

## **ATTACHMENT B**



# *Closing the Gap A Library Master Plan for the City of Victorville*

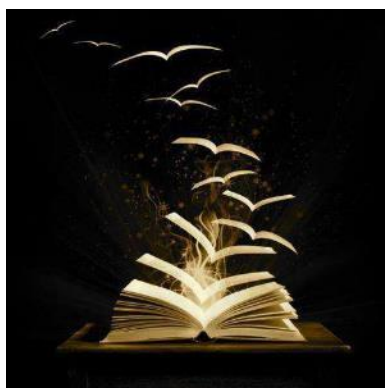
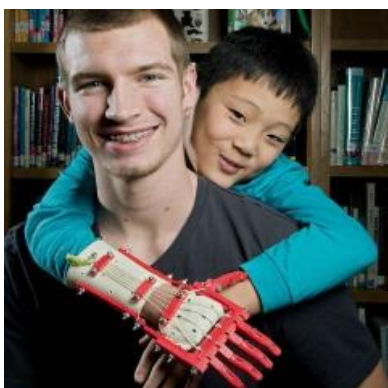
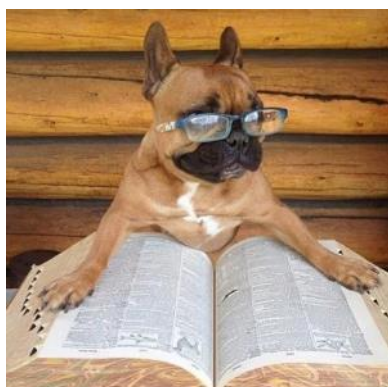


*April 17, 2021  
prepared by*



**Godfrey's Associates**  
an RL Waters Library Consultation Services Co.

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*If you can have goats at the Library  
you can have lambs at the Library!*

*Section 1:*  
*Introduction*

## Section 1:

### Introduction

Eric Klinenberg, in his book, *Palaces for the People: How Social Infrastructure Can Help Fight Inequality, Polarization, and the Decline of Civic Life*,<sup>1</sup> defines social infrastructure as the physical places and organizations that shape the way people interact. He includes stores and coffee shops as well as such free spaces as parks, beaches, playgrounds, and especially – libraries – all of which are vital to promoting civic engagement and maintaining the society we live in.

Klinenberg believes public libraries are really the paradigmatic social infrastructure – the best case of a physical place open and accessible to everyone, regardless of age, ethnicity or race, social class, or citizenship status. Public libraries are places defined by generosity of spirit, predicated on the idea that every human being deserves access to our shared cultural heritage by virtue of their humanity.

Klinenberg goes on to point out that public libraries are more than just welcoming physical places. They can be used flexibly, programmed, and staffed by librarians and information specialists dedicated to helping people discover what they are looking for without judgment or surveillance. Public libraries truly are Places for the People.

<sup>1</sup> Crown, c2018.

## Understanding of the Project

The Library Planning and Consulting firm of Godfrey's Associates, Inc. responded to the City of Victorville's Request for Proposals (RFP) for a Library Master Plan. The City of Victorville (also referred to as the City) requested sealed proposals from qualified consultant firms to provide the professional services needed to develop a credible Master Plan for the Victorville City Library (also referred to as VCL or the Library).

Godfrey's Associates (also referred to as the Consultants) was selected for the project. The City requested the Master Plan be comprehensive, including research and development of recommendations for all aspects of the Library's operations – short- and long-term planning for library facilities, services, and programs.

## Scope of Work

The development of this comprehensive Library Master Plan included the following basic components, as prescribed by the RFP:

- Project Administration.
- Needs Assessment.
- Recommendations.

The Consultants designed a methodology to meet each of the City's goals relative to these three components of the Library Master Plan.

## Project Administration Methodology

The process the Consultants designed to meet the City goals was multi-faceted, addressing project management procedures, gathering community input about the Library, and documenting the work as it was completed. The foundation of these efforts would be a thorough understanding of the population to be served – the wants, desires, and dreams of Victorville residents, in addition to their socio-economic characteristics.

**Public Engagement & Information.** The Consultants developed and implemented a public involvement strategy in collaboration with the City and the Library. Methods to advertise and encourage citizen participation in the decision-making process were devised so that all interested stakeholders were aware of participation opportunities. Community needs and desires were documented for consideration when making final recommendations.

The Consultants provided a menu of options to meet these goals within Victorville's community, which included:

- Interviews with key stakeholders to identify significant issues.
- Focus Groups with various representatives of various special interests.
- Online and in-person surveys.
- A virtual Community Meeting, open to all residents.

The Consultants worked with City staff to comply with public meeting notification requirements. City and Library staff prepared an inclusive public information program to advertise these events. The Consultants produced materials to help inform the public about the Master Planning process, progress, key recommendations, and findings.

**Items Provided by City.** The City designated a project team with the City Librarian as Project Manager, responsible for coordinating Consultant efforts.

- The Project Manager reviewed and approved all deliverables submitted by the Consultants prior to publication for general public consumption.
- The City made available copies of existing data and other available project-relevant data or materials requested.
- The City provided vital assistance with the coordination of community meetings.

**Progress Reporting.** The Project Manager scheduled progress meetings, as necessary, at key times during the development of the Master Plan.

- The Consultants and the Project Manager held semi-monthly progress meetings via teleconference until the final Plan was approved by the City Council for the purpose of progress reporting.
- The Consultants supplied the Project Manager with one copy of all completed or partially completed reports, studies, forecasts, or maps as deemed necessary by the Project Manager before progress meetings.

**Deliverables.** The Consultants produced a Library Master Plan that incorporated all of the reports, data, and recommendations identified over the course of the study. The Master Plan includes the following:

- Identification of industry standards and best practices, including industry standards for resource allocation per capita for library services. Examples include levels of funding for library services and staffing, square footage allocation for library facilities, etc.
- Incorporation of technological innovations and opportunities for expanded services and improved facilities.
- Determination of options for improvements using a phased, multi-year approach and a five- to ten-year implementation schedule.
- Clear and attainable service goals for the Library.
- Electronic full color copies in editable digital format for each Chapter of the Final Report, documenting the process, findings, conclusions, and recommendations that comprise the Library Master Plan project. File formats for public posting were made compatible with the City's website.

The Final Master Plan document was initially delivered to the City in Draft form, for review by Library and City staff, as well as by supervisory entities in City government, in order to incorporate broad feedback prior to publishing the final results for public consumption.

