remaining funding needed is represented here.

\*See Main Library Feasibility Study



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## CAPITAL BUDGET FUNDING STRATEGIES

Implementation of the full Master Facilities Plan will have a capital cost of \$102.3 Million for branch construction costs (including soft costs), \$19.4 Million for escalation costs, and up to \$21 Million for land. A ten-year buildout period is recommended.

### 1. GENERAL FUND

A basic approach to finance projects is to use available cash from the City's General Fund for each project. Unfortunately there are almost no funds available to implement any of the Master Plan Projects in this fund.

### 2. REDEVELOPMENT AREA FUNDING

State of California Redevelopment law allows a redevelopment agency to obtain funds using "tax increment financing." This type of financing registers a total property tax value for the area and then allows any future increases in taxes (the "tax increment") due to increases in the assessed value of properties within the area to go to the Redevelopment Agency for use in stimulating development. The purpose of these redevelopment areas is to fund new projects that will create a healthier environment for businesses and residents. The Redevelopment Agency can then use the funds raised through the tax increment to rehabilitate properties, promote creation of jobs, improve streets and streetscapes, parks, and other public facilities, stimulate private business and development, and create investment to accomplish what could not be done by other public or private means.

The City of Oakland has nine Redevelopment Areas which could potentially tap into funding available through Redevelopment, either as supplemental funding as was done for the Prop. 14 Grant Application, or full funding for specific eligible projects. These areas are: the Oak Center and Acorn in West Oakland; Broadway/MacArthur/San Pablo Area and Stanford Adeline in north Oakland; Central District (downtown); Central City East; Oak Knoll; and the Coliseum Area and West Oakland/Oakland Army Base (the newest). Current or proposed libraries in Redevelopment areas include the West Oakland, Hoover, Asian, Main, San Antonio, Chavez, Melrose, Eastmont, Elmhurst, Martin Luther King, Jr., Brookfield, and Oak Knoll Libraries.

### 3. PARTNERSHIPS

Partnerships with other public or private entities is another way to leverage funds to meet multiple needs efficiently. These could include joint OUSD/OPL projects, such as the 81st Ave. Library at the ACORN Woodland/EnCompass Academy small school site in East Oakland. It could also include projects led by private developers, redevelopment agency projects, and any other appropriate financing mechanisms that will facilitate project implementation. The Piedmont Library has been discussed in the past as

*Capital Funding Options include:*

- General Fund
- Redevelopment Area Financing
- Partnerships
- Grants
- General Obligation Bond
- Other sources, such as Mello Roos, Benefit Assessment Districts

# IMPLEMENTATION

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a potential joint-use with a private developer, although the development proposed failed due to community concerns; the developers of the Oak Knoll area are also interested in partnering to build a library as a part of that development. Also, leveraging different financing options may also provide greater opportunities for funding. For example, \$3.5 Million of the Coliseum Redevelopment Area School Set-aside Funds were used as the local match for the 81st Ave. Library State Prop. 14 grant.

## **4. GRANTS**

The City of Oakland applied for and received a State Proposition 14 Grant in the third and final round of funding for a co-located Public-School Library with the Oakland Unified School District at the ACORN Woodland and EnCompass Academy Elementary School site at 81<sup>st</sup> and Rudsdale Avenue. The local match requirement for this grant was supplied by Redevelopment Area School set-aside funds within the Coliseum Redevelopment Area. The city had previously received a state grant through the 1988 state grant program which received matching funds through the Rockridge Community Facilities District and the City as a whole.

After two successful state library construction bonds in 1988 and 2000, the third proposed bond measure, Proposition 81, failed in June 2006. Statewide library leaders hope to place a similar ballot measure in the near future. If a future measure similar to Proposition 14 is passed it could be a source of grant funding of up to approximately \$20 Million.

## **5. GENERAL OBLIGATION BONDS**

Since the passage of Proposition 46 on the June 3, 1986 ballot, cities have been able to issue general obligation bonds to acquire, construct or improve real property. General obligation bonds are the most efficient form of long-term debt financing because they require neither a reserve fund nor funded interest (i.e. capitalized interest) during construction or acquisition of the project. Therefore, general obligation bonds are smaller in size and annual total debt is correspondingly lower than any other form of long term debt financing. The major challenge of a general obligation bond is the required 2/3rds majority voter approval.

## **6. OTHER FUNDING MECHANISMS**

### **DEVELOPMENT IMPACT FEES**

When a jurisdiction looks at existing revenues and they are not adequate to support the development of a capital improvement program on a pay-as-you-go basis or cash basis, an alternative available to the jurisdiction is to implement new fees. One vehicle that has been used by several jurisdictions for the construction of new library facilities is a development fee. The fee is typically charged against new residential housing projects. It is based on the number of housing units to be developed, the timing of the build-out of those housing units, and the total amount of money needed.

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## **BENEFIT ASSESSMENT AND PARCEL TAX**

Like the March 2004 Measure Q citywide parcel tax which provides funding exclusively for library operations, a new parcel tax could be considered for capital funding.

Parcel taxes require super majority (67%) voter approval. Both parcel taxes and benefit assessments have been used throughout California to finance emergency and paramedic services and improvements. The advantage of these types is that the actual amount levied per household, business, etc. can be structured so it is reflective of the benefit derived from the improvement or service. This is in contrast to the general obligation bond tax, which can only be based on assessed valuation. In the case of a parcel tax, the amount can be based on anything *except* assessed valuation. A benefit assessment district measure can also be done through a mail-in ballot, as the current Landscaping and Lighting Assessment District is being done.

California Proposition 218, passed in 1996, prohibits the creation of Benefit Assessment Districts based on property values. Rather, parcels in the district are assessed based on the benefit they receive, potentially based on parcel use (commercial, residential, etc.). Such a measure requires a “majority support” (50% + 1) to pass, and votes are weighted based on each property owners’ proposed assessment.

## **MELLO-ROOS SPECIAL TAX BONDS**

The Mello-Roos Community Facilities Act was enacted by the California Legislature in 1982 to provide all cities, counties or districts an alternative method of financing essential public facilities and services. The Act allows cities to create separate public agencies, known as community facilities districts, within their boundaries for the purpose of financing certain public facilities and services. The Mello-Roos financing mechanism uses a special tax to repay the annual debt service and operating costs. The special tax may be based upon benefit to the parcels of land in the district, or on the cost of making the facilities or services available, or on any other reasonable basis. The tax must not be ad valorem or related to the value of the property. In 1990, Resolution 67202 C.M.S. is a Mello-Roos financing measure that funded the construction of the Rockridge Library by forming the Rockridge Community Facilities District #1 and levying a special property tax of \$25 annually within this area.

## **OPERATING AND MAINTENANCE BUDGET**

The two main sources for the Library’s operating budget are the City’s General Fund and Measure Q, an assessment district passed by voters in March 2004. Measure Q requires a certain level of funding from the General Fund and will sunset in 2024 as voted upon in the March 2004 election. Additional funding from State sources supplement the Library’s budget.

# IMPLEMENTATION

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The Library's operating budget is comprised of two parts, ***Personnel*** and ***Services***:

- *Personnel includes all costs (i.e., salaries and benefits) associated with the people part of the organization – the staff needed to provide the array of library services offered to the general public.*
- *Services include those costs associated with the day-to-day operation of the system. Those costs include, but are not limited to, purchases for the collection, technology, utilities, custodial care, supplies, and postage. Service costs do not include costs associated with the operation and maintenance of the facilities or capital renewal costs (other than routine cleaning and maintenance).*

The operating and maintenance costs for implementation of the Master Facilities Plan establishes a steady and gradual growth in costs associated with the operating and maintenance budget. Implementation of the Facilities Master Plan will be based upon a phased approach to construction that will distribute increased personnel and services costs over a period of time, potentially a ten-year period.

With the library renovations and upgrades, a comprehensive approach will be undertaken to emphasize design solutions that will lower maintenance and repair costs by ensuring energy conservation, employing sustainable building materials and encouraging use of renewable energy.

Many options will be explored to reduce energy consumption. For example, aging mechanical equipment and lighting can be replaced with more energy efficient models and drafty building windows can be replaced with dual-paned, weather-tight windows with a protective coating to reduce unwanted solar heat gain. To promote sustainability, recycled building products or those made from renewable resources can be employed. Durable construction materials, such as stained concrete floors in lieu of carpet, can be utilized to reduce life-cycle replacement and maintenance costs. Where possible, renewable solar power technology can be incorporated as well.

Currently, the City levies an assessment under Measure Q, passed by voters in 2004, to fund acquisition of new books, magazines, computers and other materials to improve educational and other programs for children, adults and seniors, and to staff certain positions in its libraries. Measure Q, approved by voters in March of 2004, is a parcel tax measure that will be collected until 2024 and will:

- Keep the Main Library open 7 days per week and expand branch hours to 6 days per week with more branches open on weekends
- Significantly increase the library's budget to purchase books and other material

- 
- Restore staff reductions and retain professional children's librarians in every library
  - Operate the Library's African American Museum and Library and its adult literacy program (Second Start)
  - Upgrade and enhance information technology in all libraries and improve access to computers and other technology
  - Increase joint educational activities with local schools
  - Support the *PASS!* after-school homework program and other educational and cultural programs for children and to support the Teen Services Program
  - Operate the new 81<sup>st</sup> Ave. Library (joint school-public library) in East Oakland
  - Set aside a **5%** reserve

The approximate amount of revenues to be generated by this benefit assessment is \$11 million per year. The proposed enhancement of the Library System's physical infrastructure will require additional monies to pay for operating and maintenance costs.

The Library is committed to increased efficiency in both the design of new facilities as well as when retrofitting existing facilities. This includes new service models such as self-service/self-check machines; multiple material return slots for rough sorting of returns; and streamlined materials handling. Library administration is currently working with staff and unions to collaborate and tailor a new service model that will be right for the Oakland library

# IMPLEMENTATION

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## *Library Implementation Program Management:*

1. *Funding*
2. *Begin Land Acquisition*
3. *Implement Projects*
  - *Community input*
  - *Plan of library service*
  - *Building program*
  - *Design and engineering,*
  - *Permitting*
  - *Bidding*
  - *Construction*
  - *Move-in*

system. Self-check out by patrons at ATM style machines can predictably handle over 75% of all check-outs. Multiple return bins can simplify check-in and reshelving. Neither of these systems are depended on an RFID system, which the Library is still considering where or not is appropriate for Oakland after implementing a test case at the Chavez Library.

## **BUILDING IMPROVEMENT LIBRARIES: PROJECT PHASING**

It is proposed that all twenty projects recommended in this Master Facilities Plan be implemented over a period of approximately ten years. The sequence of project phasing will be determined after funding has been secured. A key task of the library implementation program management will be to include public oversight and project sequencing. After funding is secured, it is recommended that land acquisition where needed for library improvements be started to reduce land costs and demonstrate commitment to projects. Phases for implementing projects will include: community input, detailed plans of library service and building programs, design and engineering, permitting, bidding, construction, and move-in phases.

Draft Phasing Criteria have been proposed and reviewed by the Community Action Committee to help guide this process.

## **DRAFT PHASING CRITERIA**

### **GEOGRAPHIC EQUITY**

Improvement services and facilities should be implemented evenly across the city with projects starting in each part of the city - north, south, east and west, in the early phase of implementation.

### **CONTINUITY OF SERVICE/MITIGATION OF LOCAL SERVICE DISRUPTIONS**

Phasing should permit continuous library service to the community in each part of the city so that geographically there are no major gaps in service. For each facility that is required to close for improvements, a new or improved facility or temporarily library facility will be open to allow the Library to maintain service to patrons.

### **OPERATION COST MANAGEMENT**

Phased improvements should distribute the increased staffing and maintenance requirements in a gradual manner. The renovation of facilities should also be staged to balance the need for staff in new/expanded facilities with the conversion of existing facilities to the new service model which will free up some of the needed staff for transfer to other facilities. Also, new facilities may house existing library staff and collections temporarily while a nearby neighborhood branch is being improved.

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## *PROJECT OVERSIGHT*

Phased improvements will schedule work that encourages effective oversight by staff and community participation in the design process. The project schedule includes a time contingency for unforeseen extensions in project schedules, such as delays in land acquisitions or accelerations resulting from partnership opportunities.

## *EMERGING OPPORTUNITIES/OPPORTUNITIES FOR FUNDING*

The phasing plan should include enough flexibility to permit the City and Library to take advantage of development opportunities that allow the Library to leverage funds or partnerships with other City, non-profit, or other developments that may arise in the future.





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## PARTICIPATION

The Oakland Public Library Master Facilities Plan was prepared through a highly participatory process. Over 4,000 people gave input into the plan through three rounds of community participation, as well as an on-going input and advisory group, the Community Action Committee (CAC). The first point of contact was during the Needs Assessment phase and included focus groups at each of the libraries as well as patron surveys at each of the library facilities. The second round, to present draft recommendations and get feedback from community residents, was done through a Speaker's Forum, which included a variety of interested Library Staff, CAC, and project team members going out to various community organizations to present the draft plan. Feedback was then incorporated into the 2004 Draft Master Facilities Plan, presented to Council the fall of 2004. A third round of participation was held the first two weekends of June 2006 in the form of open houses held at each of the branch facilities (with two open houses held at the Main Library) to present revised branch recommendations and the Main Library at Kaiser Feasibility Study and concept.

In addition to community participation, numerous meetings with City staff and elected officials were held in the process of developing and refining the 2004 Draft Master Facilities Plan.

The following individuals and organizations participated in the master planning process and provided invaluable information and guidance in the creation of this Facilities Master Plan:

### LIBRARY PATRONS and CITY RESIDENTS

Over 1,600 community members completed customer surveys.

Over 130 residents attended a total of 16 focus groups held throughout the city

Library staff and community members presented Master Plan Draft Recommendations and received feedback from over 650 residents through the Fall 2004 Speaker's Forum, including presentations to the following organizations:

- 23rd Avenue Merchants and Stakeholders Association
- Asian Friends of the Library
- Bret Harte Middle School PTA
- Chabot Elementary School PTA
- City Council
- Dimond Improvement Association
- District 7 Leadership Breakfast
- Eastmont Friends of the Library
- Friends of Lakeview Library

# PARTICIPATION

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*CAC members after a Council presentation*

Friends of the Oakland Public Library  
Library Advisory Commission  
Life Enrichment Committee  
Mayor's Commission on Persons with Disabilities  
NCPC Beat 10X - Golden Gate  
NCPC Beat 10Y - Santa Fe  
NCPC Beat 12X - Temescal  
NCPC Beat 18 - San Antonio/Fruitvale  
NCPC Beat 21Y - Fruitvale  
NCPC Beat 22X - Dimond  
NCPC Beat 22Y - Bret Harte/Joaquin Miller  
NCPC Beat 25X - Laurel/Redwood Heights  
NCPC Beat 27X - Melrose/High Hopes  
NCPC Beat 27Y - Melrose  
NCPC Beat 28x Maxwell Park  
NCPC Beat 2X - Prescott  
NCPC Beat 2Y - West Oakland  
NCPC Beat 30Y - Millsmont  
NCPC Beat 33 - New Horizon Neighborhood Council  
NCPC Beat 34X - Eastmont/Arroyo Viejo  
NCPC Beat 34X - Elmhurst  
NCPC Beat 6 - Hoover/Brockhurst  
NCPC Beat 8X - Northgate  
NCPC Beats 2X, 5X, and 5Y - West Oakland  
NCPC Beats 31Y and 31Z - Brookfield/Columbian Garden & Sobrante Park  
Oak Knoll Community Meeting  
Oakland Library Youth Leadership Council  
Oakland Public Library Foundation  
Oakland Unified School District School Board  
Peralta School PTA  
Peralta Community College Board  
Piedmont Neighborhood Improvement League (PANIL)  
Rockridge Community Planning Council (RCPC)  
Urban Ecology Workshop - San Antonio/Eastlake  
West Oakland Commerce Association Board of Directors  
West Oakland District Council  
Youth Advisory Commission (Citywide comission)

Residents attended Spring 2006 Open Houses held at each of the library facilities to present the Facilities Master Plan.

## COMMUNITY AND AGENCY CONTACTS

Deborah Edgerly, City Administrator  
Claudia Cappio, Development Director, CEDA  
Leslie Gould, Director, City Planning (former)

## PARTICIPATION

Dan Vanderpreim, Director, Redevelopment, Economic Development, and Housing

Frank Fanelli, Real Estate Services Manager

Bruce Sage, Real Estate Services (former)

Ava Jourdain, Real Estate Services

William W. Wilkins, Real Estate Services

Sonja El-Wakil, Redevelopment Division, GIS

Annalee Allen, Oakland Tours Program Manager

Bill Noland, Director, Finance and Management Agency

Katano Kasaine, Assistant Treasury Manager

Joseph Yew, Treasury Manager (former)

Jennifer Koney, Office of Parks and Recreation

Andrea Youngdahl, Director, Human Services

James Ryugo, Parks and Building Manager, Department of Facilities and Environment

Cheryl Ramirez, Building Services Manager, Public Works

Atheria Smith, Peralta College



*YLC meeting on the Master Plan*

### COMMUNITY ACTION COMMITTEE (CAC)

Winona Adkins, Oakland Public Library Foundation, Community Member

Annalee Allen, City of Oakland; CEDA and City Administrator's Office

Duff Axson, Oakland Public Library Foundation (former)

Bobbie Bond, Commission on Aging, Redwood Heights Neighborhood Crime Prevention Council

Frank Brodsky, Save Oakland Libraries

Andy Carpentier, Architect, Community Member

Sylvester Grisby, 26Y Neighborhood Crime Prevention Council

Genevieve Katz, Friends of the Oakland Public Library

Victoria Kelly, Save Oakland Libraries

Tracey Scott, Library Advisory Commission

Winifred Walters, Friends of the Oakland Public Library

Julie Waldman, Friends of the Oakland Public Library

Anthony Bernier, Director of Youth Services, Oakland Public Library

Tracey Firestone, Youth Services, Oakland Public Library

### YOUTH LEADERSHIP COUNCIL (YLC)

Rica Azarcon

Perin Lopez

Shartesa Nixon

Virginia Tice

Nathaniel Aklilu

Daniel Belay

Carrie Cai

Riaz Zaidi

Eric Baxter

# PARTICIPATION

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## OAKLAND CITY COUNCIL

Mayor Jerry Brown  
Councilmember Desley Brooks, District 6  
Councilmember Jane Brunner, District 1  
Councilmember Henry Chang, At-Large  
Council President Ignacio de la Fuente, District 5  
Councilmember Nancy Nadel, District 3  
Vice Mayor Jean Quan, District 4  
Councilmember Larry Reid, District 7  
Councilmember Patricia Kernighan, District 2  
Councilmember Danny Wan, District 2 (former)

## LIFE ENRICHMENT COMMITTEE

Chair, Councilmember Henry Chang  
Councilmember Jean Quan  
Councilmember Desley Brooks  
Councilmember Jane Brunner (former committee member)  
Councilmember Danny Wan (former)  
Councilmember Patricia Kernighan

## EDUCATION PARTNERSHIP COMMITTEE

Co-Chair Councilmember Henry Chang  
Councilmember Jane Brunner  
Councilmember Jean Quan  
Councilmember Nancy Nadel  
Councilmember Patricia Kernighan  
Councilmember Danny Wan (former)  
Oakland Unified School Board Members:  
Co-Chair Noel Gallo, OUSD Board of Education  
Gregory Hodge, OUSD Board of Education  
Dan Siegel, OUSD Board of Education  
Vice President Gary Yee, OUSD Board of Education    President (former committee member)  
Viola Gonzalez, OUSD Board of Education (former)

## LIBRARY STAFF

Carmen Martinez, Library Director  
Madeleine Lee, Asian Branch Manager  
Cynthia Hegedus, Brookfield, Branch Manager  
Jane Gonzales, Chavez Branch Manager  
Catherine Nichols, Dimond Branch Manager  
Roberto Quintanilla, Eastmont Branch Manager  
Pat Richard, Elmhurst Branch Manager  
Bella Madara, Golden Gate Branch Manager  
Mary Farrell, Lakeview Branch Manager

## PARTICIPATION

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Ajoke Kokodoko, M.L. King Branch Manager  
Doug Smith, Main Branch Manager  
Sandra Toscano, Melrose Branch Manager  
Leon Cho, Montclair Branch Manager  
Jamie Turbak, Piedmont Branch Manager  
Pat Lichter, Rockridge Branch Manager  
Sally Bean, Temescal Tool Lending Branch Manager  
Christine Saed, West Branch Manager  
Joyce Wong, Second Start Program Coordinator  
Norma Jones, Second Start Lit. Asst.  
Rick Moss, AAMLO Director  
Nina Lindsay, Children's Room Librarian II  
Kathleen Hirooka, Community Relations Coordinator  
Rosalia Arteaga-Romo, Assistant to Library Director  
Terry Egan, Public Services Librarian II  
Gene Tom, Financial Admin Svcs Office, Chief Financial Officer  
Leslie Rodd, Grants Dev & Programs, Supervising Librarian  
Lyn Taylor, Teen Services, Teen Librarian  
Pete Villasenor, Teen Services, Teen Librarian  
Nancy Rhoda, Science/Business/Social, Acting Sr. Librarian  
Lynne Cutler, Services for the Disabled, Librarian II  
Paul Schiesser, Magazine/Newspaper Acting Librarian II  
Chris Jennings, Mail Room/Delivery

### PROJECT MANAGEMENT TEAM

Carmen Martinez, Library Director  
Gerard G. Garzon, Deputy Director  
Julie Odojin, Administrative Librarian, Policy and Strategic Planning  
Mary Weinstein, Senior Librarian, Special Projects  
Hannah Michaelson, Administrative Analyst  
Calvin Hao, Project Manager, Public Works Department  
Leslie Nordby, Oakland Public Library  
David Schnee, Project Manager, Group 4 Architecture, Research + Planning  
Dawn Merkes, Project Manager, Group 4 Architecture, Research + Planning  
Kari Holmgren, Project Planner, Group 4 Architecture, Research + Planning

### NEEDS ASSESSMENT STRATEGY TEAM

Amy Apel, Communications/Technology  
Anthony Bernier, Youth Services (former)  
Leon Cho, Montclair Branch  
Lynne Cutler, Main Library, History and Literature, Disability Services Advocate  
Terry Egan, Main Library, Electronic Information  
Tracey Firestone, Youth Services, Oakland Public Library  
Gerry Garzon, Deputy Library Director  
Calvin Hao, Public Works Department  
Daniel Hersh, Main Library, Public Services/Computer and Technical



Needs Assessment Strategy  
Team (X-Team) Workshop

# PARTICIPATION

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*Walk-through of Kaiser Center  
with Peralta College, Library,  
and consultant teams*

## Services

Kathleen Hirooka, Community Relations  
Cong Hoang, Circulation/Automation  
Ja-Lih Lee, Children's Services  
Marjorie Li, Branch Services  
Carmen Martinez, Library Director  
Joyce Mende Wong, Second Start Literacy  
Rick Moss, African-American Museum and Library at Oakland  
Richard Mull, Branch Services (former)  
Catherine Nichols, Dimond Branch  
Julie Odofin, Policy and Strategic Planning  
Isela Perez, Cesar Chavez Branch  
Leslie Rodd, Grants, Development and Programs  
Doug Smith, Main Library Public Services  
Gene Tom, Administrative Services, FASO  
Brad Walters, Main Library, Circulation  
Mary Weinstein, Senior Librarian, Special Projects  
Gracie Woodard, Branch Services

## CONSULTANT TEAM FOR MASTER FACILITIES PLAN AND KAISER FEASIBILITY STUDY

Group 4 Architecture, Research + Planning, Inc.

David Schnee, AIA, AICP, LEEDAP Principal-in-charge  
David Sturges, AIA, Principal, Project Architect  
Dawn Merkes, AIA Principal, Facility Master Plan Manager  
Kari Holmgren, AICP, Associate, Project Planner  
Nancy Chow Yang, Designer  
Eric Chaves, Intern  
Miki Mori  
Paul Jamtgaard  
Satoshi Yamura

Don Todd Associates, Cost Estimator (Master Plan)  
Alex McClendon, Principal  
Emiliano Vinuya, Cost Estimator

Mason Tillman Associates, Community Facilitator (Master Plan)  
Dr. Eleanor Ramsey, Principal  
Tommy Smith, Project Manager

Carey & Company, Inc., Architectural Historian (Kaiser Center and Main Library)  
Alice Carey, Principal  
Nancy Goldenberg, Senior Vice President

Martin Lee Associates, Cost Estimator (Kaiser Center and Main Library)



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Martin Lee, PE, Principal

Rutherford & Chekene, Structural Engineers (Kaiser Center)

Dominic Campi, Principal

Patric Ryan, Structural Engineer

Calvin Wong, Code Consultant (Kaiser Center)

Calvin Wong, PE

FW Associates, Electrical Engineers (Kaiser Center)

Munson Fong, President

Rumsey Engineers, Inc., Mechanical Engineers (Kaiser Center)

Peter Rumsey, Principal

Larry Chu, Project Engineer

# ASIAN

## NEIGHBORHOOD LIBRARY EXPANSION



Existing Library at 388 9th St

### SERVICE AREA POPULATION

2000.....	6,754
2020.....	10,442
GROWTH.....	55%

### ASIAN BRANCH NETWORK

#### Neighborhood Library

- **ASIAN**  
8,500 SF  
Expansion  
10,500-12,000 SF

- **Community Library**  
**SAN ANTONIO**  
0 SF  
New Construction  
16,00-19,000 SF

- ▲ **MAIN LIBRARY**  
82,500 SF  
Expanded Services and Facility  
120,000-160,000 SF

\* Implement new service model at all libraries

## 1. NEIGHBORHOOD NEEDS AND OPPORTUNITIES

- The highest-circulation library in the city, the Asian Branch Library acts as a city-wide – as well as Bay Area and beyond – resource for Asian language materials and programs.
- The library collection supports eight Asian languages in addition to English and serves as the major repository for Asian language materials within the system. It is also the neighborhood branch for Oakland's Chinatown area.
- Patrons emphasized collection, including books and videos in both Asian and English languages, as the most important service for the library to offer, followed by computer access and children's books. (Patron Survey)

## 2. EXISTING FACILITY/SERVICES

- The existing facility is extremely well-located in the heart of Chinatown's commercial area in the Pacific Renaissance Plaza complex.
- Although the facility is well-located and in good physical condition, it is too small to accommodate the collection and other services its patrons are demanding.

## DEVELOPMENT STRATEGY OPTIONS

### "HOW TO MEET THE NEED"

#### ① Expansion on existing site

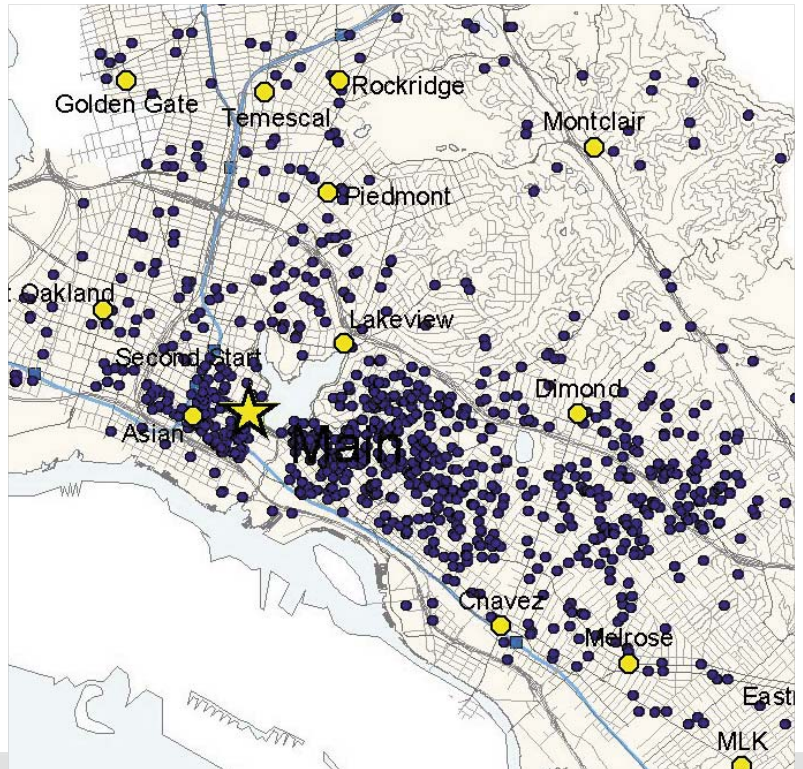
- Expand the library at the Pacific Renaissance Plaza building, allowing the branch to remain in the heart of Chinatown, through potential expansion or joint-use with the Oakland Asian Cultural Center on the second floor or other options.
- Expansion will include expansion of services as well as facility upgrades such as public restrooms, etc.
- Due to limited space, parking would continue to be shared in Plaza's underground parking structure

Components	Existing	Proposed
Collection	64,398 vol.	67-72,000 vol
Seating	69 seats	75-90 seats
Computers	12 computers	15-30 comp.
Storytelling	30-40 spaces	30-40 spaces
Program Room	0 seats	20-50 seats
Group Study	0 seats	0 seats
Teen Area	0 seats	TBD
Building Size	8,500 SF	10,500-13,000 SF

## LIBRARY PATRONS

Mapping of existing patrons shows:

- 45% of Asian Branch's patrons hail from outside of the city.
- Patrons from throughout the city use the library, with large numbers of patrons coming from the Chinatown, Eastlake, and San Antonio neighborhoods.
- An additional library in the San Antonio neighborhood that emphasizes Asian, Spanish, and English language materials will supplement the expanded Asian Branch to meet the service needs of current patrons.



## DEVELOPMENT STRATEGY OPTIONS (CONT'D)

- Development of nearby San Antonio Library will also help ease pressure on Asian Library
- Estimated Project Cost of \$3.7-4.6 M for 13,000 SF, including budget for additional property acquisition



Pacific Renaissance Site



Pacific Renaissance Site

# BROOKFIELD

## NEIGHBORHOOD LIBRARY EXPANSION



9255 Edes Ave

### SERVICE AREA POPULATION

2000..... 8,601

2020..... 9,141

GROWTH..... 6%

### BROOKFIELD BRANCH NETWORK

● **Neighborhood Library**  
**BROOKFIELD**  
4,250 SF  
Expansion  
7,000-8,000 SF

■ **Community Library**  
**81st AVENUE BRANCH**  
0 SF  
New Construction  
21,500 SF

▲ **MAIN LIBRARY**  
82,500 SF  
Expanded Services and Facility  
120,000-160,000 SF

\* Implement new service model  
at all libraries

## 1. NEIGHBORHOOD NEEDS AND OPPORTUNITIES

- The Brookfield neighborhood is one of the most isolated neighborhoods in the City of Oakland. As such, needed library services for those with limited mobility must be provided within the neighborhood.
- The branch is currently greatly used by children; two-thirds of the library's circulation is children's materials. The adjacent school campus and the high proportion of family households in the area indicate that this age group will be an important clientele both now and in the future.
- Residents have expressed a need for access to technology, with over half of patrons surveyed having no other access to a computer besides the library. Patrons also desired emphasis on community information and referral and books on tape. (Patron Survey) A Spanish collection is also needed to meet the growing Spanish-speaking population.

## 2. EXISTING FACILITY/SERVICES

- The existing facility is well-located within the Brookfield neighborhood, adjacent to an elementary school and co-located with a senior center at Brookfield Park/future East Oakland sports complex.
- Although it is well-located, the current 4,250 SF is too small to accommodate the library needs; an expansion within the building or addition to the building would allow the library to remain in this central location.

## DEVELOPMENT STRATEGY OPTIONS

### "HOW TO MEET THE NEED"

- 1 Expansion on existing site
  - Expand the library within the existing building to accommodate the additional square footage needed
  - As the Senior Center and Library spaces in the existing building are modified, the function of the shared program room should also be re-examined (currently the library's demand is greater than the room's availability).
  - Estimated Project Cost of \$5.1-6.5M for renovation and expansion within existing building

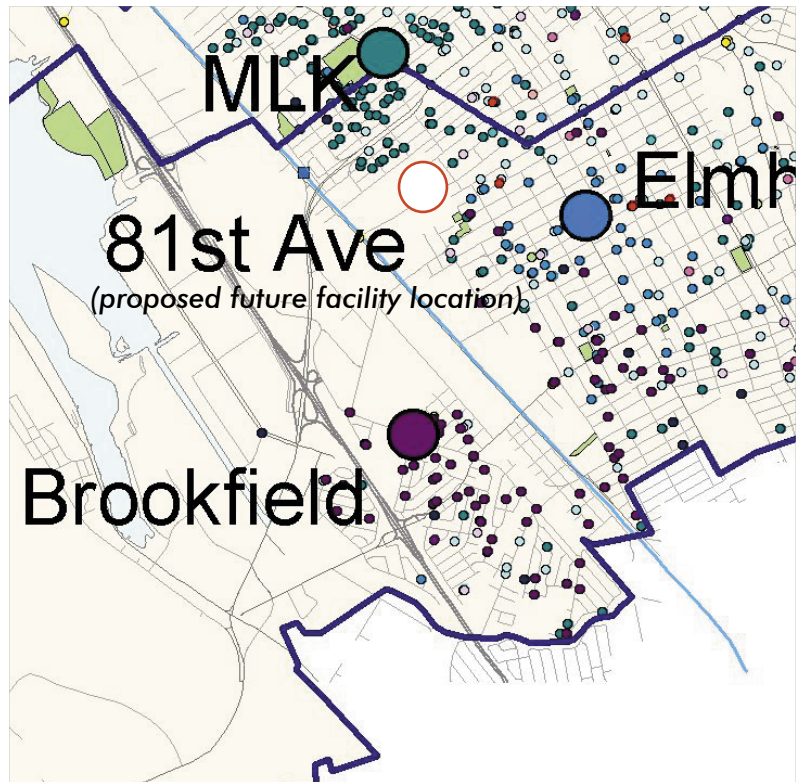
Components	Existing	Proposed
Collection	28,350 vol.	30-32,000 vol
Seating	18 seats	35-40 seats
Computers	8 computers	25-30 comp.
Storytelling	20 spaces	30-45 spaces
Program Room	0 seats	0 seats
Group Study	0 seats	12 seats
Teen Area	0 seats	15 seats
Building Size	4,250 SF	7-8,000 SF



## LIBRARY PATRONS

Mapping of existing patrons shows:

- Most Brookfield Library patrons hail from the immediate neighborhood, probably due to the geographic barriers of the I-880 freeway and BART and railroad tracks.
- There are, however, a number of patrons who come to the Brookfield Library from 98th Ave. and below to the city limits near 107th Ave. In the future, these patrons will probably continue to use the Brookfield Library as their closest library, but also the new 81st Ave. Library, which will also be relatively close and a much larger facility.