### Needs Assessment Methodology

In addition to determining community needs through engaging the public, the Consultants assessed all aspects of the current operations of the Victorville City Library.

**Library Facilities.** The Consultants scheduled visits to the Library to assess the existing library building and location. Determinations were made as to whether or not the current facility meets industry standards in terms of size, location within the community, functional layout, technology, and related items.

- The Consultants provided a gap analysis of the Library's current space, in terms of square footage.
- The Consultants projected future space needs based on national and state standards for space and square footages in comparable cities.

**Analysis of Operations, Programs & Services.** The Consultants provided analysis and comparison of the City's level of service with those of comparable regional cities and industry standards in the following areas:

- Number and type of staff required to operate and manage the recommended services and operating hours, such as the number of full-time equivalent professional Master of Library Science (MLS) degreed and para-professional staff.
- Staff compensation.
- Ratio of staff to operating hours.
- Library technology relative to current and future needs.
- Expenditures on library books, multimedia, and database subscriptions.
- Literacy programs and offerings.
- Other library programs.
- Budget resources for library operations such as revenue and general fund expenditures.

**Mapping Library Service Areas.** The Consultants provided an analysis of service area coverage by neighboring libraries using maps for graphic visualization, taking into account current usage patterns, County Library locations, current and projected population distribution, and demographic profile of the following areas:

- The reach and service area of the existing Library.
- Areas of Victorville not currently being reached or serviced by the existing Library.
- Service areas and underserved areas of the City that need or would benefit from library services currently out of reach.
- Identify the areas of the City that are within reach of San Bernardino County Libraries in the neighboring communities to avoid duplication of service areas.
- Determine library locations that would strategically broaden the reach of library services to the greatest number of residents.

### Methodology for Making Recommendations

After assessing the existing conditions of the Library against industry standards and best practices, the Consultants were fully equipped to formulate pragmatic recommendations for future improvements to the Library.

**Draft Recommendations.** The Consultants prepared draft recommendations for library services, facilities, and operations for review by the project team and the Community Services Advisory Committee (CSAC). The Consultants attended a CSAC meeting to present the draft report and provided all materials for review during the meeting. Next, the Consultants updated and modified the draft Library Master Plan based on comments by the Committee and City staff, which provided the input needed to codify an Implementation Plan for the study.

**Final Comprehensive Plan.** The Consultants prepared a Final document for review and editing by the project team. Based on the recommended revisions, the Consultants provided a final Library Master Plan. The Consultants assisted with preparing associated draft Staff Reports and attended a City Council meeting to present Plan findings and recommendations.

The Comprehensive Library Master Plan incorporates the following:

- A summary of existing conditions, inventories, and level of service analysis, inclusive of identifying any areas of shortfall as compared to average industry, regional, state, national, standards, as identified in the Needs Assessment.
- Written goals, targets, objectives, and policy statements that articulate a clear vision that can be used as a road map to guide library services and facilities.
- An implementation plan that includes:
  - Strategies, priorities, and an analysis of the budgetary support necessary for the short-term, mid-term, and long-term sustainability and planned growth of the overall library system.
  - A recommendation and plan for renovation, expansion, and/or acquisition and development of any necessary land or space for library facilities.
  - Recommendations for staffing, staff compensation, operating hours, maintenance, capital repair and replacement plan, development of programming and funding needs, inclusive of alternate funding mechanisms for consideration.
  - Charts, graphs, maps, and other data to support the plan and its presentation, as needed.

Completed documentation of the Library Master Plan included a written Final Report with appendices, an Executive Summary, and a slide presentation mirroring that Summary.

**Victorville & Its History**

The City of Victorville is located in the Victor Valley area of the High Desert of San Bernardino County, California. The City developed in part due to its location on the original Route 66 going between Las Vegas and Los Angeles. Almost 75% of Victorville residents commute to work in the metropolitan areas of Riverside, San Bernardino, and greater Los Angeles.

**The Town Formerly Known as Victor.** In 1901, the United States Postal Service (USPS) changed the name of the town from Victor to Victorville to eliminate confusion with Victor, Colorado. The City of Victorville was officially incorporated in 1962. As of 2017, the residential population of the City was approximately 125,000. Estimates suggest that the population more than doubles during business hours to accommodate the needs of the more than 400,000 people who call the Victor Valley home. As the largest and most established community in the greater Victor Valley, Victorville's Library attracts customers from beyond the city limits to include residents in the neighboring communities of Adelanto, Apple Valley, Hesperia, Lucerne Valley, Oak Hills, Phelan, and Wrightwood. Indeed, research performed by the Consultants reveals that VCL has issued Library cards to residents from 221 other cities in California and 17 other states.

In June of 2019, the City Council appropriated funding for the Library to seek consultation for a comprehensive analysis of its services and facilities as part of the City's Fiscal Year (FY) 2019/2020 budget. The purpose of the consultation was to identify how VCL could best serve the community by providing access to educational programs and materials, literacy services, and technology.

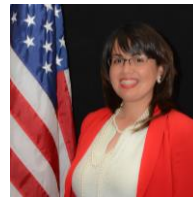
The City is a Council-Manager form of government. The five-member City Council appoints the City Manager and City Attorney, with the Mayor and Mayor Pro Tem nominated from the five Council members. At the time of this Report, only four of the Council seats were filled.



The Mayor is Debra Jones, originally from Orange County, is a graduate of the California School of Boards Association's Masters in Governance. Her motto is "Alone we can do so little; Together we can do so much" a quote from Helen Keller.



The Mayor Pro Tem is Leslie Irving, new to Council as of November 2020. She has 30 years of experience in teaching and has a Master of Science in Education degree from National University.



Council member Blanca Gomez has a Bachelor Degree in English Composition/Applied Linguistics and is a teacher of sign language. She teaches at Cal State University San Bernardino and is working on a Master's degree.



Council member Elizabeth Becerra is new to Council as of November 2020, but has family roots in Victorville dating back to the 1920s. She earned her Associate Degree in Public Works from Victor Valley College.

### Strategic Plan Goals of the City

The Victorville City Council adopted the *City of Victorville Strategic Plan for 2020-2023* on October 6, 2020. Seven specific goals, designated Goals A through G, comprise the Plan. See Appendix 1.1 for the complete *Strategic Plan* document.

As a City government entity, VCL is obligated to reinforce these goals and priorities in its day-to-day operations, as well as in its long-term planning activities. Specific goals and strategies VCL should seriously consider for incorporation into their workflow are:

#### Goal A. Financial Sustainability

Foster fiscal health through disciplined long-term planning, cost control, increased revenues & cost recovery.

##### Strategies:

- Identify new revenue opportunities and cost control measures.
- Conduct a citywide fee study to determine if fees are covering costs or require a subsidy.

#### Goal B. Public Safety

Implement public safety Strategies: to support a thriving and growing community.

##### Strategies:

- Implement the Measure P tax measure (general purpose transactions and use tax) approved by voters on the November 2020 ballot to support public safety and other community needs.

#### Goal C. Community & Economic Development

Support the economic vitality & preservation of the community for all its members.

##### Strategies:

- *Develop and implement strategies to assist businesses in re-opening following State guidelines related to COVID-19.*
- *Implement the Community Revitalization and Investment Authority (CRIA) for Old Town.*
- *Implement an Old Town façade improvement program.*
- *Complete the 7th Street – Old Town streetscape to provide an upgraded appearance for the area.*
- *Attract new businesses to the community.*

## City of Victorville Strategic Plan 2020 – 2023

Adopted By  
City Council  
October 2020



## Goal D. Reduce Homelessness

Implement effective solutions to reduce homelessness.

### Strategies:

- Expand on the existing homelessness outreach network in order to effectively engage the homeless community in services.
- Strengthen collaborations with the County and other entities to identify new funding opportunities and expand partnerships for homelessness services.

## Goal E. Invest in Infrastructure

Create a healthy and livable community by maintaining the city's assets through investment in infrastructure and innovations.

### Strategies:

- Implement the Capital Improvement Program to meet community needs.
- Complete the Library Master Plan & develop implementation Strategies: to improve & enhance Library services in the community.

## Goal F. Communication & Outreach

Build strong connections with community partners, residents, and employees.

### Strategies:

- Implement engagement efforts to increase information about City services, receive input from the public, and build relationships.
- Develop and implement a plan for branding and communicating, including the progress and outcomes from the City's Strategic Plan.
- Launch "Victorville 101" to educate employees and residents about their City government and work towards customer service enhancements.
- Increase and expand community events and activities such as movies in the park and pop-up activities, public health orders and guidelines permitting.

## Goal G. Organizational Effectiveness & Sustainability

Provide high-quality services through a commitment to local government best practices and employee development, support, and retention.

### Strategies:

- Establish an ongoing training program that is standardized across the organization.
- Establish a City of Victorville intern program to provide skill building opportunities for local students to "grow our own talent" for City positions.
- Establish professional development plans for each employee to support their growth and demonstrate commitment to employees' careers.

Our organizational **values** provide the basis for how we work to achieve our mission and vision.

## Values

**Excellent Customer Service:** We commit to being responsive to individuals, listening to the community, and serving all with compassion and excellence.

**Integrity:** We model ethical behavior in our words and actions. We lead by example to positively represent the city and community.

**Accountability:** We work to the highest standards of proficiency and expertise. We are accountable to the public, the City of Victorville and ourselves.

**Transparency:** We safeguard the public trust through open communication and honest business practices. Our credibility depends on our conduct and stewardship of all resources.



### The History of the Victorville City Library

The Victorville City Library serves as a municipal library and is funded through the City's general fund. VCL is governed by the Victorville City Council acting as the Library Board of Trustees. VCL staff is led by the City Librarian, who reports to the Library and Recreation Manager under the City's Recreation and Library Department.

VCL is the only city-operated library in the Victor Valley Region. The facility is typically open to the public 61 hours per week, Monday through Saturday, averaging approximately 583 customers per day, and circulating over 100,000 items each year. The Library currently has the one location in the Old Town portion of Victorville, located at 15011 Circle Drive. The original Route 66 runs through Old Town, just one block from the Library. The total square footage for the Library building has been previously reported to the California State Library as being 8,023. A more accurate accounting of the actual square footage is found in construction drawings for the building from 2006 which measures the Library at 8,229 gross square feet.

In its current location, the Library was previously operated by the San Bernardino County Library System. In 2006, the City of Victorville acquired operation and ownership from the County. The City took control of the Library with an intent to expand library services and develop a new Central Library to better meet the needs of the City's growing population. A committee for the new library was formed by the Friends of the Victorville City Library, which submitted their findings titled "Report of the New Library Design Committee" to the City Council in April of 2007. Due to the Great Recession and the seizure of redevelopment funds by the State of California, plans to expand VCL were postponed, then revived with the inception of this Library Master Plan.



*View of the public entrance to the Victorville City Library (top),  
View of the interior of the Library (bottom).*

## Contents of the Report

The various Sections of this Library Master Plan delineate the rationale for the many decisions required of this project. The Sections are intended to provide all parties with the findings, conclusions, and recommendations the Consultants believe are important for a library system that strives to be functional and cost efficient to operate. These considerations apply to both VCL operations and administration processes.

The recommendations contained in this Report are intended to be guidelines – not mandates – based upon input from the community and the experience of the Consultants. Their purpose is to assist with the overall quality, functionality, and sustainability of VCL. The City is encouraged to continually review this Plan to ensure the best library service is being provided to the public. Library staff are encouraged to propose alternatives they believe will result in the best new Library. These criteria for consideration are presented in the following order:

**Section 1: Introduction.** A brief presentation of the context for the project and its proposed scope of work.

**Section 2: The Modern Public Library.** A survey of the importance and relevance of the public library in today's society, including industry best practices and standards.

**Section 3: Peer Library Analysis.** A comparison of VCL with its library peers in California.

**Section 4: Population & Demographics.** Documentation of the demographics of Victorville and nearby communities.

**Section 5: Community Engagement.** Documentation of the wants and needs expressed by residents of Victorville and users of VCL.