Potential Expansion at Existing Site



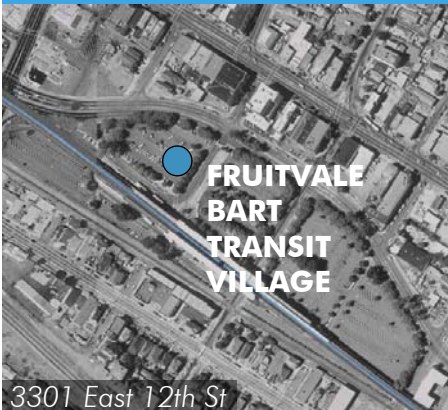
Example: Expanded Storytelling Area



Example: collection and display

# CÉSAR E. CHÁVEZ

## NEIGHBORHOOD LIBRARY COMPLETE - SERVICE UPGRADE



### SERVICE AREA POPULATION

2000.....	22,732
2020.....	30,095
GROWTH.....	32%

### CÉSAR E. CHÁVEZ BRANCH NETWORK

#### Neighborhood Libraries

- CÉSAR E. CHÁVEZ  
Complete/Service Upgrade  
15,000 SF

#### MELROSE

- 5,300 SF  
Complete/Service Upgrade

#### Community Library

- SAN ANTONIO  
0 SF  
New Construction  
16,000-19,000 SF

- ▲ MAIN LIBRARY  
82,500 SF  
Expanded Services and Facility  
120,000-160,000 SF

\* Implement new service model at all libraries

## 1. NEIGHBORHOOD NEEDS AND OPPORTUNITIES

- The new Chávez Branch Library is located in the heart of the city's Spanish-speaking neighborhoods. It is a city-wide resource for Spanish language materials and provides neighborhood library services to Spanish and English speakers alike.
- The large number of families in this area and young median age indicates the need for family and youth-oriented services and materials.
- Emphasis was placed on computer access (over half of patrons surveyed use the library as their only access to a computer), information and referral, and books on tape by current patrons. (Patron Survey)

## 2. EXISTING FACILITY/SERVICES

- The library is located within the Fruitvale BART Transit Village. This multiple-use complex is adjacent to the BART transit station, which includes several public bus routes, and includes the non-profit Unity Council, a childcare facility, and the Fruitvale Senior Center, in addition to the library.
- The new library includes an innovative teen area, dedicated children's storytime area, program room and outdoor activity area, and self-check out for materials.

## DEVELOPMENT STRATEGY OPTIONS

### "HOW TO MEET THE NEED"

#### Recently Completed

- In 2004 the new Chávez Library moved into a new expanded facility within the Fruitvale Transit Village
- Reduction of the circulation/service desk space to accommodate more public space for collection or computers.
- Implement new efficient service models such as self-check machines, and additional service improvements such as self pick-up of holds and rough-sorting of return items by patrons
- Estimated Project Cost of \$100,000

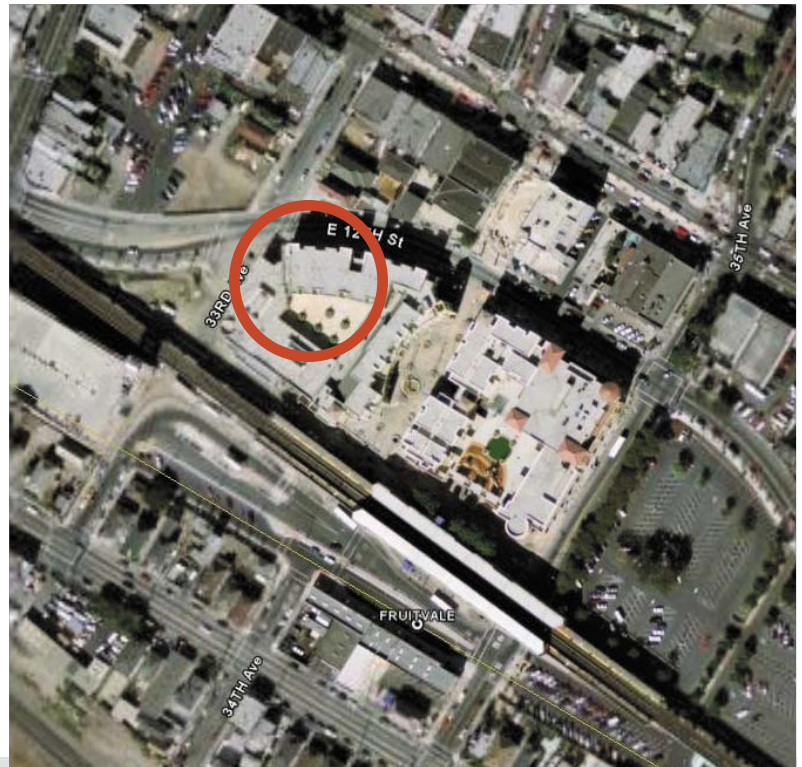
Components	Existing at New Chávez
Collection	49-50,000 vol
Seating	58 seats
Computers	20 comp.
Storytelling	60 spaces
Program Room	50 seats
Group Study	0 seats
Teen Area	20 seats
Building Size	15,000 SF



# FACILITY SUMMARIES

## LIBRARY PATRONS

- Patrons are coming from throughout the immediate area, especially along the transit corridors of Fruitvale and International Boulevards.
- The convenience and accessibility of the new library will draw the patrons using the Transit Village for transportation or shopping needs. Some are patrons who previously could not access the branch due to transportation difficulties.



New Chávez Library's Teen Area



MoyaFotografx

Self-Check at new Chávez Library



MoyaFotografx

New Chávez Library

# DIMOND

## COMMUNITY LIBRARY EXPANSION



3565 Fruitvale Ave

### SERVICE AREA POPULATION

2000.....	33,080
2020.....	35,142
GROWTH.....	6%

### DIMOND BRANCH NETWORK

#### Neighborhood Libraries

- LAUREL  
0 SF

New Construction  
8,000-12,000 SF

- MONTCLAIR  
3,800 SF  
Renovation

#### Community Library

- DIMOND  
10,000 SF  
Expansion  
16,000-19,000 SF

- ▲ MAIN LIBRARY  
82,500 SF  
Expanded Services and Facility  
120,000-160,000 SF

\* Implement new service model  
at all libraries

## 1. NEIGHBORHOOD NEEDS AND OPPORTUNITIES

- The Dimond Branch has the sixth highest circulation of materials within the Oakland Public Library system, and materials (books, CDs, etc.) were by far the top priority for those responding to the patron survey, followed by videos and information and referral.
- The Dimond neighborhood has a significant number of families as well as mature users; this indicates the need for family and youth-oriented services, materials, and spaces, as well as spaces to accommodate a variety of ages.
- There are not enough computers to accommodate community needs; further, the lack of separation of existing computers from quiet reading areas and the inability to hold computer training is both a source of conflict and a service limitation in the current facility.

## 2. EXISTING FACILITY/SERVICES

- The existing facility is well-located at the center of the Dimond commercial district and close to other community amenities such as Dimond Park and neighborhood schools.
- However, the current facility is too small to accommodate library service needs of the community. An expansion of the current facility will allow the library to remain in its central location.

## DEVELOPMENT STRATEGY OPTIONS

### "HOW TO MEET THE NEED"

#### ① Expansion on Existing Site

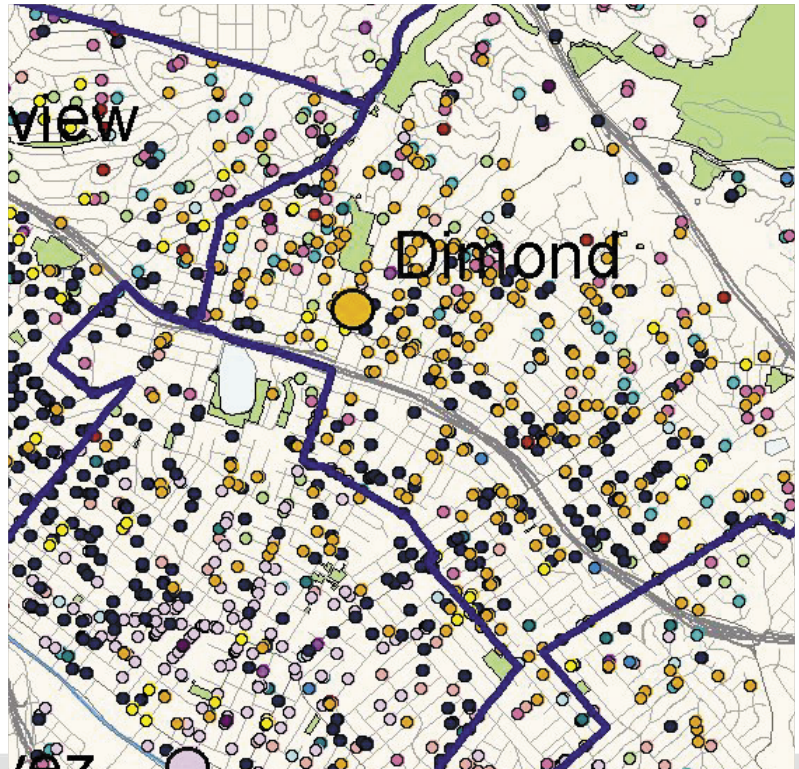
- Addition to the second story of the building over parking lot to increase square footage as needed for quiet areas, technology lab, group study, etc. (while retaining parking below)
- Remodel existing space and addition to incorporate self-service strategies such as self-check machines, self pick-up of holds; and rough-sorting of return items by patrons
- Parking on ground level under addition to remain unless additional land for parking can be acquired.

Components	Existing	Proposed
Collection	72,147 vol.	72-79,000 vol
Seating	32 seats	90-110 seats
Computers	10 computers	50-60 comp.
Storytelling	20 spaces	20-30 spaces
Program Room	75 seats	75-125 seats
Group Study	0 seats	12-18 seats
Teen Area	0 seats	20-25 seats
Building Size	10,000 SF	15-19,000 SF



## LIBRARY PATRONS

- The Dimond Branch draws patrons from its own neighborhood from both sides of I-580; the Fruitvale Avenue access across this freeway appears to mitigate the geographic barrier of the freeway.
- The location of the Dimond Branch on the transit corridors of MacArthur and Fruitvale makes the library convenient to a wide spread of users arriving via bus, automobile, or other means, including those from outside the immediate neighborhood using the Dimond Branch as their Community Branch.
- Over three-quarters of survey respondents said the Dimond Branch was “Very Convenient,” with only 4% rating it “Somewhat or Very Inconvenient.”



## Expansion on Existing Site

- Potential acquisition of nearby property for parking would allow for a more efficient and potentially effective expansion of this branch.
- Estimated Project Cost of \$11.9-14.9 M, including budget for land
- Development of a nearby Laurel Library will also help ease pressure on the Dimond Library



Existing Front Facade of Dimond



Potential Second Floor Expansion



Example: Technology Lab

# EASTMONT

## COMMUNITY LIBRARY RELOCATION



7200 Bancroft

### SERVICE AREA POPULATION

2000.....	25,371
2020.....	26,799
GROWTH.....	6%

### EASTMONT BRANCH NETWORK

#### Neighborhood Libraries

● ELMHURST  
3,220 SF  
Renovation

● MARTIN LUTHER KING, JR.  
3,800 SF  
Renovation

#### Community Library

■ EASTMONT  
9,200 SF  
Expansion  
16,000-19,000 SF

▲ MAIN LIBRARY  
82,500 SF  
Expanded Services and Facility  
120,000-160,000 SF

\* Implement new service model  
at all libraries

## 1. NEIGHBORHOOD NEEDS AND OPPORTUNITIES

- There is a high number of youth in this and surrounding neighborhoods, as well as a large portion of working families. This indicates the need for youth-oriented services and activities at this branch. Focus groups have also indicated a need for a strong focus on teen services.
- Emphasis placed on computer access, information and referral, and books on tape. The adjacent Computer Center could provide an excellent partnership opportunity. (Patron Survey)

## 2. EXISTING FACILITY/SERVICES

- The existing facility is geographically well-located in relation to the diverse neighborhoods it serves, as shown through the patron survey and by mapping current circulation data.
- Although the library is geographically central, its location in the middle of the Eastmont Town Center makes it hard to find from outside of the building and the street. The lack of signage from the street further aggravates this problem. Moving the library to a free-standing site with better visibility in the area would increase visibility and accessibility to the library while retaining its central location to the community.

## DEVELOPMENT STRATEGY OPTIONS

### "HOW TO MEET THE NEED"

- New Construction on or near Eastmont Town Center Site**
  - One-story new library
  - Location along street or corner of the Eastmont Town Center mall site or other accessible/visible location to increase visibility and access
  - Estimated Project Cost of \$14.8-18.5 M for 19,000 SF of new construction, including budget for land

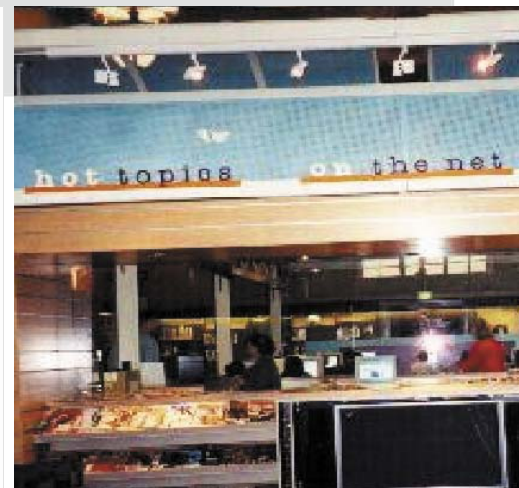
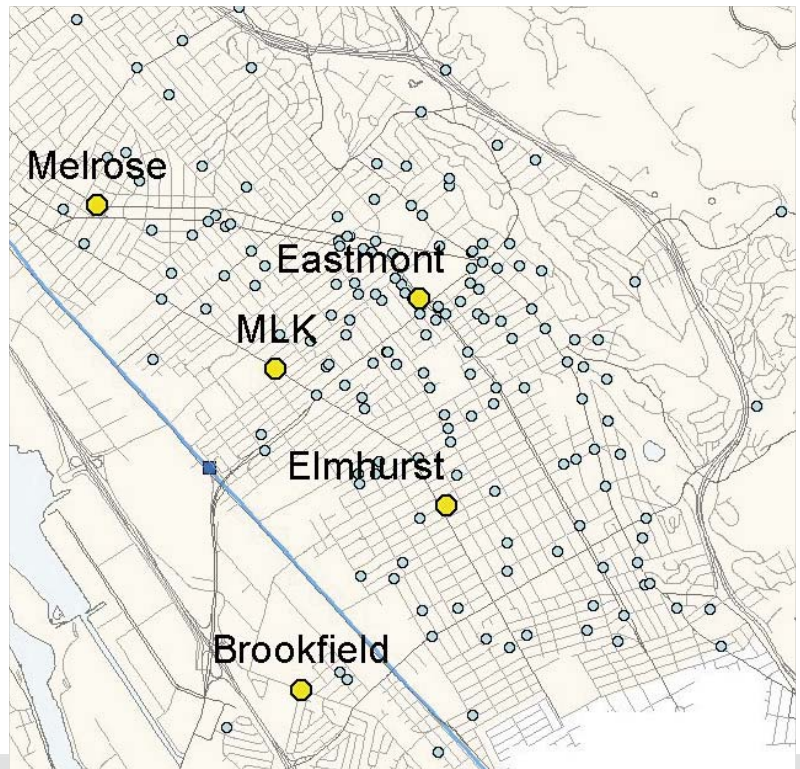
Components	Existing	Proposed
Collection	38,651 vol.	60-65,000 vol
Seating	32 seats	90-110 seats
Computers	8 computers	50-60 comp.
Storytelling	20 spaces	20-30 spaces
Program Room	35 seats	75-125 seats
Group Study	0 seats	12-18 seats
Teen Area	10 seats	20-25 seats
Building Size	9,200 SF	16-19,000 SF



## LIBRARY PATRONS

Mapping of existing patrons shows:

- The Eastmont Branch has a large draw of patrons from throughout the eastern part of Oakland.
- Over 90% of current patrons surveyed responded that the Eastmont Library was either “Somewhat or Very Convenient.”
- These results, and the location of the Eastmont Town Center along major bus lines (25% of current patrons access the library by bus), indicate the facility will be accessible as a Community Library to both those within and from outside the immediate neighborhood.



Existing Library in Eastmont Town Center

Potential expansion elsewhere in area

Example: Teen area

# 81ST AVENUE BRANCH

## COMMUNITY LIBRARY NEW



### SERVICE AREA POPULATION

2000.....	16,809
2020.....	17,904
GROWTH.....	7%

### 81ST AVE BRANCH NETWORK

#### Neighborhood Libraries

● MARTIN LUTHER KING, JR.  
3,800 SF  
Renovation

● ELMHURST  
3,220 SF  
Renovation

● BROOKFIELD  
4,250 SF  
Expansion  
7,000-8,000 SF

#### Community Library

■ 81st AVENUE BRANCH  
0 SF  
New Construction  
21,500 SF

▲ MAIN LIBRARY  
82,500 SF  
Expanded Services and Facility  
120,000-160,000 SF

\* Implement new service model

## 1. NEIGHBORHOOD NEEDS AND OPPORTUNITIES

- The neighborhoods surrounding the 81st Ave. Branch have a very high portion of working class families and a fairly young median age, indicating a need for services in support of children, teens, and young families. A fairly low average median household income also indicates a need for job resources and continuing education support.
- Survey results from the King and Elmhurst Libraries indicate a great need for computer access – almost half of these library users do not have access to a computer outside the library, and users from both libraries ranked computer access as their top priority for library services – as well as for information and referral and collection materials, such as books and books on tape. While these two facilities will be renovated to better respond to these needs, the limited size of both existing facilities means residents will need the new 81st Ave. Branch to supplement these branches as their Community Library.
- The two new elementary schools being constructed by the Oakland Unified School District, ACORN Woodland School and Encompass Academy, are modeled to provide services to students, parents and community members, providing an excellent opportunity for the 81st Ave. Branch to become a centerpiece of this cluster of community services.

## DEVELOPMENT STRATEGY OPTIONS

### "HOW TO MEET THE NEED"

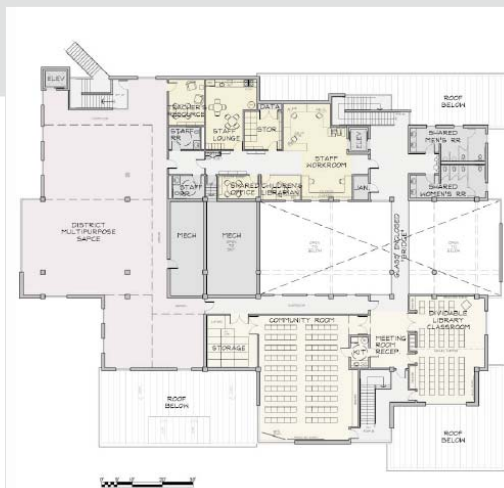
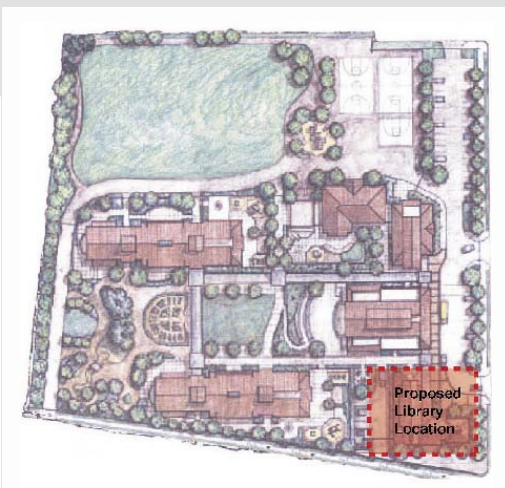
- 1 Joint-use Public Library/School Library located at OUSD Site at 81st Ave. & Rudsdale Ave.
  - New library building at the corner of the Woodland/Encompass Academy school site
  - OUSD land/City of Oakland building
  - Shared parking with school
  - Proposition 14 State Grant received
  - Project Cost Funded through State Prop. 14 grant for \$6.5M with local match of \$3.5 M, plus on-going fundraising

Components	Existing	Proposed
Collection	0 vol.	65,000 vol
Seating	0 seats	130 seats
Computers	0 computers	60 comp.
Storytelling	0 spaces	30 spaces
Program Room	0 seats	190 seats
Group Study	0 seats	12 seats
Teen Area	0 seats	25 seats
Building Size	0 SF	22,000 SF



## LIBRARY PATRONS

- The location of the 81st Ave. Library along a major bus route on 81st and two blocks from International Boulevard, a major transit corridor, means the library will be accessible by public transit as well as by automobile and other means.
- The 81st Ave. Branch Community Library will serve patrons who also use the Elmhurst, King, and Brookfield Neighborhood Libraries, as well as those living too far from those branches.



**School Site Plan with Public Library Site      81st Ave Branch Floor Plan**

# ELMHURST

## NEIGHBORHOOD LIBRARY RENOVATION



1427 88th Ave

### SERVICE AREA POPULATION

2000.....	21,087
2020.....	22,605
GROWTH.....	7%

### ELMHURST BRANCH NETWORK

#### Neighborhood Libraries

● **ELMHURST**  
3,220 SF  
Renovation

● **MARTIN LUTHER KING, JR.**  
3,800 SF  
Renovation

#### Community Libraries

■ **81st AVENUE BRANCH**  
0 SF  
New Construction  
21,500 SF

■ **EASTMONT**  
9,200 SF  
Expansion  
16,000-19,000 SF

▲ **MAIN LIBRARY**  
82,500 SF  
Expanded Services and Facility  
120,000-160,000 SF  
\* Implement new service model

## 1. NEIGHBORHOOD NEEDS AND OPPORTUNITIES

- Although the circulation for this branch is comparatively low but rising, the general location of the branch within the neighborhood is vital in serving students and others who cannot walk to other locations due to safety concerns in the neighborhood as a community resource and workspace.
- The community has a high need for computer access, student and homework support, literacy and alternative collection formats such as books on tape, as well as job training and skills. Information and support for entrepreneurs, community information and referral services are also important in this community. (Patron Surveys, Focus Groups, Staff Interviews)

## 2. EXISTING FACILITY/SERVICES

- The existing facility is located off of International Boulevard and is accessible to the immediate neighborhood. However, the location along a side street raises safety concerns due to its lack of visibility from the major streets. The City has been working on addressing these safety concerns.
- The facility currently has many inadequacies, such as the lack of public restrooms and inadequate technology infrastructure. Although the building cannot be expanded to accommodate all the needed library services, these and other service model issues, need to be addressed in its renovation.

## DEVELOPMENT STRATEGY OPTIONS

### "HOW TO MEET THE NEED"

#### 1 Renovation to New Service Model

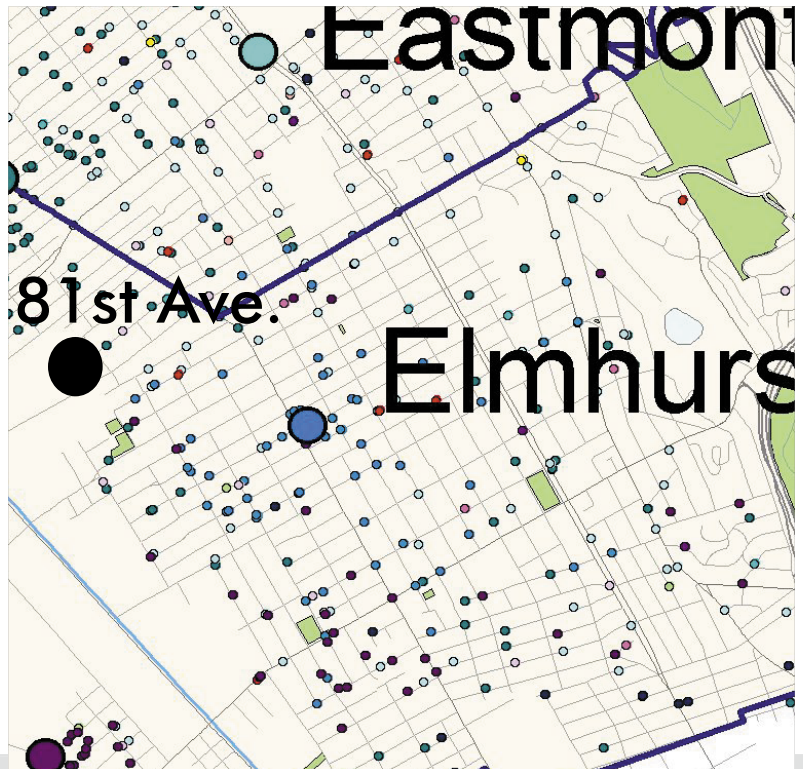
- Existing facility cannot be significantly expanded due to site constraints
- Renovate existing facility to incorporate physical improvements needed, including increased security of site and providing necessary support spaces such as public restrooms, and potential outdoor storytime/seating area.
- Potential focus of branch on either children and teen services, including homework support, or tool library and jobs/small business resources
- Estimated Project Cost of \$1.9-2.5 M

Components	Existing	Proposed
Collection	25,941 vol.	15-28,500 vol
Seating	25 seats	15-25 seats
Computers	8 computers	10-30 comp.
Storytelling	0 spaces	in children's area
Program Room	30 seats	30 seats
Group Study	0 seats	6-12 seats
Teen Area	? seats	TBD
Building Size	3,220 SF	3,220 SF

### LIBRARY PATRONS

Mapping of existing patrons shows:

- The library serves mainly the Elmhurst neighborhood, with few patrons coming from beyond this area, potentially because of the limited services available at the facility or because of safety concerns in the neighborhood.



Example: Expanded Technology



Example: Job training resources



# GOLDEN GATE

## NEIGHBORHOOD LIBRARY COMPLETE - SERVICE UPGRADE



5606 San Pablo Ave

### SERVICE AREA POPULATION

*\*Includes Emeryville*

2000..... 22,866

2020..... 29,773

GROWTH..... 30%

### GOLDEN GATE BRANCH NETWORK

*Neighborhood Libraries*

● **GOLDEN GATE**  
4,260 SF  
*Complete/Service Upgrade*

● *Neighborhood Library*  
**HOOVER**  
8-12,000 SF  
*New Construction*

■ *Community Libraries*  
**WEST OAKLAND**  
8,000 SF  
*Expansion*  
16,000-19,000 SF

■ **ROCKRIDGE**  
15,200 SF  
*Expansion*  
17-18,000 SF

▲ **MAIN LIBRARY**  
82,500 SF  
*Expanded Services and Facility*  
120,000-160,000 SF

*\* Implement new service model*

## 1. NEIGHBORHOOD NEEDS AND OPPORTUNITIES

- The Golden Gate Library serves as the Neighborhood Library for both the Golden Gate neighborhood of Oakland and the City of Emeryville, which has an agreement with the City for provision of library services.
- Golden Gate needs both computer access and collection, including traditional formats and videos and children's books; information and referral were also strongly desired in the patron survey. (Patron Survey)
- Demographics show that the Golden Gate and surrounding neighborhoods have an average or lower than average household size, indicating that library services should address all age groups and family types: children, teens, and adults, families and individual services.
- Special linguistic groups include East Indian and Northern Ethiopian languages. Special focuses of the branch are materials for these groups, as well as a focus on jazz programs that are much loved in the community.

## 2. EXISTING FACILITY/SERVICES

- The existing facility is a recently renovated Carnegie library, and is in good condition and a source of community pride to residents. The facility is, by the nature of its layout, somewhat inflexible for current library needs, but has been renovated to include a computer lab.

## DEVELOPMENT STRATEGY OPTIONS

### "HOW TO MEET THE NEED"

#### ① Renovation to New Service Model

- Existing facility cannot be expanded due to historic nature and site constraints
- Potential acquisition of nearby land for parking
- Development of outdoor areas for expanded use
- Renovate facility to incorporate self-service strategies such as self-check machines, self pick-up of holds; and rough-sorting of return items by patrons
- Estimated Project Cost of \$1.2-1.6 M, including budget for land

Components	Existing	Proposed
Collection	28,175 vol.	28-30,000 vol
Seating	45 seats	40-45 seats
Computers	12 computers	20-25 comp.*
Storytelling	20 spaces	20 spaces
Program Room	75 seats	75 seats
Group Study	0 seats	0 seats
Teen Area	4 seats	TBD
Building Size	4,260 SF	4,260 SF

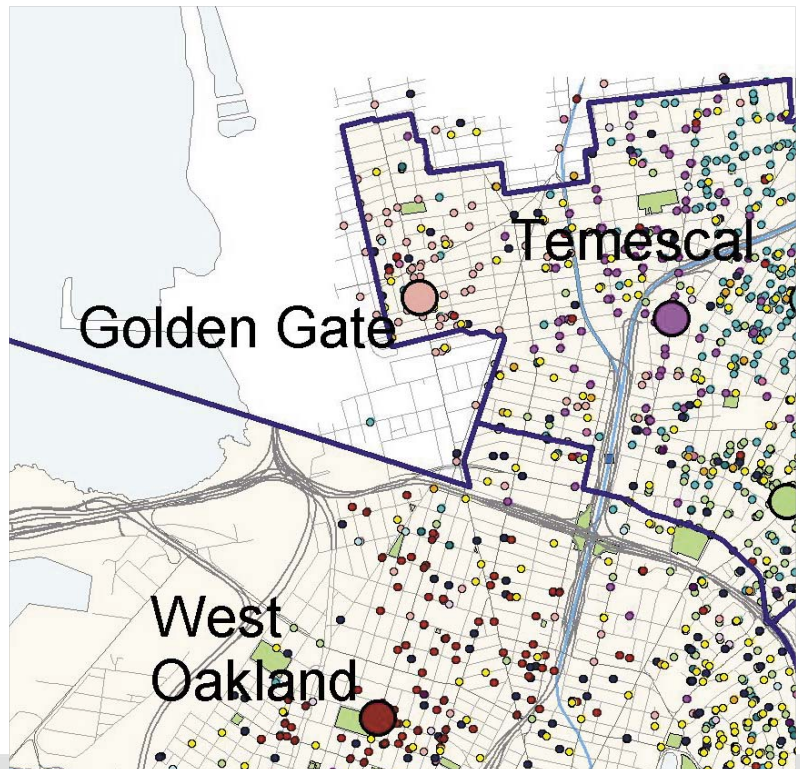
*\*Could be through laptops in the program room*



## LIBRARY PATRONS

Mapping of existing patrons shows:

- Patrons of the Golden Gate Library hail from throughout the neighborhood, as well as some users from throughout western Oakland, especially those close to streets with transit access, such as Adeline.
- Library users in the neighborhood also frequent the West Oakland, Temescal, Main, and Asian Libraries.
- Over 90% of existing Golden Gate patrons found the library to be “Somewhat or Very Convenient”, with the other portion of patrons potentially finding the lack of parking what makes the library inconvenient.
- Although mapping was unavailable for the City of Emeryville, patrons from this city use the Golden Gate Library.



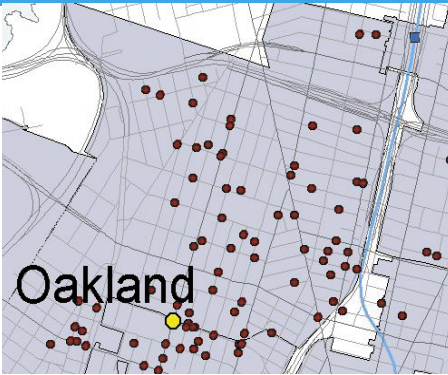
Example: new service model collection



Example: new service model displays

# HOOVER LIBRARY

## NEIGHBORHOOD LIBRARY NEW



**SERVICE AREA POPULATION\***  
 2000..... 11,921  
 2020..... 13,308  
 GROWTH..... 12%  
 \*To be determined depending on  
 branch location

### HOOVER BRANCH NETWORK

- **Neighborhood Library**  
**GOLDEN GATE**  
 4,260 SF  
 Complete/Service Upgrade
- **Neighborhood Library**  
**HOOVER**  
 8-12,000 SF  
 New Construction
- **Community Library**  
**WEST OAKLAND**  
 8,000 SF  
 Expansion  
 16,000-19,000 SF
- ▲ **MAIN LIBRARY**  
 82,500 SF  
 Expanded Services and Facility  
 120,000-160,000 SF

\* Implement new service model  
 at all libraries

## 1. NEIGHBORHOOD NEEDS AND OPPORTUNITIES

- This area of the city has significant residential development, and is experiencing additional development that is increasing the density of the neighborhood. Residents in this neighborhood include both families and more mature residents, and services should include both formal and life-long educational support, literacy, and community resources.
- A new library in the Hoover library would serve the northwest portion of West Oakland. Bounded by I-980, I-580, I-880, and West Grand Ave., this neighborhood has significant geographic limitations to travel, especially for young children and the elderly. A neighborhood library in this area would help to supplement an expanded West Oakland Library.
- The site selection for Hoover should be coordinated with the development strategy for the West Oakland site to ensure the balance of library space and services needed in this area is met.
- Depending on its location, this facility could also help to supplement service to the Golden Gate area and Emeryville.

## DEVELOPMENT STRATEGY OPTIONS

### "HOW TO MEET THE NEED"

#### 1 New Construction

- Locate new Neighborhood Library in a location convenient to the area's residents (automobile and public transportation as well as pedestrians and bicyclists).
- Although a location has yet to be determined, a location that supports neighborhood revitalization should be prioritized.
- One-story facility with parking or joint-use with other community services
- Estimated Project Cost \$9-11 M for 10,000 SF building, including budget for land

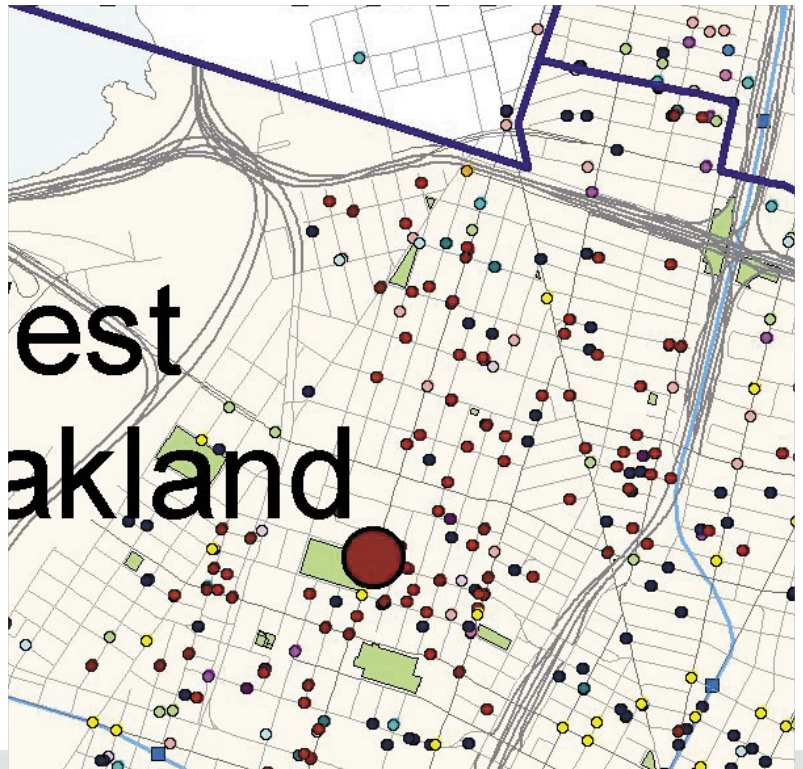
Components	Existing	Proposed
Collection	0 vol.	45-55,000 vol
Seating	0 seats	45-55 seats
Computers	0 computers	16-25 comp.
Storytelling	0 spaces	20-30 spaces
Program Room	0 seats	25-40 seats
Group Study	0 seats	10-16 seats
Teen Area	0 seats	TBD
Building Size	0 SF	8-12,000 SF



### LIBRARY PATRONS

Mapping shows that current residents use:

- The majority of patrons are currently using the West Oakland Library.