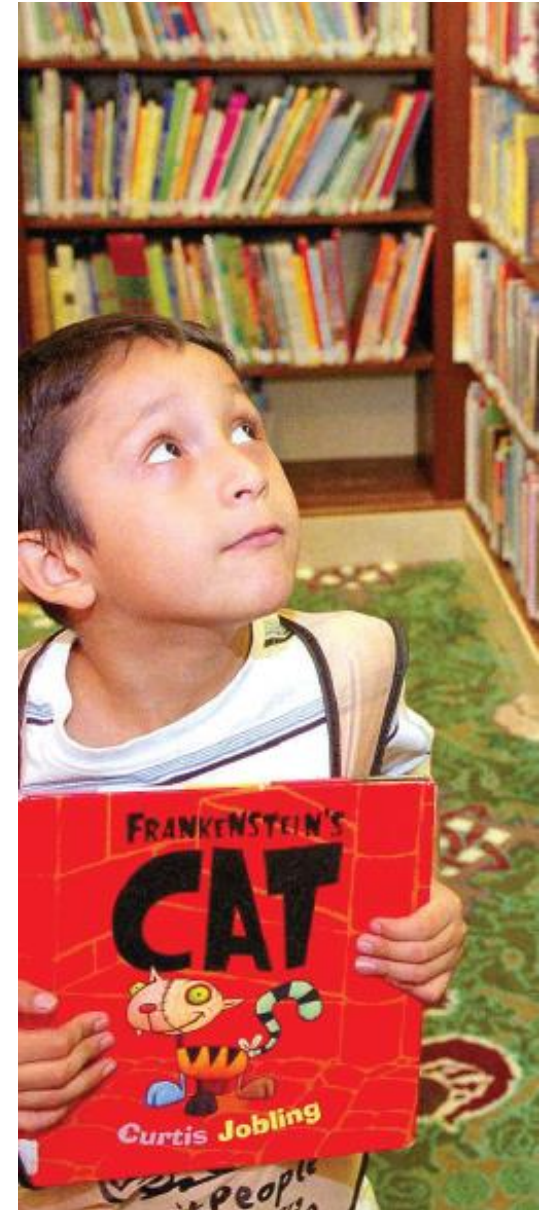
**Section 6: Assessment of Current Conditions.** Documentation of the evaluation of the various aspects of VCL, in light of library best practices and peer benchmarks.

**Section 7: Summary of Needs.** Documentation of findings of particular importance to the future success of VCL.

**Section 8: Recommendations.** A list of recommended options responsive to identified community needs.

**Section 9: Implementation Plan.** A prioritized timeline for implementation of recommendations.

**Section 10: Appendices.** Supporting data for Sections 1 through 9.



*Reading is fundamental to a good education & a lifetime of good earning potential.*

*Section 2:*  
*The Modern Public Library*

## Section 2:

### *The Modern Public Library*

The American Society for Civil Engineers (ASCE) grades the infrastructure of the United States every four years. The most recent grading – in 2021 – resulted in our nation’s overall score being C-. ASCE does not grade the country’s social infrastructure – the physical places that foster contact, mutual support, and collaboration among friends and neighbors. People develop and sustain ties in communities and cities that have a healthy social infrastructure. They do so because engaging in sustained, recurrent interaction, especially while doing things they enjoy, will inevitably grow relationships – even across ethnic and political lines.

When social infrastructure is degraded the result is that social activity is inhibited, all too often leaving families and individuals to fend for themselves. If we neglect the shared spaces that shape our interactions, the consequences of such neglect may be less visible than crumbling bridges and rough streets – but they are no less dire.

#### ***The Public Library is a Critical Component of Our Social Infrastructure.***

Public institutions – libraries, schools, and parks – are all vital parts of our social infrastructure. At the public library, one typically finds a diverse group of people – all ages, ethnicities, social classes, and political persuasions. From this comes a stronger, more vibrant, and healthier group of communities resulting in a more robust and livable city. The public library is a place – for many, their “third place,” a place other than home and work where in-person relationships are made – a place that consistently promotes mutual respect and enlightenment. Public libraries are one of the most critical – and undervalued – forms of social infrastructure we have!

## **The Relevance of the Modern Public Library**

Today, public libraries have a unique opportunity to take advantage of the urbanization of America. The last few decades have seen a rebirth in cities throughout the United States following decades of disinvestment. Millennials, non-traditional households, retirees, and others are rediscovering the value of vibrant walkable cities and towns as an alternative to life in the suburbs with its automobile dependence and sprawl. There is a keen interest in living more sustainably, and game-changing new technologies have altered how we travel, communicate, socialize, and learn.

As one of the country’s most beloved and trusted public institutions, public libraries can be a major player in the ongoing urban renaissance, becoming the ‘third place’ open to all, providing a central role in the life-long learning of any community’s residents.

***The Public Library of Today.*** To fulfill this role, libraries must do two things simultaneously:

- 1) They must break new ground and appeal to new audiences, while
- 2) Maintaining their traditional roles and existing customer base.

Libraries must be an appealing alternative to shopping or staying at home and browsing the Internet. Libraries must offer comfort, convenience, conversation, and community. Along these lines, an improved Victorville City Library (also referred to as VCL or the Library) can be an outstanding example of forward-thinking design and operation. Understanding the library in the context of the larger city means there are opportunities to leverage resources unique to Victorville – including partnerships with local institutions, employers, and industries.

Collectively, we might also envision a broader role for the public library. In some countries, libraries are often mixed with film theaters, art galleries, shops, even government offices. By having many uses co-located, the rationale for a visit is multiplied. This idea could work in Victorville. Beyond the city’s core, new service outlets may be sited and existing branches renovated to make them more sustainable, resilient, and responsive to their neighborhoods and evolving constituencies.

We live at a critical moment, when we are coming to terms with enormous technological innovations. These innovations have great potential for social good. But they also carry enormous risks – especially with respect to security, privacy, and access.

Public libraries are on the front lines in working to bend technologies in a positive, socially responsible direction. Even as we think of the creation of the public library as a place, we must also strengthen its commitment to openness, equity, and responsibility.

**Purpose of the Public Library:** A mundane response is the common one: The library is for residents living in proximate neighborhoods. The more lofty ambition for the Library is to be that Third Place, where people want to spend their time. Many public libraries are considered a Community Hub for their neighborhood, or their entire City.

The resulting library will be comprised of inviting, comfortable spaces – efficiently staffed – adaptable to future change. It should enable each library facility to be a gathering place for all of Victorville – a favorite place for residents and visitors to spend time because of the diverse offerings within the walls, or even outside the building. Newly imagined libraries should be destinations – symbols of pride for the community and a symbol of prosperity for citizens and visitors alike. When a Victorville-area resident shows their relatives around town, their neighborhood Library should be one of the first stops.

Most importantly, the library system must be operationally efficient, derived from carefully thinking-through all operational aspects. A 21st Century Library should be defined by comprehensive performance criteria – for spaces, staffing, automated technology, and infrastructure – easily adaptable to future change and sustainable in every sense.