Example: Teen Area (from Chavez)



Example: Study/Work Room



Example: Collection and seating

# MARTIN LUTHER KING JR.

## NEIGHBORHOOD LIBRARY EXPANSION



6833 International Blvd

### SERVICE AREA POPULATION

2000..... 16,849

2020..... 17,787

GROWTH..... 6%

### MARTIN LUTHER KING, JR. BRANCH NETWORK

#### Neighborhood Libraries

- MARTIN LUTHER KING, JR.  
3,800 SF  
Expansion  
4,200-4,700 SF

- ELMHURST  
3,220 SF  
Renovation

- Community Libraries  
81st AVENUE BRANCH  
21,000 SF  
New Construction  
21,500 SF

- EASTMONT  
9,200 SF  
Expansion  
16,000-19,000 SF

- ▲ MAIN LIBRARY  
82,500 SF  
Expanded Services and Facility  
120,000-160,000 SF

\* Implement new service model at all libraries

## 1. NEIGHBORHOOD NEEDS AND OPPORTUNITIES

- The Martin Luther King, Jr. Library, or King Library, serves the surrounding neighborhoods as far as Foothill Boulevard and to either side of International Boulevard.
- This area has a relatively low median household income and high number of families, indicating, along with community input, a need for children's services and school support, literacy, and other community programs.
- Technology access is important to this community, with almost 60% of current patrons surveyed using the library as their only access to computers; computer access was the top ranked service that patron surveys emphasized, followed by collection and information and referral. (Patron Survey)

## 2. EXISTING FACILITY/SERVICES

- The existing facility is well-located for students as it is adjacent to the Lockwood Elementary and Havenscourt Junior High School, and other nearby parochial schools. It is also very visible to other community members at its location on a corner on International Boulevard.
- Despite its central location, the existing facility is land-locked on its current site, and unable to expand as needed to meet community needs.

## DEVELOPMENT STRATEGY OPTIONS

### "HOW TO MEET THE NEED"

- 1 Renovation to New Service Model
  - Existing facility cannot be significantly or efficiently expanded due to site constraints
  - Renovate existing facility to incorporate physical improvements needed, including increased security of site and additional capacity for technology, as well as user comfort (natural light, etc.). May include small expansion of building.
  - Renovate existing facility to incorporate self-service strategies such as self-check machines and material displays
  - Estimated Project Cost of \$1.2-1.6 M \*  
\* Some of the funding for this project is currently available.

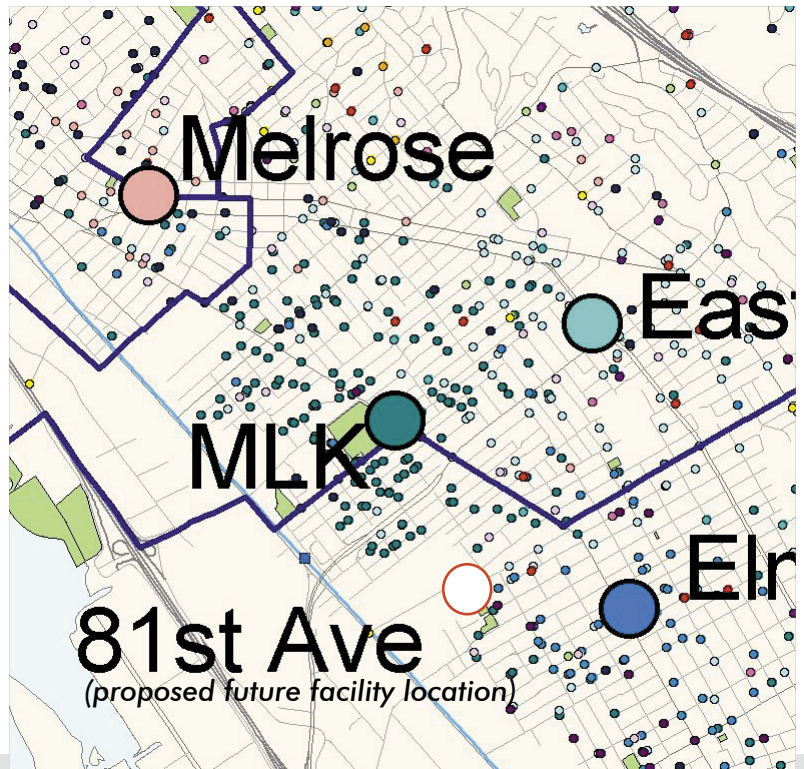
Components	Existing	Proposed
Collection	30,413 vol.	20-33,000 vol
Seating	45 seats	45 seats
Computers	6 computers	14-30 comp.
Storytelling	40 spaces	40 spaces
Program Room	0 seats	0 seats
Group Study	0 seats	0 seats
Teen Area	0 seats	12-18 seats (inc. in seating above)
Building Size	3,800 SF	4,200-4,700 SF



### LIBRARY PATRONS

Mapping of existing patrons shows:

- The King Library serves patrons up to the Melrose service area at Foothill Boulevard, and serves patrons from both sides of International Boulevard generally down to about 80th Avenue, but as far as the southeastern city boundary.
- This patron mapping indicates that those using the King Library will be able to access the 81st Ave. Branch as their Community Library resource, while the King Library is retained for those with mobility issues, such as the children at surrounding schools, who cannot easily travel even the short distance to the 81st Ave. Library.



Example: Expanded teen space



Example: study spaces and technology

# LAKEVIEW

## NEIGHBORHOOD LIBRARY EXPANSION



550 El Embarcadero

### SERVICE AREA POPULATION

2000..... 39,768

2020..... 41,970

GROWTH..... 5%

### LAKEVIEW BRANCH NETWORK

#### Neighborhood Libraries

● LAKEVIEW  
3,800 SF  
Expansion  
5,800-6,300 SF

● PIEDMONT AVENUE  
1,700 SF  
Expansion  
5,000-10,000 SF

#### Community Libraries

■ ROCKRIDGE  
15,200 SF  
Expansion  
17-18,000 SF

■ DIMOND  
10,000 SF  
Expansion  
16,000-19,000 SF

▲ MAIN LIBRARY  
82,500 SF  
Expanded Services and Facility  
120,000-160,000 SF

\* Implement new service model  
at all libraries

## 1. NEIGHBORHOOD NEEDS AND OPPORTUNITIES

- The Lakeview Library serves as the Neighborhood Library for the Grand Lake, Downtown, Valdez, and Eastlake neighborhoods. This area has a high number of single-person households; the library should provide materials for these patrons as well as children's and teen services as many families visiting the lake and nearby amenities frequent this library location. Its circulation statistics support this range of age use.
- Collection in a variety of formats, including books on tape/CD (to support the large commuter population), videos/DVDs, and traditional formats; technology access; and reference and information referral are all important services at this library. (Patron Survey)
- Residents have expressed a desire for support for formal and life-long learning, through both spaces and programs. (Focus Group)

## 2. EXISTING FACILITY/SERVICES

- The existing facility is extremely well-located at the head of Lake Merritt, making it accessible to surrounding neighborhoods and to those visiting the Lake. It also has historic value as a Miller-Warneke design.
- Although it is well located, the existing facility is too small to accommodate library service needs of the community. An expansion of the current facility and dedicated library parking will allow the library to remain in its central location. There are also concerns that Measure DD changes that move El Embarcadero closer to the Library may negatively impact the Library with increased noise and pollution.

## DEVELOPMENT STRATEGY OPTIONS

### "HOW TO MEET THE NEED"

#### 1 Addition to existing facility

- Renovate the existing facility, including structural, technology, accessibility (ADA), as well as upgrades to glazing and ventilation to mitigate noise and exhaust pollution
- Add 2,000-2,500 square feet to this facility to accommodate additional library service needs (including technology, quiet reading areas, teen area, and public restrooms, etc.).
- Addition should be sympathetic to historic structure

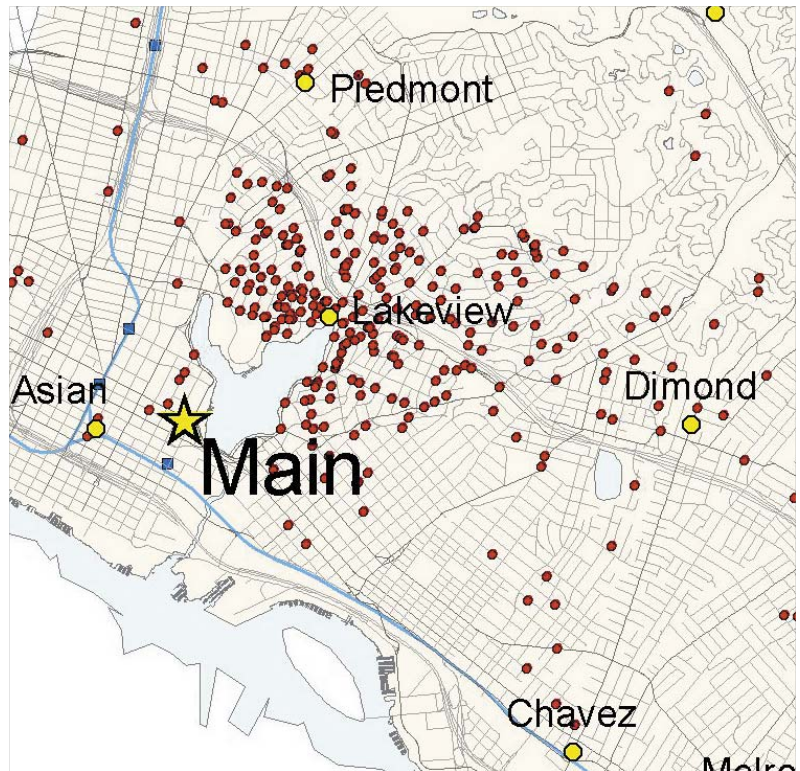
Components	Existing	Proposed
Collection	40,113 vol.	40-44,000 vol.
Seating	40 seats	40-45 seats
Computers	4 computers	12-16 comp.
Storytelling	in children's area	in children's area
Program Room	25 seats	25-30 seats
Group Study	0 seats	0-6 seats
Teen Area	0 seats	TBD
Building Size	3,800 SF	5,800-6,300 SF



## LIBRARY PATRONS

Mapping of existing patrons shows:

- The Lakeview Library draws heavily from the surrounding neighborhoods, especially the Grand Lake, Valdez, and upper Eastlake neighborhoods and Western Piedmont City. Over 50% of patrons surveyed walk to the library, indicating its convenient location to these neighborhoods.
- In addition to its strong neighborhood use, the Lakeview Library enjoys patronage from throughout the city, and is a centerpiece to the amenities of Lake Merritt, such as the children's playground, Children's Fairyland, and lake activities.
- Although mapping was unavailable for the City of Piedmont, these residents are using the Piedmont, Rockridge, Montclair, and Lakeview Libraries.



## DEVELOPMENT STRATEGY OPTIONS (CONT'D)

- Potential addition of exterior program space would help to increase the library's capacity
- Designate additional parking spaces to the library if possible
- Estimated Project Cost \$4.2-5.3M



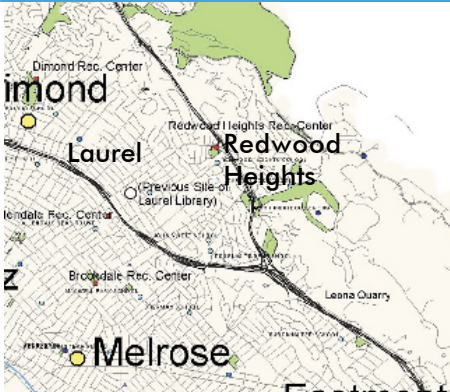
Potential Expansion to Existing Facility



Example: Increase space for all ages

# LAUREL

## NEIGHBORHOOD LIBRARY NEW



### SERVICE AREA POPULATION

2000.....	12,239
2020.....	13,542
GROWTH.....	11%

### LAUREL BRANCH NETWORK

- **Neighborhood Library**  
**LAUREL**  
0 SF  
New Construction  
8,000-12,000 SF
- **Community Library**  
**DIMOND**  
10,000 SF  
Expansion  
16,000-19,000 SF
- ▲ **MAIN LIBRARY**  
82,500 SF  
Expanded Services and Facility  
120,000-160,000 SF

\* Implement new service model at all libraries

## 1. NEIGHBORHOOD NEEDS AND OPPORTUNITIES

- The Laurel neighborhood had a library in the past, which was closed in 1981 in the aftermath of Proposition 13. This site is no longer owned by the City.
- The community profile for the Laurel and Redwood Heights neighborhoods is similar to the Dimond neighborhood, but growth from the development of the Leona Quarry site and other infill may change these demographics. Emphasis on materials and spaces for all ages will be needed in this library.
- English, Asian, and Spanish languages should be emphasized at this new Neighborhood Library. Currently there are a fair number of area residents utilizing the Asian Library for these resources, showing a demand for these materials.
- A new library in this area of the City would serve the Laurel and surrounding Hills neighborhoods, including Redwood Heights, Leona Quarry, Sequoyah Heights, and Oak Knoll

## DEVELOPMENT STRATEGY OPTIONS

### "HOW TO MEET THE NEED"

#### 1 New Construction

- Locate new Neighborhood Library in a location convenient to the area's residents (automobile and public transportation as well as pedestrians and bicyclists).
- Although a location has yet to be determined, a location that supports neighborhood revitalization should be prioritized.
- One-story facility with parking or joint-use with other community services
- Estimated Project Cost \$9-10.9 M, including budget for land

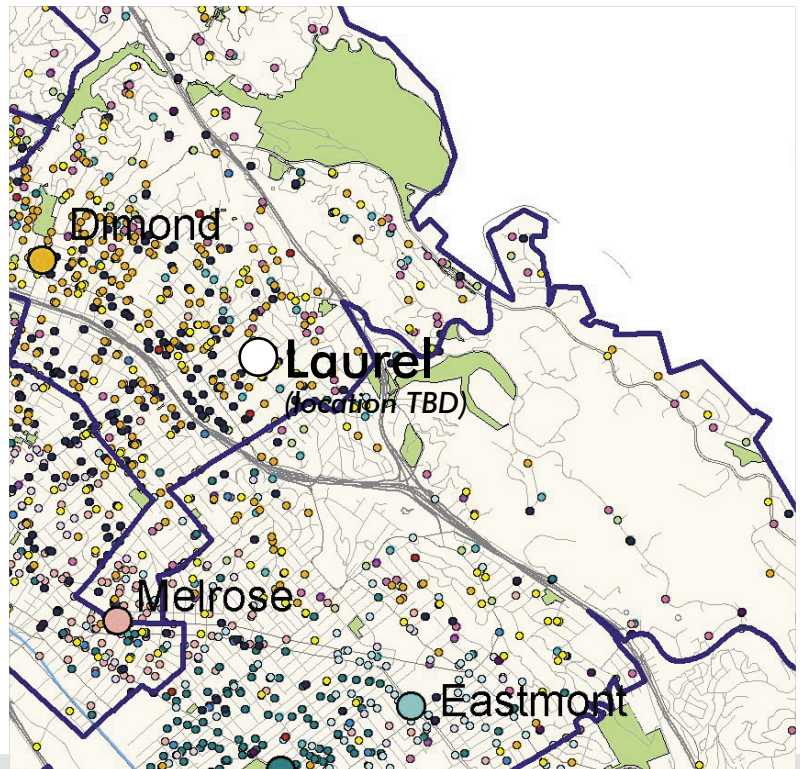
Components	Existing	Proposed
Collection	0 vol.	45-55,000 vol
Seating	0 seats	45-55 seats
Computers	0 computers	16-25 comp.
Storytelling	0 spaces	20-30 spaces
Program Room	0 seats	25-40 seats
Group Study	0 seats	10-16 seats
Teen Area	0 seats	TBD
Building Size	0 SF	8-12,000 SF



## LIBRARY PATRONS

Mapping of existing patrons shows:

- Residents in the Laurel neighborhood are currently using the Dimond Library, Asian Library and Main Library which they will continue to use as their Community Library and central library, even after a new Neighborhood Library is built.



Example: Self-service and efficient



Example: new materials display

# MELROSE

## NEIGHBORHOOD LIBRARY COMPLETE - SERVICE UPGRADE



4805 Foothill Blvd

### SERVICE AREA POPULATION

2000..... 39,822

2020..... 41,970

GROWTH..... 5%

### MELROSE BRANCH NETWORK

#### Neighborhood Libraries

##### MELROSE

5,300 SF

Complete/Service Upgrade

##### CÉSAR E. CHÁVEZ

15,000 SF

Complete/Service Upgrade

#### Community Library

##### SAN ANTONIO

0 SF

New Construction

16-19,000 SF

#### MAIN LIBRARY

##### 82,500 SF

Expanded Services and Facility

120,000-160,000 SF

\* Implement new service model at all libraries

## 1. NEIGHBORHOOD NEEDS AND OPPORTUNITIES

- The Melrose community has a high rate of working class and young families and, similar to the Fruitvale neighborhood, needs services for children and teens as well as parent resources. Current circulation shows an almost even split between adult and youth users of materials; this is expected to continue in the future.
- Spanish and English languages are spoken in the local neighborhood, with additional Spanish materials and programs provided at the Chávez branch, to serve the community needs.
- Emphasis was placed on computer access: almost a third of patrons have no other access to computers. Collection, including books and videos, and information and referral services were also emphasized. (Patron Survey)

## 2. EXISTING FACILITY/SERVICES

- The existing facility is located between Foothill Boulevard and Bancroft Avenue, both of which have public transit access, but is not easily accessible beyond its immediate neighborhood.
- The existing facility is a recently renovated Carnegie library, and is in good condition and a source of community pride to residents.

## DEVELOPMENT STRATEGY OPTIONS

### "HOW TO MEET THE NEED"

#### 1 Renovation to New Service Model

- Existing facility cannot be expanded due to nature of historic building and site constraints
- Renovate existing facility to incorporate physical improvements needed, including increased security of site and additional capacity for technology
- Potential acquisition of nearby land for parking
- Potential reconfiguration of space to increase space for children's, English as a Second Language (ESL), teens, and computers

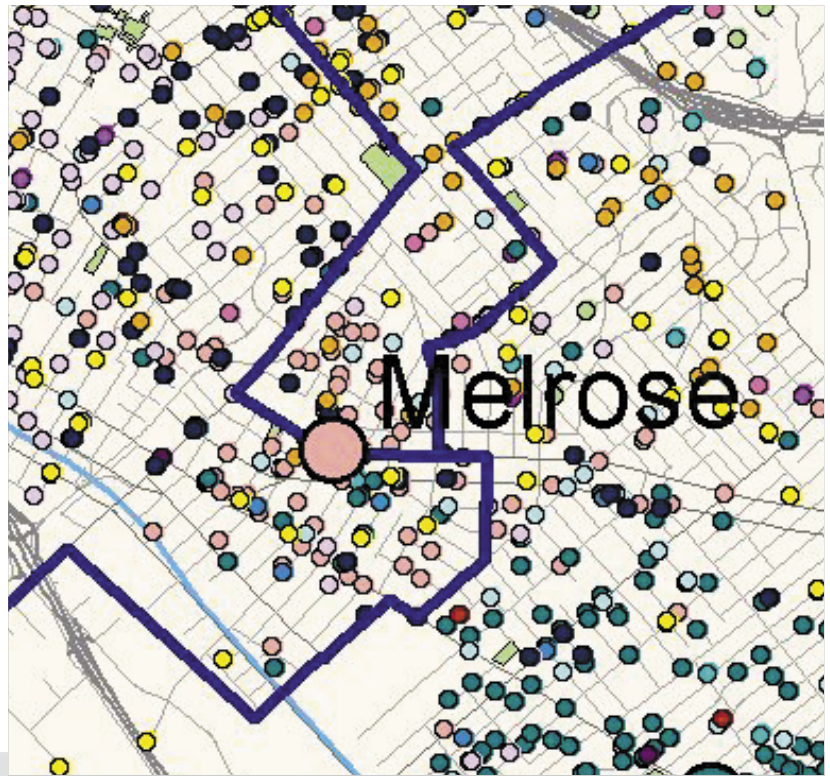
Components	Existing	Proposed
Collection	26,678 vol.	26-29,000 vol
Seating	41 seats	40 seats
Computers	4 computers	15-20 comp.
Storytelling	30 spaces	30 spaces
Program Room	31 seats	31 seats
Group Study	6 seats	0-6 seats
Teen Area	? seats	5-10 seats
Building Size	5,300 SF	5,300 SF



## LIBRARY PATRONS

Mapping of existing patrons shows:

- Melrose draws its patrons mainly from the immediate neighborhood. Safety issues of the Melrose Library and greater accessibility to surrounding libraries may be reasons for the use of alternative libraries.
- Melrose neighborhood residents also use the Chávez and King Libraries for their neighborhood services, as well as the Main Library.
- Over 50% of patrons surveyed walk to the library, indicating its convenient location to the immediate neighborhood but not to those outside the immediate neighborhood.

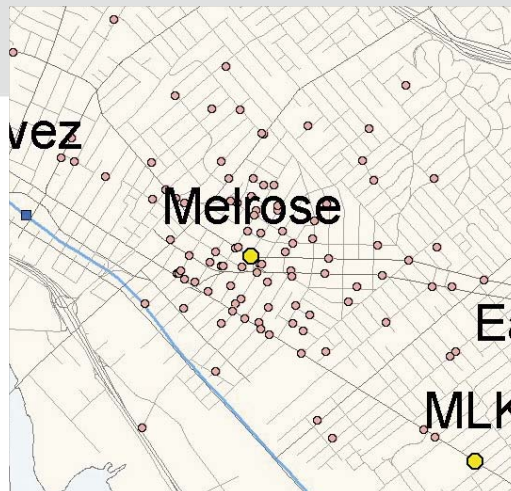


## DEVELOPMENT STRATEGY OPTIONS (CONT'D)

- Renovate existing facility to incorporate self-service strategies such as self-check machines, self pick-up of holds; and rough-sorting of return items by patrons.
- Estimated Project Cost of \$1.9-2.4M, including budget for land



Example: new materials display



Melrose Neighborhood Library use

# MONTCLAIR

## NEIGHBORHOOD LIBRARY RENOVATION



### SERVICE AREA POPULATION

2000.....	21,112
2020.....	24,386
GROWTH.....	16%

### MONTCLAIR BRANCH NETWORK

● **Neighborhood Libraries**  
**MONTCLAIR**  
3,800 SF  
Renovation

● **PIEDMONT AVENUE**  
1,700 SF  
Expansion  
5,000-10,000 SF

■ **Community Libraries**  
**ROCKRIDGE**  
15,200 SF  
Expansion  
17-18,000 SF

■ **DIMOND**  
10,000 SF  
Expansion  
16,000-19,000 SF

▲ **MAIN LIBRARY**  
82,500 SF  
Expanded Services and Facility  
120,000-160,000 SF

\* Implement new service model at all libraries

## 1. NEIGHBORHOOD NEEDS AND OPPORTUNITIES

- The Montclair Library serves the Montclair Village neighborhood of Oakland, which is separated from other areas of Oakland by Highway 13. This neighborhood has an above average median age, indicating a large proportion of mature residents. The median household size indicates that there are also a fair number of families in this neighborhood.
- Circulation statistics indicate that the library is used equally for adults and youth materials; the library will need to continue serving all age groups in the future as well to serve both younger families and seniors.
- Emphasis was placed on collection including books on tape and videos, computer access, and information and referral. (Patron Survey)

## 2. EXISTING FACILITY/SERVICES

- The existing facility is well-located on Mountain Boulevard, one of the major streets in the Montclair Village commercial area, and is well-recognized architecturally in the community.
- Although it is well-located, the existing site is completely impacted, and the building has already been expanded as much as possible on its existing site. Renovation to include more efficient use of space within the existing facility will allow for inclusion of needed service improvements.

## DEVELOPMENT STRATEGY OPTIONS

### "HOW TO MEET THE NEED"

#### 1 Renovation to New Service Model

- Existing facility cannot be expanded due to site constraints
- Renovate existing facility to incorporate physical improvements needed, including additional capacity for technology (wi-fi) and an improve heating system
- Increase A/V and popular materials in collection
- Renovate existing facility to incorporate self-service strategies such as self-check machines, and self pick-up of holds
- Potentially develop outdoor seating patio to expand seating capacity
- Estimated Project Cost of \$.3-.4M

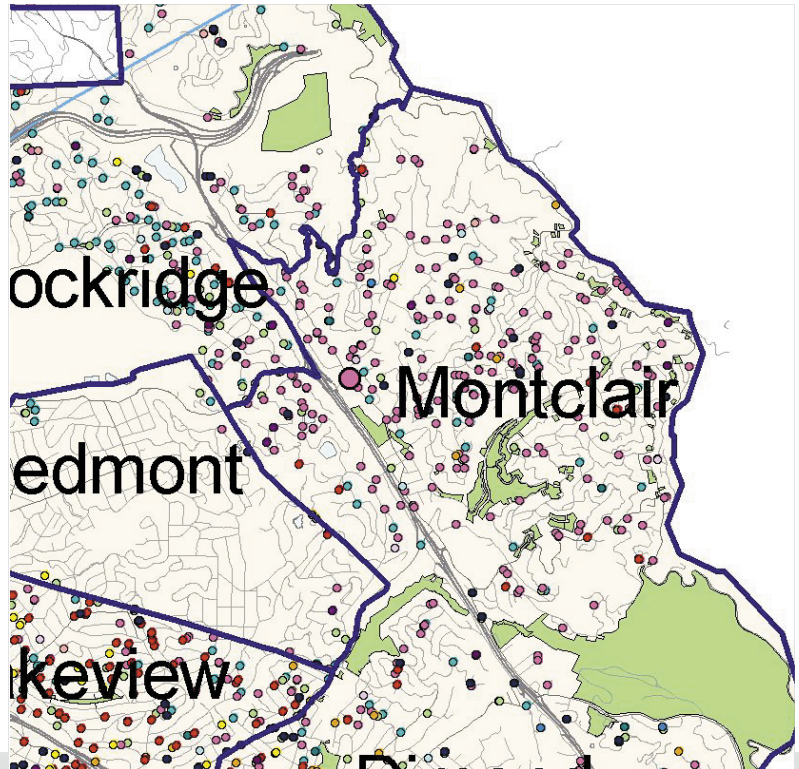
Components	Existing	Proposed
Collection	45,261 vol.	45-47,000 vol
Seating	30 seats	30 seats
Computers	5 computers	10 comp.
Storytelling	in children's area	in children's area
Program Room	0 seats	0 seats
Group Study	0 seats	0 seats
Teen Area	0 seats	TBD
Building Size	3,800 SF	3,800 SF



## LIBRARY PATRONS

Mapping of existing patrons shows:

- The Montclair Library draws patrons from throughout the Oakland Hills area of the city, both above and below Highway 13, as well as patrons from the City of Piedmont.
- Montclair residents currently use both the Rockridge and Dimond branch libraries as well, and both of these libraries, especially with the proposed expansion of the Dimond Branch, will continue to supplement library services to this neighborhood in the future.
- Although mapping was unavailable for the City of Piedmont, patrons from Piedmont use the Piedmont Ave., Rockridge, Montclair and Lakeview Libraries.



## DEVELOPMENT STRATEGY OPTIONS (CONT'D)

- If land were to become available, an expansion to accommodate adult and quiet seating areas, and allow for the expansion of computers in the existing space would help serve the community's need for more seating space at this popular neighborhood library.



Example: Marketing New Materials



Example: Increased Technology

# OAK KNOLL LIBRARY

## NEIGHBORHOOD LIBRARY NEW



### SERVICE AREA POPULATION

2000.....	6,345
2020.....	7,270
GROWTH.....	15%

### OAK KNOLL BRANCH NETWORK

#### Neighborhood Libraries

- **LAUREL**  
0 SF  
New Construction  
8,000-12,000 SF

#### Community Library

- **DIMOND**  
10,000 SF  
Expansion  
16,000-19,000 SF

#### Community Library

- **EASTMONT**  
9,200 SF  
Expansion  
16,000-19,000 SF

#### Main Library

- ▲ **82,500 SF**  
Expanded Services and Facility  
120-160,000 SF

## 1. NEIGHBORHOOD NEEDS AND OPPORTUNITIES

- Residents surrounding the former Oak Knoll Army Hospital have expressed a desire for library services in this area of the City in various community meetings in the area.
- A new library in the Oak Knoll area would, along with the new Laurel Library, serve the Oak Knoll, Sequoya Heights, Grass Valley, and Sheffield Village areas of Oakland. As other services may also be needed in this area, joint-use and partnerships for providing service should be examined.

## 2. EXISTING FACILITY/SERVICES

- The proposed facility for this library is the Club Knoll, a former officer's clubhouse from the former Oak Knoll Army Hospital. While it is currently in a state of major disrepair, the developer of the Oak Knoll is interested in partnering with the City to ensure that this valuable resources is saved. However, while the developer may be a source of capital improvement funds, they are not able to contribute to on-going operational costs.

## DEVELOPMENT STRATEGY OPTIONS

### "HOW TO MEET THE NEED"

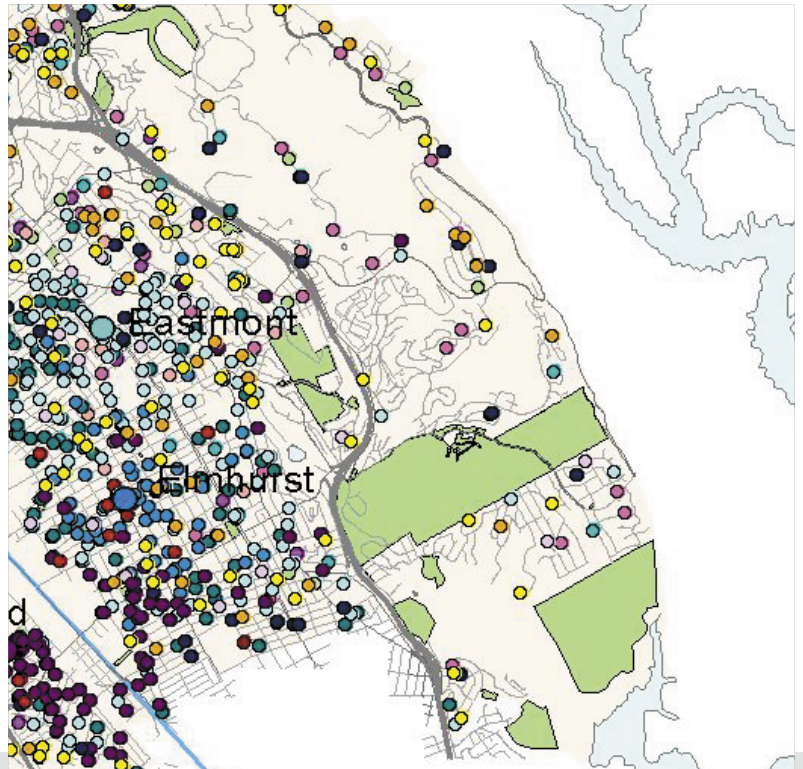
- Rehabilitate the Club Knoll building at the former Oak Knoll Army Hospital into a community facility that includes library services.
- Examine various operating models and partnerships to match the needs of the community with the resources offered at the facility.
- Project Cost by developer

Components	Existing	Proposed
Collection	-	TBD
Seating	-	TBD
Computers	-	TBD
Storytelling	-	TBD
Program Room	-	TBD
Group Study	-	TBD
Teen Area	-	TBD
Building Size	-	5-8,000 SF

## LIBRARY PATRONS

Mapping of existing patrons shows:

- Patrons living the area are currently using the Main, Dimond, and Montclair libraries.
- Although usage outside of the city limits was not able to be mapped, residents responded in focus groups and meetings that they also use the San Leandro Library.



Interior of Club Knoll



Collection and Seating resources



# PIEDMONT AVENUE

## NEIGHBORHOOD LIBRARY EXPANSION



160 41st St

### SERVICE AREA POPULATION

*\*Includes City of Piedmont*

2000..... 19,174

2020..... 19,966

GROWTH..... 4%

### PIEDMONT BRANCH NETWORK

*Neighborhood Libraries*

#### ● **PIEDMONT AVENUE**

1,700 SF

*Expansion*

5,000-10,000 SF

#### ● **TEMESCAL**

4,260 SF

*Implement New Service Model*

#### ● **MONTCLAIR**

3,800 SF

*Implement New Service Model*

*Community Library*

#### ■ **ROCKRIDGE**

15,200 SF

*Expansion*

17-18,000 SF

#### ▲ **MAIN LIBRARY**

82,500 SF

*Expanded Services and Facility*

120,000-160,000 SF

*\* Implement new service model  
at all libraries*

## 1. NEIGHBORHOOD NEEDS AND OPPORTUNITIES

- A much loved library, with highest circulation per square foot of library, and 6th highest circulation in city.
- Children's services and the large number of schools, as well as enrichment learning for adults are an important focus of this branch; the gay and lesbian collection is also an emphasis.
- Residents have expressed a desire for support for formal and life-long learning, through both spaces (program room, group study spaces) and programs. (Focus Group)
- Emphasis was placed on adult programs, collection, including books and videos, computer access, and information and referral. (Patron Survey)

## 2. EXISTING FACILITY/SERVICES

- The existing facility is well-located within the heart of the walkable Piedmont Avenue community and commercial district.
- The existing facility is much too small to accommodate residents' needs, including collection, seating, computers, programs; there is no space for programs, group study, etc. The facility is leased from a private entity.

## DEVELOPMENT STRATEGY OPTIONS

*"HOW TO MEET THE NEED"*

### ① Expansion at the Current Site

- Second story expansion at existing site if property can be acquired from current landowner.
- Any expansion should retain the atmosphere and, as possible, the architecture of the current building as it is treasured by the community.
- Additional expansion is desired if additional land can be acquired.
- Estimated Project Cost of \$5.7-7.1M, including budget for land

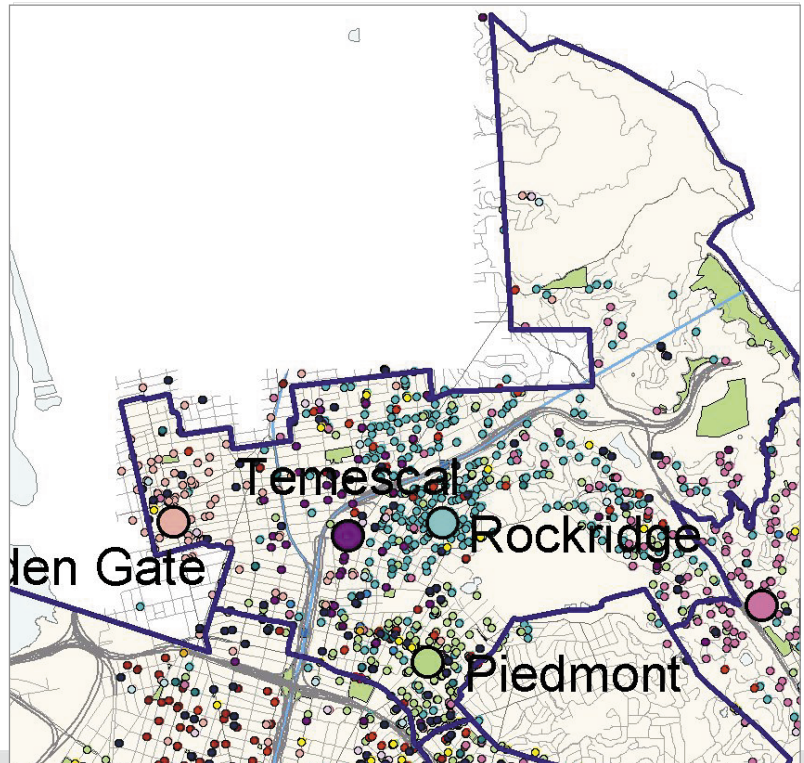
Components	Existing	Proposed
Collection	39,681 vol.	55-65,000 vol
Seating	18 seats	40-55 seats
Computers	6 computers	16-25 comp.
Storytelling	in children's area	in children's area
Program Room	0 seats	25-40 seats
Group Study	0 seats	8-16 seats
Teen Area	0 seats	10 seats
Building Size	1,700 SF	5-10,000 SF



## LIBRARY PATRONS

Mapping of existing patrons shows:

- The Piedmont Avenue Library draws patrons extensively from the immediate area as well as some patrons from throughout the city, mainly above Fruitvale Avenue.
- Piedmont Avenue neighborhood residents use many libraries, including Piedmont, Rockridge, Lakeview, Asian, and the Main Library.
- Although mapping was unavailable for the City of Piedmont, these residents use the Piedmont, Rockridge, Montclair, and Lakeview Libraries.