### Why Public Libraries are Important

**The Public Library is a Favorite Destination.** A Gallup Survey published in January 2020 found that visiting a library remains the most common cultural activity Americans engage in, by far.<sup>1</sup> An average of 10.5 trips to a library by adults doubled the participation in eight other leisure activities of going to a movie (5.3 trips), a live sporting event (4.7) attending live music or theater (3.8), visiting national or historic parks (3.7), museums (2.5), gambling casinos (2.5), and trips to amusement/theme parks (1.5) and zoos (0.9).

<sup>1</sup> <https://news.gallup.com/poll/284009/library-visits-outpaced-trips-movies-2019.aspx>

# GALLUP®

JANUARY 24, 2020

## In U.S., Library Visits Outpaced Trips to Movies in 2019

BY JUSTIN MCCARTHY



Adults in the U.S. averaged 10.5 trips to a library in 2019 – double the number of people going to a movie or a live sporting event.

A majority of Americans feel that public libraries are important. Reports from the Pew Research Center<sup>2</sup> corroborate that:

- People like and trust librarians.
- Libraries level the playing field for those without vast resources.
- People still read print-on-paper books.

Further, these reports show that people think libraries are important, especially for their communities, and believe that libraries are now centers of technology resources.

Pew Research asked people whether closing local public libraries would hurt their communities.<sup>3</sup> Overall, 66% said it would have a major impact. This feeling was strongest among women (74%), those between the ages of 50 and 64 (73%), and college graduates (71%).

As to whether a library's closing would have an impact specifically on them and their families, 33% said that it would. This feeling was strongest among Latinos (48%), those between the ages of 50 and 64 (42%), those in households earning less than \$30,000 (41%), and women (39%).

Those who were least likely to say closing a local public library would affect the community were those without high school degrees (15%), non-internet users (15%), and those in households earning less than \$30,000 (10%).

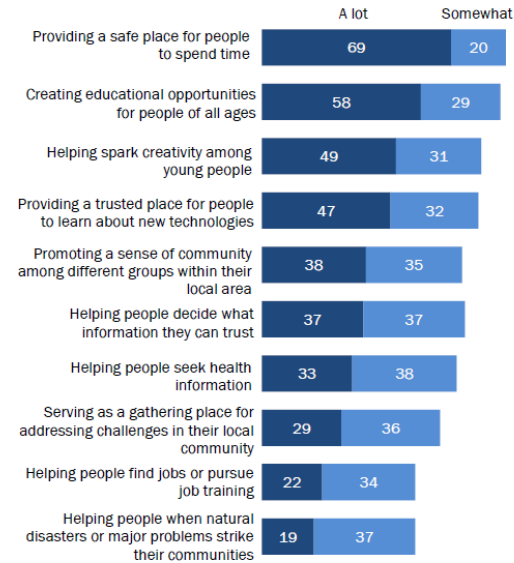
Those who were least likely to say closing a local public library would specifically affect them and their families were men (37%), those between the ages of 18 and 29 (39%), those without high school degrees (40%), and those without minor children (36%).

The Pew survey also asked about the ways in which public libraries contribute to their communities. The top responses, all with 78% or more responding either "a lot" or "somewhat," were:

- Providing a safe place for people to spend time (60% say "a lot" and 20% say "somewhat").
- Creating educational opportunities for people of all ages (58% "a lot" and 20% "somewhat").

### People see libraries as a safe place, a source of educational opportunity and trusted information, as well as a place to ignite creativity in young people

% of U.S. adults ages 16 and older who say libraries contribute 'a lot' or 'somewhat' to their communities by ...

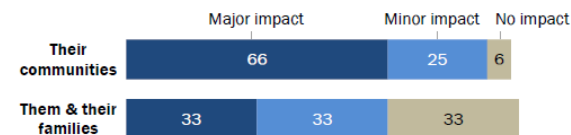


Source: Survey conducted March 7-April 4, 2016.  
"Libraries 2016"

PEW RESEARCH CENTER

### People think closing their local public libraries would hurt communities

% of U.S. adults ages 16 and older who say closing their local libraries would have the following impacts on ...



Source: Survey conducted March 7-April 4, 2016.  
"Libraries 2016"

PEW RESEARCH CENTER

<sup>2</sup> <http://www.pewinternet.org/2018/04/09/the-information-needs-of-citizens-where-libraries-fit-in/>

<sup>3</sup> <http://www.pewinternet.org/2016/09/09/libraries-2016/>

- Helping spark creativity among young people (49% “a lot” and 31% “somewhat”).
- Providing a trusted place for people to learn about new technologies (47% “a lot” and 32% “somewhat”).

More than 50% responded either “a lot” or “somewhat” for:

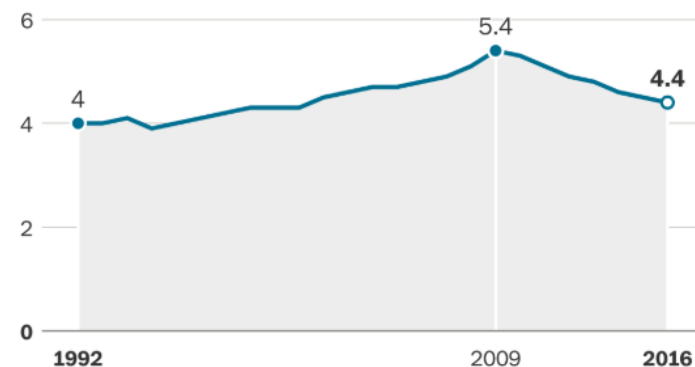
- Promoting a sense of community among different groups within their local area.
- Helping people decide what information they can trust.
- Helping people seek health information.
- Serving as a gathering place for addressing challenges in their local community.
- Helping people find jobs or pursue job training.
- Helping people when natural disasters or major problems strike their communities.

The *Washington Post* cited figures cited by the Institute of Museum and Library Services (IMLS) show that public libraries nationwide are used heavily.<sup>4</sup> Data from the most recent year available showed that local libraries in America had more than 171 million registered users, which amounts to more than half of the Americans who lived within a public library service area. Users visited public libraries over 1.35 billion times – equating to approximately 4.4 visits for every man, woman, and child living in an area served by a library. Physical library visitation has increased over the last 15 years, although it peaked at the height of the recession in 2009 and has declined somewhat since then. Still, that data does not include virtual visits when patrons use the local library website to download e-books or use other digital resources.