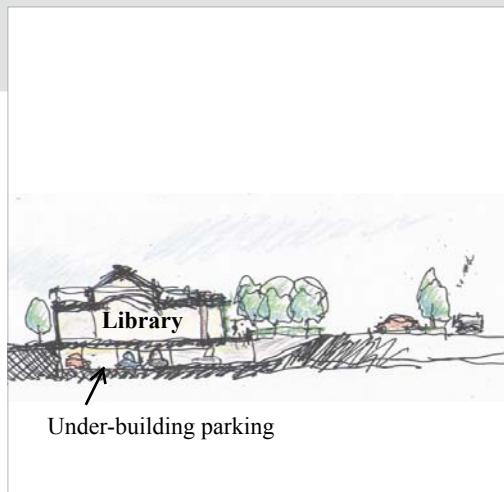
## DEVELOPMENT STRATEGY OPTIONS (CONT'D)

### ② New Construction at 40th St. and Howe St.

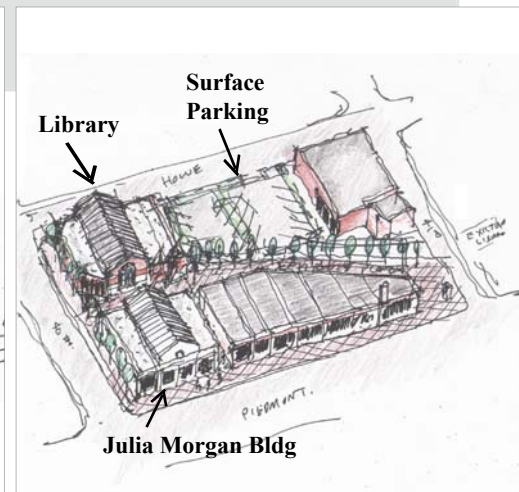
- Locate new Piedmont Ave. Library in the heart of the Piedmont Ave. shopping district and close to the existing facility
- Locate on a City-owned parking lot at 40th and Howe
- Replace all or increase existing parking with underbuilding parking and/or parking deck with some spaces reserved for library-only use
- Tie into the Key Route "Plaza" and incorporate into building and relate architecturally to adjacent Julia Morgan building
- Estimated Project Cost of \$10-12.3M



Piedmont Ave. Existing and Potential Site



40th St. and Piedmont Ave. Section



40th St. and Piedmont Ave. View

# ROCKRIDGE

## COMMUNITY LIBRARY EXPANSION



5366 College Ave

### SERVICE AREA POPULATION

2000.....	9,026
2020.....	9,598
GROWTH.....	6%

### ROCKRIDGE BRANCH NETWORK

#### Neighborhood Libraries

- **MONTCLAIR**  
3,800 SF  
*Implement New Service Model*
- **PIEDMONT AVENUE**  
1,700 SF  
*Expansion*  
5,000-10,000 SF
- **TEMESCAL**  
4,260 SF  
*Implement New Service Model*

#### Community Library

- **ROCKRIDGE**  
15,200 SF  
*Expansion*  
17-18,000 SF
- ▲ **MAIN LIBRARY**  
82,500 SF  
*Expanded Services and Facility*  
120,000-160,000 SF

\* Implement new service model at all libraries

## 1. NEIGHBORHOOD NEEDS AND OPPORTUNITIES

- The Rockridge neighborhood is a diverse mix of ages and family households, and its services and materials should reflect the diversity of the community.
- Residents have expressed a desire for support for formal and life-long learning, especially through collection materials for children, books on tape, and videos, as well as reference and referral information. (Patron Survey)

## 2. EXISTING FACILITY/SERVICES

- The existing facility is well-located in the Rockridge neighborhood and is convenient to BART and bus transit as well as those walking, bicycling, or driving to the library.
- The existing building is one of the newest libraries in the city. Its size meets Community Library guidelines, and only minor adjustments will be needed to ensure it is as efficient and customer-friendly as possible, including a dedicated teen area, installing wi-fi, and the addition of laptop computers to allow the library to offer computer training/classes when desired.
- Facility issues include HVAC problems and visual observation of some second floor spaces.

## DEVELOPMENT STRATEGY OPTIONS

### "HOW TO MEET THE NEED"

#### 1 Renovation to New Service Model

- Existing facility cannot be expanded due to site constraints
- Renovate existing facility to incorporate physical improvements needed, including improved HVAC system and additional capacity for technology, including wi-fi and computers
- Define teen area and add acoustic control; add group study areas
- Renovate existing facility to incorporate self-service strategies such as self-check machines, self pick-up of holds; and rough-sorting of return items by patrons.
- Estimated Project Cost of \$3-3.9M

Components	Existing	Proposed
Collection	75,464 vol.	75,000-83,000 vol.
Seating	78 seats	70-80 seats
Computers	14 computers	14-34 comp.*
Storytelling	35 spaces	35 spaces
Program Room	110 seats	110 seats
Group Study	0 seats	10-12 seats
Teen Area	6 seats	15-25 seats
Building Size	15,200 SF	17-18,000 SF

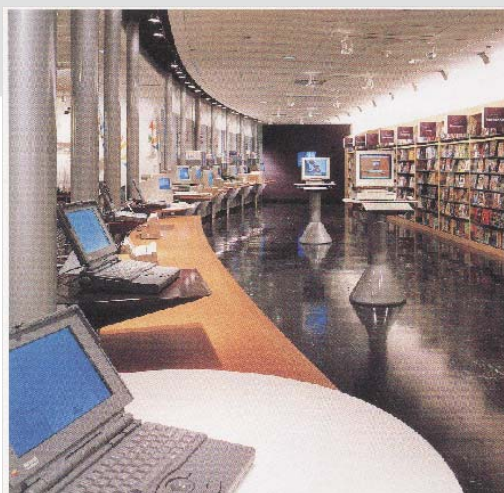
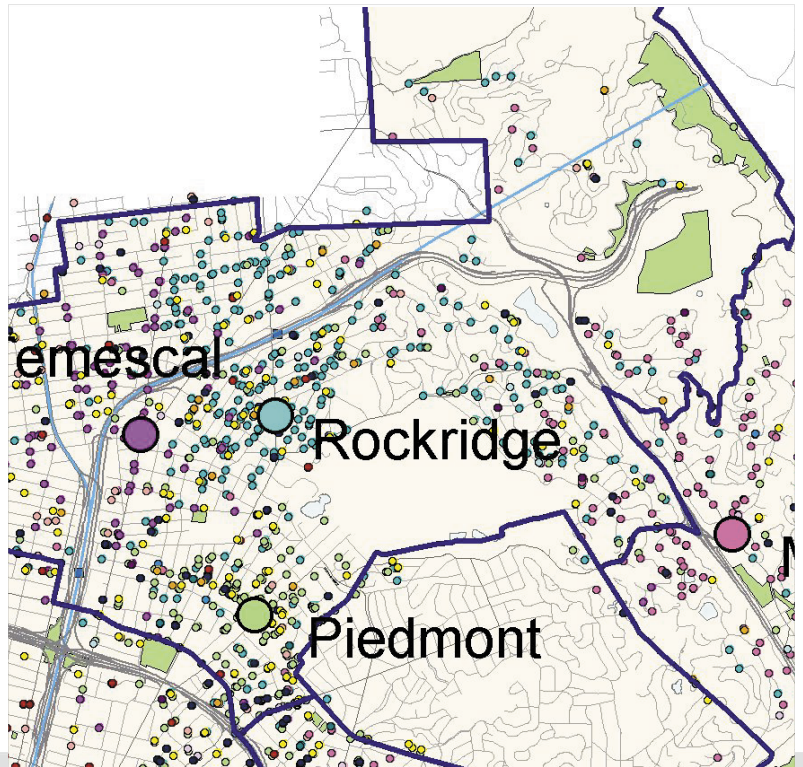
\*Additional computers may be laptops



## LIBRARY PATRONS

Mapping of existing patrons shows:

- Rockridge Library currently draws patrons from both its immediate neighborhood and surrounding neighborhoods, indicating that it is already functioning well as a Community Library resource.
- Almost 100% of patrons found the Rockridge library to be convenient, and almost half of users walked to the library.
- Although mapping was unavailable for the City of Piedmont, patrons from Piedmont utilized the Piedmont Ave., Rockridge, Montclair and Lakeview Libraries.



Example: Self-Service Holds and Checkout      Example: Increased Technology

# SAN ANTONIO

## COMMUNITY LIBRARY NEW



### SERVICE AREA POPULATION

2000.....40,907

2020..... 43,495

GROWTH.....6%

### SAN ANTONIO BRANCH NETWORK

#### Neighborhood Libraries

● CÉSAR E. CHÁVEZ  
15,000 SF  
Complete/Service Upgrade

● ASIAN  
8,500 SF  
Expansion  
10,500-12,000 SF

■ Community Library  
SAN ANTONIO  
0 SF  
New Construction  
16,000-19,000 SF

▲ MAIN LIBRARY  
82,500 SF  
Expanded Services and Facility  
120,000-160,000 SF

\* Implement new service model  
at all libraries

## 1. NEIGHBORHOOD NEEDS AND OPPORTUNITIES

- The San Antonio neighborhood was served by the Miller Library in the past, but this facility was closed in 1975; this building is not adequate for use as a library today given the great needs of this neighborhood.
- A new San Antonio Library would serve both the extremely densely populated San Antonio neighborhood as well as the underserved Eastlake/lower Eastlake neighborhoods.
- The San Antonio and Eastlake neighborhoods have a mix of residents, with a large Vietnamese and Hispanic population in the service area. The San Antonio Library will need to provide Asian, Spanish, and English language materials and services.
- Potential joint-ventures with non-profits or the school district may help increase accessibility and availability of social and community services to this underserved community.

## DEVELOPMENT STRATEGY OPTIONS

### "HOW TO MEET THE NEED"

- 1 New Stand-alone Library Facility in Eastlake/San Antonio area
  - Locate new Community Library at a site convenient to the area's residents (automobile and public transportation as well as pedestrians and bicyclists).
  - One-story facility with parking
  - Estimated Project Cost of \$16-20M, including budget for land

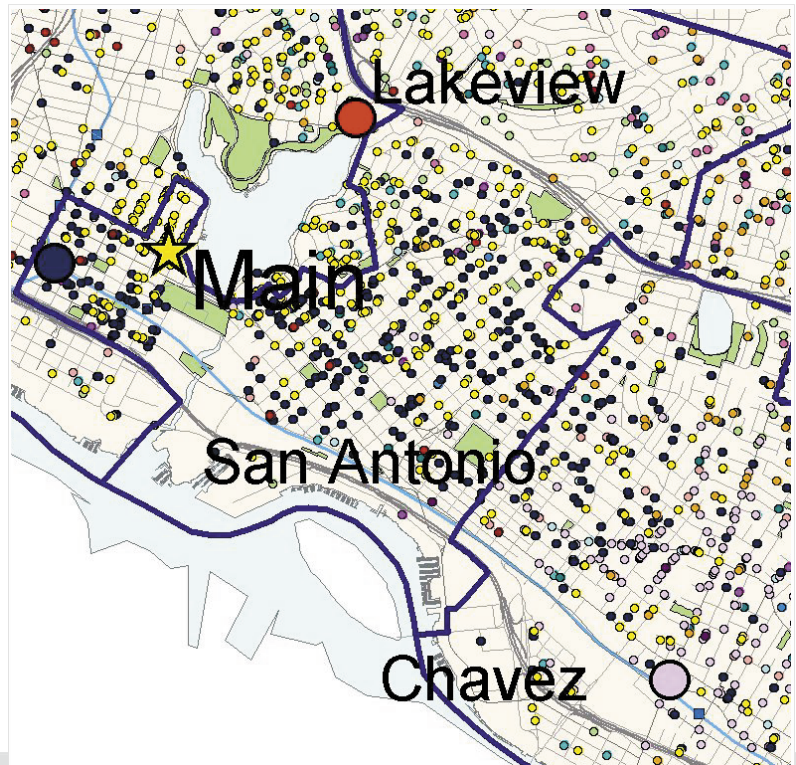
Components	Existing	Proposed
Collection	0 vol.	60-65,000 vol
Seating	0 seats	90-110 seats
Computers	0 computers	50-60 comp.
Storytelling	0 spaces	20-30 spaces
Program Room	0 seats	75-125 seats
Group Study	0 seats	12-18 seats
Teen Area	0 seats	25-30 seats
Building Size	0 SF	16-19,000 SF



## LIBRARY PATRONS

Mapping of patrons to other Oakland libraries shows:

- San Antonio residents currently utilize the Chávez, Asian, and Main Libraries for library services.
- A central location for the new San Antonio Library, such as along International Boulevard, would ensure that this library will be convenient as a Community Library resource.



## DEVELOPMENT STRATEGY OPTIONS (CONT'D)

- 2** *New Facility in Multi-Purpose Service Center near 23rd Ave*
  - One-story new library in mixed-use facility that includes other family and social services
  - 23rd Ave Corridor Plan being done by Urban Ecology. EBALDC (East Bay Asian Local Development Corporation) examining potential development scenarios
  - Estimated Project Cost of \$16-20M for stand alone library, potential grants/subsidies available to project if in conjunction with non-profit(s)



Example: Teen Area (from Chavez)



Example: Study/Work Room



Example: new materials

# TEMESCAL

## NEIGHBORHOOD LIBRARY RENOVATION



5205 Telegraph Ave

### SERVICE AREA POPULATION

2000..... 17,654

2020..... 18,636

GROWTH..... 6%

### TEMESCAL BRANCH NETWORK

#### Neighborhood Libraries

● **TEMESCAL**  
4,260 SF  
Complete/Service Upgrade

● **GOLDEN GATE**  
4,260 SF  
Complete/Service Upgrade

● **PIEDMONT AVENUE**  
1,700 SF  
Expansion  
5,000-10,000 SF

#### Community Library

■ **ROCKRIDGE**  
15,200 SF  
Expansion  
17-18,000 SF

▲ **MAIN LIBRARY**  
82,500 SF  
Expanded Services and Facility  
120,000-160,000 SF

\* Implement new service model at all libraries

## 1. NEIGHBORHOOD NEEDS AND OPPORTUNITIES

- The Temescal neighborhood has a lower than average household size, indicating a large number of non-family households; it also has a higher median age than other areas in the city. Its current circulation indicates that almost two-thirds of library use is for adult materials.
- Emphasis was placed on collection, including traditional and books on tape, to accommodate commuter and other populations; computer access (17% of those surveyed used the library as their only point of computer access); and information and referral services. (Patron Survey)
- The special service of the Tool Lending Library at this facility is particularly loved and utilized by residents throughout the city, and should be retained and, if possible, expanded at a second location.

## 2. EXISTING FACILITY/SERVICES

- The existing facility is well-located on Telegraph Avenue at Claremont Avenue, and is extremely visible within the community, although its lack of parking is an issue for some residents.
- The existing facility is a recently renovated Carnegie library, and is in good condition and a source of community pride to residents. It cannot be expanded to accommodate further service needs due to site constraints and the historic nature of the building.