IMLS does not track virtual visits to libraries – when library customers visit their local library website to reserve a book or download an e-book to their device. Those virtual visits may account for some of the decline in library traffic since 2009.

### Still lots of foot traffic to the local library

Library visits per capita in the United States, 1992 to 2016



Source: Institute of Museum and Library Services

THE WASHINGTON POST

People in the U.S. visited a public library 1.35 billion times in 2016 – or 4.4 visits each for every man, woman, and child living in an area served by a library.

<sup>4</sup> [https://www.washingtonpost.com/business/2018/07/23/an-awful-lot-people-use-love-their-public-library-an-economics-professor-discovered-this-weekend/?utm\\_term=.c54d5dc86797](https://www.washingtonpost.com/business/2018/07/23/an-awful-lot-people-use-love-their-public-library-an-economics-professor-discovered-this-weekend/?utm_term=.c54d5dc86797)

People overwhelmingly think it is important to support libraries with their tax dollars. A report from the Ohio Library Council showed that tax levies to benefit public libraries averaged \$1.39 for every \$1,000 in assessed property value.<sup>5</sup> For the average homeowner, that came to approximately \$65.00 that year. Tracking of statistics on public library funding initiative elections by everylibrary.org shows recent success trending upward from a consistent 70% annually to over 75% in 2020.

A researcher at the Tax Policy Center think tank calculated that if public libraries were closed across the country and the funding was refunded to Americans, each person would only receive \$36.00. Library advocates contrasted this to the high return on investment (ROI) that public libraries yield.

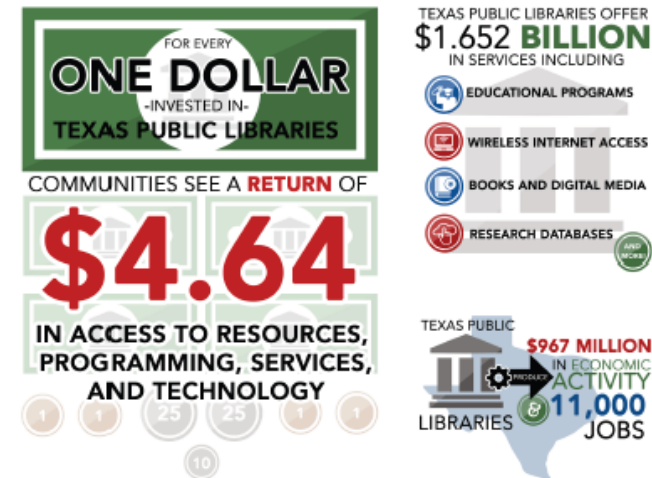
The most recent example is a study released in January 2017 by the Bureau of Business Research IC<sup>2</sup> Institute of the University of Texas at Austin, which found that Texas public libraries provided \$2.628 billion in benefits while costing \$566 million, a return on investment (ROI) of \$4.64 for each dollar expended.<sup>6</sup>

**The Public Good.** At Vox.com, staff writer Constance Grady mused about the concept of a public library as a public good.<sup>7</sup> Grady enumerates the services libraries provide and points out that those services are offered equally to non-English-speaking immigrants, incarcerated people, homeless people and housebound people. Americans have collectively decided to put our tax dollars into a resource that offers public education and entertainment and serves our most vulnerable populations as part of its mission. For-profit businesses, in contrast, are not designed to serve vulnerable populations, nor is educating the public typically one of their priorities.

To sum up, public libraries are dear to the hearts of many Americans, and this is never shown more clearly than when someone suggests taking them away. Studies and commentary show that Americans value the information resources, services and programs that libraries provide, and they revere the model of a taxpayer-funded, community-controlled, not-for-profit institution that offers service equally to everybody.

## Texas Public Libraries

### Economic Benefits and Return on Investment



### Texas State Library and Archives Commission

This report was prepared by the  
Bureau of Business Research IC<sup>2</sup> Institute  
The University of Texas at Austin  
January 2017

*The most recent state-wide study found that Texas public libraries provided a return on investment of \$4.64 for each dollar spent on them.*

<sup>5</sup> [https://mashable.com/2018/07/22/forbes-library-amazon/#5SLxj\\_uJaqn](https://mashable.com/2018/07/22/forbes-library-amazon/#5SLxj_uJaqn)

<sup>6</sup> [https://www.tsl.texas.gov/sites/default/files/public/tslac/pubs/ROI\\_Final.pdf](https://www.tsl.texas.gov/sites/default/files/public/tslac/pubs/ROI_Final.pdf)

<sup>7</sup> <https://www.vox.com/culture/2018/7/24/17603692/public-libraries-essential-forbes-amazon>

In *Current Affairs* magazine, Editor Nathan J. Robinson pointed out that the “library model” represents a radical departure from the economic models used in other spheres of American life, such as food services and health care.<sup>8</sup> If public libraries did not already exist and somebody proposed a similar resource in today’s political climate, it would probably look much different, involving participation by for-profit enterprises and cost-sharing by users. As they exist today, public libraries provide an aspirational example of what a community-run, not-for-profit public service ought to look like and how it can be operated.

Robinson also notes that when an institution is controlled by local government for the good of the community, the members of that community have democratic control over it, and the institution is accountable to the community for the services it provides. Putting those institutions into the hands of private corporations could mean that people seeking access – whether for research, self-improvement, or entertainment – would have to constantly decide whether each source is valuable enough to pay for.



*People learn to make things at the public library while the public library helps make people who they become.*

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<sup>8</sup> <https://www.currentaffairs.org/2018/07/why-libraries-are-amazing>

**Best Practices & Industry Standards for Public Libraries**

Accepted best practices for modern public libraries encourage them to make themselves relevant to their communities by identifying and responding to specific community needs and by forging connections with other institutions in the community to work toward common goals.

**The Third Place.** Libraries are a striking example of third places. Such places play an important role in community building.<sup>9</sup> In order to serve this function, a place must have an appropriate location, be easily accessible, inspire trust, and convey a sense of neutrality. Pew Research has shown that an overwhelming majority of adults view the library as “welcoming and friendly places” and about half have visited or otherwise used a public library in the last 12 months.

Libraries have taken on other functions beyond the lending of books. In many communities, library staff members are ad hoc social workers and navigators who help people figure out the complexities of life. They assist people with navigating systems for healthcare, housing, literacy, employment, and other areas. Library programming and events follow the needs of the community. These services underscore the library’s importance as a third-place institution.

Libraries play a hub role in the community, using partnerships with other institutions to connect people with services and help. Examples of such partnerships focus on areas such as community health, mental health, youth leadership, needs of the homeless, needs of immigrants, job seeking, access to social services, legal aid programs, ESL classes, literacy programs, needs of seniors, needs of military and veterans. In such partnerships, the library can use its existing outreach channels to promote programs and can offer a venue for hosting events.

Libraries are places where a cross-section of the community visit in large numbers. Such places are valuable to a community by creating economic opportunities for the surrounding area. Libraries often:

- Maintain local archives, historical records, and artifacts relevant to the community. Such collections can be of particular interest to local groups, genealogists, and history buffs from afar;
- Respond to local community interests by building special circulating collections, such as cake pans, fishing rods, bike locks, artwork, or tools;
- Provide places where people can connect socially, professionally, or based on particular interests;
- Serve as catalysts for addressing local social problems, well-positioned to partner with other institutions to help address specific problems. Because public librarians interact on a daily basis with patrons from all walks of life, they are in a position to recognize local issues and bring them to the notice of local government and social agencies;
- Prioritize environmental sustainability, as part of their own facility planning and in partnerships forged with other community institutions; and
- Play a part in a community’s civic life by championing, promoting, and reflecting important values of democracy. This includes anti-censorship displays such as for Banned Book Week, promotion of informed civic involvement and civil discourse, and helping citizens learn how to become advocates for themselves and their communities.



<sup>9</sup> <https://www.brookings.edu/blog/up-front/2017/03/30/how-public-libraries-help-build-healthy-communities/>

Libraries attempt to identify and fill the needs of particular segments of the community by providing information, support resources, and opportunities to connect. Such segments might include:

- Job-seekers and career changers.
- Entrepreneurs and business owners.
- Homeschoolers.
- Immigrants and non-English speakers.
- LGBTQ individuals.
- Military and veterans.
- Homeless and unsheltered individuals.
- Any other group with specific needs that might be identified by the community.

Libraries promote literacy, which has been related to reductions in drop-out rate, poverty, dependence on welfare services, and incarceration. Libraries provide:

- A channel by which local artists and people with non-mainstream points of view can reach a public audience.
- Free programs that promote involvement with the arts for everyone, not just the wealthy.
- Free opportunities for education in times when education is increasingly expensive.
- Opportunities for members of the community to create their own content.
- Help with students' academic performance by offering free tutoring, homework help resources, and summer reading programs. These programs can help bridge the economic divide for students from families lacking financial resources;
- Library programs for babies and young children to help with early education and development, and help prepare children to excel in school; and
- A safe and relaxing place for teens and tweens to hang out. Teens can learn valuable life skills by participating in library teen advisory boards or volunteer activities.

Libraries attempt to identify segments of the community that might have trouble accessing information and adapt programs in order to serve them:

- Customers with impairments affecting vision, hearing, or mobility (often involving the use of assistive technology).
- Customers with other special needs or requirements.
- Homebound patrons or those who are otherwise unable to come to the library physically.

Library buildings – whether historical Carnegie edifices, simple modern structures, or grand new architectural marvels – communicate symbolism, meaning, and cultural values. But most importantly, modern libraries provide abundant space that can be used for a multitude of functions, with the support of adaptable building infrastructure and easily reconfigurable furniture and equipment.

All of the above are considered best practices for public libraries.



*The public library is a place where good things happen!*

## Public Library Industry Standards

National standards for public libraries have ceased to exist since the American Library Association (ALA) stopped publishing their version in 1966. In the interim, several states in the U.S. have developed their own Public Library Standards. Such standards are adopted and/or sanctioned by their State Library, typically a governmental agency that provides library and records management services to a wide variety of individuals and organizations. These standards are to be living, working documents that continually evolve 'to mirror the vitality of good public library service' while improving public libraries everywhere. These standards typically cover all aspects of library operations, from administration to funding to technology and facilities.

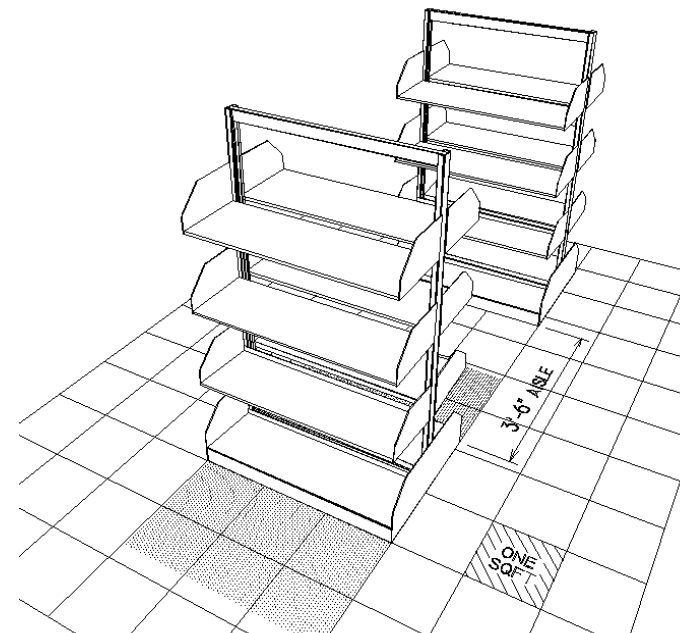
In the absence of codified national public library standards or an equivalent version adopted by California, the Consultants have recommended using a set of standards and guidelines we have developed over decades of practice and experience.

Early in the Master Planning process, the Consultants submitted these library planning guidelines to VCL, outlining definitions of terms, facility planning standards, library-specific space standards, parking guidelines, and site evaluation criteria. Also submitted and applicable to the project were public library trends and best practices.

**Modern Library Space Standards.** Space standards are typically expressed in the two-dimensional terms of square footage, which is often adequate. Libraries are unique, however, in that collection capacity is based on a three-dimensional density equation that factors in shelving heights and aisle widths.

The set of space standards the Consultants have developed for libraries of all types are predicated upon a Modern Library's three-dimensional characteristics. We have based these space planning guidelines on our work with hundreds of library clients throughout the U.S. and abroad, updating them as trends and technological developments demand. Our space standards are predicated on providing ADA-compliant space, adaptable to future change.

It has been our experience that when applied correctly, our space standards result in an adequate size for libraries accommodating a wide variety of functions – including all required furniture, equipment, and staff support spaces.