## DEVELOPMENT STRATEGY OPTIONS

### "HOW TO MEET THE NEED"

#### 1 Renovation to New Service Model

- Existing facility cannot be expanded due to nature of historic building and site constraints
- Renovate existing facility to incorporate physical improvements needed, including additional capacity for technology and language (Tigrinya and Amharic) materials
- Potential reconfiguration of Tool Library area to increase space on lower level
- Potential acquisition of nearby land for parking, which would help both the Temescal Library and the Tool Library

Components	Existing	Proposed
Collection	28,150 vol.	28,-31,000 vol.
Seating	24 seats	24 seats
Computers	7 computers	15-24 comp.*
Storytelling	25 spaces	25 spaces
Program Room	75 seats	75 seats
Group Study	0 seats	0 seats
Teen Area	? seats	TBD
Building Size	4,260 SF	4,260 SF

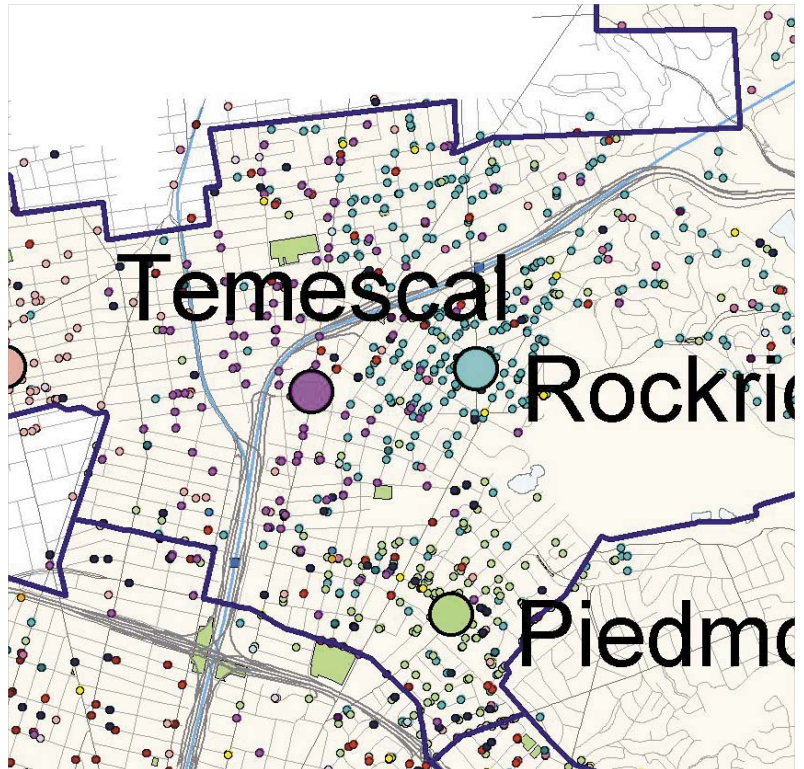
\* Additional computers will be laptops for use in the program room.



### LIBRARY PATRONS

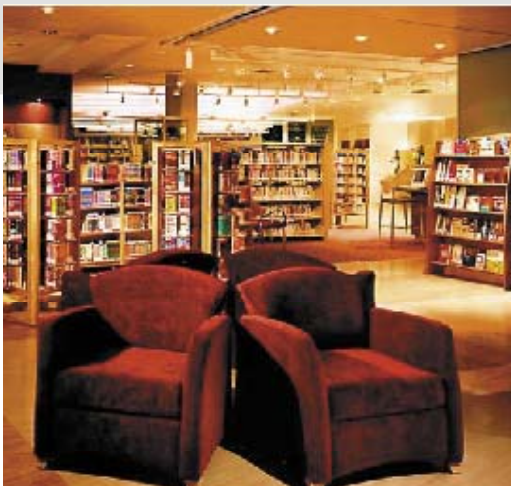
Mapping of existing patrons shows:

- Temescal Library patrons come from throughout the Temescal neighborhood up into Berkeley. Although Highway 24 runs through the neighborhood, it is elevated throughout most of this area and does not impose a great geographic barrier.
- Temescal residents also use the Rockridge, Golden Gate, Piedmont, and Main Libraries.
- Although mapping was unavailable for Berkeley, some patrons from Berkeley use both the Rockridge and Temescal branches.



### DEVELOPMENT STRATEGY OPTIONS (CONT'D)

- Renovate existing facility to incorporate self-service strategies such as self-check machines, self pick-up of holds, etc.
- Estimated Project Cost of \$1.1-1.4M, including budget for land



Example: Variety of comfortable seating



Temescal's much-loved Tool Library

# WEST OAKLAND

## COMMUNITY LIBRARY EXPANSION



1801 Adeline St

### SERVICE AREA POPULATION\*

2000..... 15,366

2020..... 18,846

GROWTH..... 23%

\*To be determined depending on Hoover branch location

### WEST OAKLAND BRANCH NETWORK

Neighborhood Library  
● **GOLDEN GATE**  
4,260 SF  
Complete/Service Upgrade

Neighborhood Library  
● **HOOVER**  
8-12 SF  
New Construction

Community Library  
■ **WEST OAKLAND**  
8,000 SF  
Expansion  
16,000-19,000 SF

▲ **MAIN LIBRARY**  
82,500 SF  
Expanded Services and Facility  
120,000-160,000 SF

\* Implement new service model at all libraries

## 1. NEIGHBORHOOD NEEDS AND OPPORTUNITIES

- The West Oakland neighborhood is geographically isolated by the I-880, I-980, and I-580 freeway; the neighborhood itself is diverse in many ways, including age, culture, education, and others, and is transitioning in many ways.
- Residents in this neighborhood include both families and more mature residents, and services should include both formal and life-long educational support, literacy, and community resources. There is also a strong desire for increased teen services in this area.
- Emphasis was placed on three services: on technology access—over a quarter of residents have no other access to a computer; collection, including books and videos; and information and referral. (Patron Survey)

## 2. EXISTING FACILITY/SERVICES

- The existing facility is well-located in the West Oakland neighborhood along Adeline Street, a major transportation corridor for automobiles and buses in the neighborhood. It is also adjacent to Defremery Park and the Ralph Bunche Middle School.
- Although it is well-located, the existing facility has a number of physical deficiencies that need to be addressed through either renovation of this building or new construction at the same location.

## DEVELOPMENT STRATEGY OPTIONS

### "HOW TO MEET THE NEED"

#### 1 Expansion/Renovation of Existing Building

- Library recently gained control of entire two-story building
- Expansion of facility needed to accommodate needed library services and allow for more effective delivery of services
- Existing two-story library will not be as efficient as new one-story building
- Second story to accommodate Second Start Literacy in near-term, and potentially long-term use of space
- Estimated Project Cost of \$11-14M for expansion/renovation due to the extend of renovation needed

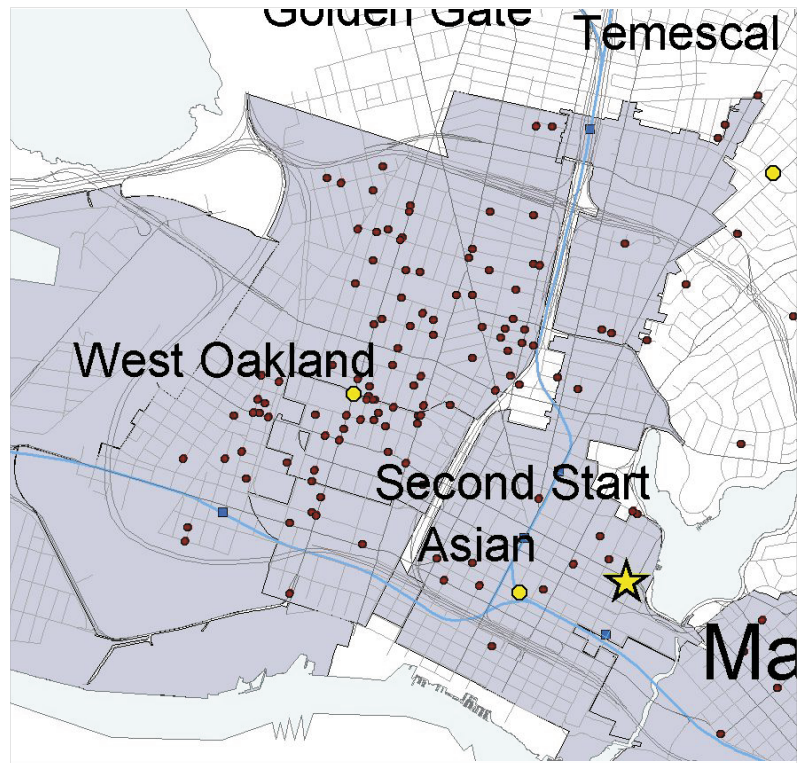
Components	Existing	Proposed
Collection	48,092 vol.	60-65,000 vol
Seating	58 seats	90-110 seats
Computers	5 computers	50-60 comp.
Storytelling	30 spaces	30 spaces
Program Room	200 seats	75-125 seats
Group Study	0 seats	12-18 seats
Teen Area	3 seats	15-25 seats
Building Size	8,000 SF	16-19,000 SF



## LIBRARY PATRONS

Mapping of existing patrons shows:

- Although the West Oakland Library draws patrons from downtown and beyond, the majority of patrons hail from the West Oakland neighborhood itself.
- The majority of West Oakland neighborhood residents utilize the West Oakland Library, but also use the Temescal, Main, Asian, and Piedmont Libraries.



## DEVELOPMENT STRATEGY OPTIONS (CONT'D)

### 2 New Construction at Existing Site

- New one-story library on site of existing facility may be more cost effective for construction and for operational efficiency
- Parking to be accommodated on site
- Second Start Literacy to be accommodated in new facility
- Estimated Project Cost of \$11-14M for new construction



West Oakland Site Context



Example: Teen Area/Computers



Example: Study/Work Room

# MAIN

## MAIN LIBRARY RELOCATION



### SERVICE AREA POPULATION

Citywide Population (inc. Emeryville and Piedmont):

2000..... 417,279

2020..... 467,784

GROWTH..... 12%

Neighborhood Population:

2000..... 11,646

2020..... 15,888

GROWTH..... 36%

### MAIN BRANCH NETWORK

#### Neighborhood Libraries

##### ● LAKEVIEW

3,800 SF

Expansion

5,800-6,300 SF

##### ● ASIAN

8,500 SF

Expansion

10,500-12,000 SF

##### ▲ MAIN LIBRARY

82,500 SF

Expanded Services and Facility

120,000-160,000 SF

#### AAMLO

African American Museum and Library at Oakland  
17,000 SF Museum and African American Special Collection  
(Citywide Service)

\* Implement new service model at all libraries

## 1. NEIGHBORHOOD NEEDS AND OPPORTUNITIES

- The Main Library serves both its immediate neighborhoods of downtown and Lake Merritt residents as well as residents throughout the city. The Main Library also serves as a civic focal point for the downtown area and city.
- Technology access, reference and research, and collection—especially books on tape and videos, were all indicated as important services for the Main Library to provide. (Patron Survey)
- Oakland History and other special services are seen as vital services for the Main Library to provide. An updated in-depth and popular collection that supports users at the Main and the neighborhood branches is needed at this facility. (Focus Group, community meetings).

## 2. EXISTING FACILITY/SERVICES

- The existing facility is well-located in the downtown area, although the lack of parking is a significant issue for some patrons.
- The existing building is vastly undersized given the community and library system support services needed. The facility is also very inefficient to operate due to its design with a solid core in the middle of the facility that is not accessible to the public and numerous circulation corridors.

## DEVELOPMENT STRATEGY OPTIONS

### "HOW TO MEET THE NEED"

#### ① Henry Kaiser Convention Center Site

- Renovate the Arena side of the Henry Kaiser Convention Center into a new Main Library
- Retain Calvin Simmons Theatre as Theatre and meeting room uses
- Costs outlined in Main Library at Kaiser Feasibility Study

#### ② Renovate Existing Building. Several Options, including:

- Renovation of existing building with new atrium by removing inner core

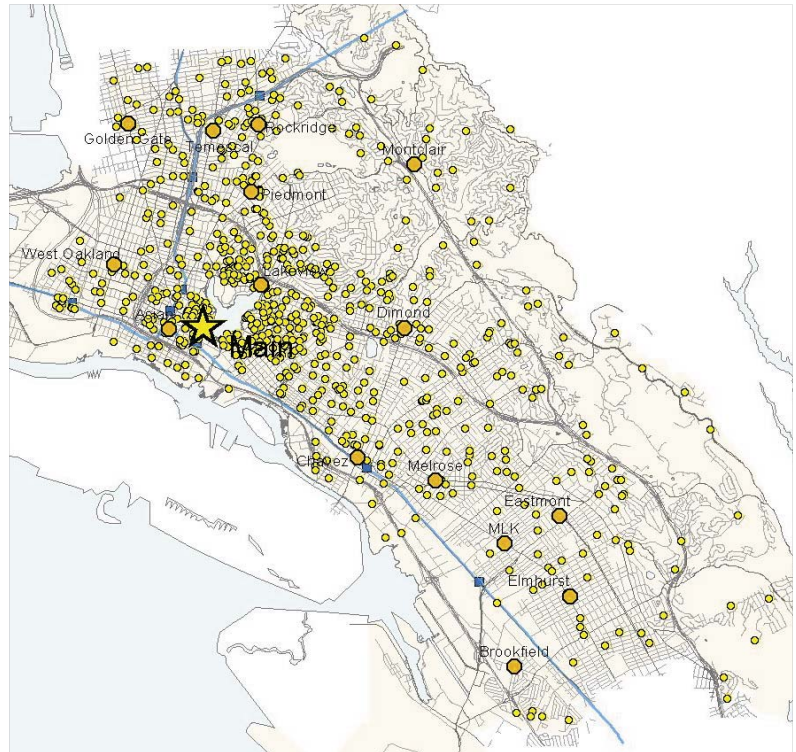
Components	Existing	Proposed
Collection	389,981 vol.	~600,000 vol.
Seating	266 seats	325-360 seats
Computers	51 computers	~250 computers
Storytelling	60 spaces	60-80 seats
Program Room	121 seats	480 seats (multiple rms)
Group Study	0 seats	30-40 seats
Teen Area	41 seats	6-7,500 SF
Building Size	82,000 SF	120-160,000 SF



## LIBRARY PATRONS

Mapping of existing patrons shows:

- Residents from all of Oakland utilize the Main Library, with heavy use by those living around Lake Merritt and in the immediate downtown area.



## DEVELOPMENT STRATEGY OPTIONS (CONT'D)

- New construction with existing facade used as interior walls  
*All renovation options preserve historic facade and historic elements of the building*
- Costs outlined in Main Library at Kaiser Feasibility Study

### 3 Other Site in Downtown Area

- New construction or renovation

### 4 New Construction at existing site

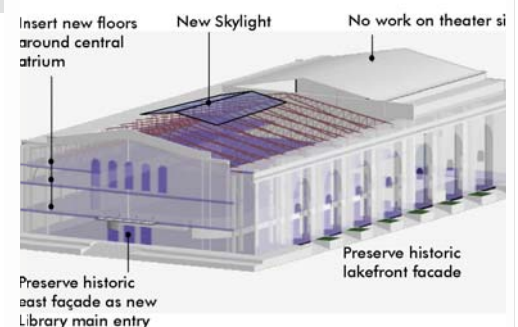
- New building at existing site with underground parking



Potential Main Library at Kaiser Center



Main Library at Kaiser Center



Proposed Main Library Teen Zone



# AAMLO

## AFRICAN AMERICAN MUSEUM AND LIBRARY AT OAKLAND



### SERVICE AREA POPULATION

Citywide Population (inc. Emeryville and Piedmont):

2000..... 417,279  
2020..... 467,784  
GROWTH..... 12%

### CITYWIDE SERVICES NETWORK

#### ▲ AAMLO

African American Museum and Library at Oakland  
17,000 SF Museum and African American Special Collection  
(Citywide Service)

#### ▲ Main Library

82,500 SF  
Expanded Services and Facility  
120,000-160,000 SF

#### ▲ Other City Services include Second Start Adult Literacy (at West Oakland) and special collections at various library branches (tool library, Asian collection, etc.)

## 1. EXISTING FACILITY/SERVICES

- AAMLO combined the resources of both the Northern California Center for Afro-American History & Life and the City of Oakland in 1994, and moved to its current facility in downtown Oakland at the Charles S. Greene Library.
- AAMLO serves as both a reference and archival library, with a collection of 12,000 volumes, and as a museum. The first floor houses the public ly accessible reference library and archives, while the third floor, which is workspace and storage, is not open to the public. The second floor is the museum.
- The archive collections include prominent African Americans who played important roles in the history of Northern California and Oakland. These include archives of C.L. Dellums, Annette Starr Bruce Hudson, Frederick M. Roberts, Morrie Turner, Royal Towns, as well as the NAACP and others. Collections include photographs, journals, prints, video/films as well as an object collection (stored off-site).
- AAMLO also continues to collect and archive materials for current figures important to area African American history, including the collections of Ron Dellums and Barbara Lee. In this way, the collections of AAMLO are

## DEVELOPMENT STRATEGY OPTIONS

### "HOW TO MEET THE NEED"

#### 659 14th Street

- The Charles S. Greene Library was built in 1902 and renovated and opened to the public as the African American Museum and Library at Oakland in 2002. Although minor facility improvements are needed, this facility is complete.
- Facility improvements needed include upgrading the public elevator and improvements to climate control in work spaces.
- Increased storage of materials, potentially in an improvement Main Library where they might be accessible to the public, are needed as AAMLO's collections and archives are increased.
- Estimated Project Cost of \$.3-.5M

Components	Existing	Proposed
Collection	12,000 vol.	12-14,000 vol
Seating	28 seats	28 seats
Computers	10 computers	10 comp.
Meeting Room	20 seats (2 rms)	20 seats (2 rms)
Museum	second floor	second floor
Building Size	17,000 SF	17,000 SF

## FACILITY SUMMARIES

expected to continue to grow to serve as the premiere resource of Northern California African American history.

### **EXISTING FACILITY/SERVICES**

- The Charles S. Greene Library was originally built in 1902 as a Main Library through Carnegie funding. It was designed by Flaville and Bliss and served as the Main Library until 1951. It was designated as a National Landmark in 1981 and was later renovated to house AAMLO, which opened in 2002.
- The existing facility is in good condition, and continues to be improved to function better as both museum and library. On-going improvements include the need for an upgraded elevator.
- Other improvements needed include an upgrade to the elevator (this upgrade was not done at the time of the renovation); the existing elevator is not reliable under heavy use, which are generally the times when public users require it for accessibility.
- There is no room for growth of the collections or archives on-site; AAMLO is already utilizing off-site storage for its object collection and others. Any further growth of the collection must be accommodated elsewhere; potential expansion at an improved Main Library near (but separate from) the local history collection could have exciting synergies for the public.



Second Floor Museum



Grand Opening of AAMLO



Exhibit at AAMLO