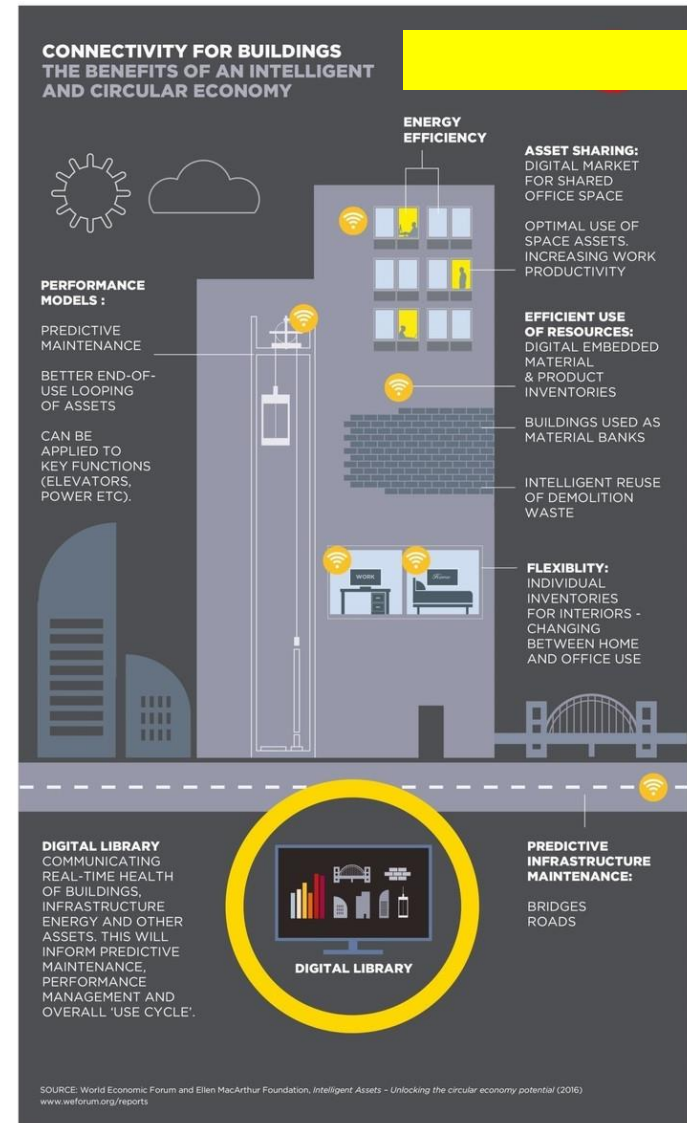
	media type	total volumes	volumes/ square foot
Double Face 60"H Shelving Unit SDF602636-42 17 square feet per unit	Reference/Non-Fiction	144	8
	Fiction/Young Adult	288	17
	EasyPicture Books	576	34

*One example of Godfrey's three-dimensional Library Space Standards, calculating shelving capacity per material format, based on shelving height & aisle spacing.*

**Modern Library Building Factors.** The Consultants believe there are several factors that need to be present in any public library facility for it to be judged a modern library:

1. Adequate overall size of facilities.
2. User-friendly housing of collections.
3. Proper ratio of seating quantities to collection quantities.
4. Significant and current technology for public and staff.
5. Age-specific spaces and furniture for all ages that are highly functional and easily reconfigured.
6. An assortment of public meeting and gathering spaces, in numbers and sizes.
7. Adequate size and equipment for a collegial staff workspace.
8. Adaptable building infrastructure.

See Appendices 2.1 through 2.5 for details. Appendix 2.1 contains definitions of several modern library planning terms. Appendix 2.2 outlines standards for the planning and design of libraries. Appendix 2.3 tabulates space standards for many of the spaces and/or items found in a typical modern library, in terms of net square feet per item. Appendix 2.4 proposes site evaluation criteria for a new or existing public library. Appendix 2.5 outlines criteria for quantifying adequate parking for various sizes of public libraries.



A conceptual diagram depicting potential components of adaptable building infrastructure.

### Current Trends Shaping the Library Environment

National public library trends are evolving much more rapidly this century than did the computerization of libraries, a trend that was so impactful at the end of last century. Technological advances on multiple fronts have markedly increased customer expectations – to the point that they expect to find at the Library what they have at home and/or at work – or even more.

Still, the challenges facing public libraries – today and in the future – revolve around their traditional cycle of life. Library **customers** dictate library **programs** and **services**, which require **staff** to deliver. Customers, services, programs, and staff require **facilities** – all of which require **funding** – which in turn requires satisfied **customers**. So, on goes the cycle of life of the Public Library. Therefore, no component of a successful public library system can be planned in a vacuum.

Libraries that embrace flexibility and adaptability are better positioned to exhibit sustainability, as well as the ability to evolve to meet coming trends in service delivery. In the big picture, the most important “ability” is availability – for any given hour, day – or for years to come.

### What Trends Impact the Future of Public Libraries?

As public libraries move into the future they will contend with national and global trends that shape both economic and social environments. Their continued existence depends on retaining ongoing support from government and community stakeholders, and the path they take will be guided by the values expressed in local mission statements. Trends in librarianship over the last decade establish a direction in which public libraries will continue to develop during the next few years, and a few specific innovations that are on the horizon can offer a vision of what a future public library might offer its users.



An example of a modern public library, the Success Library, City of Cockburn, Australia

In a follow-up to their seminal report *Rising to the Challenge: Re-Envisioning Public Libraries*, the Aspen Institute recognized transformative social changes brought on by digitization:<sup>10</sup>

- Individuals have instant access to vast quantities of information from portable devices.
- Communities, bound together by social media rather than geographic location, are increasingly shaped by mutual interests rather than physical boundaries.
- Economic models are transitioning from industrial- and service-based to knowledge- and creativity-based.
- The disruptive impact of technology causing skills to become quickly obsolete, employment is increasingly transient, with jobs typically lasting for only a few years instead of career-long.

Pearson Education Inc. released a report on the future of work and the skills that will be needed in future decades.<sup>11</sup> “*The Future of Skills: Employment in 2030*” identifies seven key trends influencing the U.S. and U.K. labor markets:

- Technological change.
- Globalization.
- Demographic change, including cultural differences between the millennial and older generations as well as the ripple effects of an aging population on all aspects of life.
- Environmental sustainability, involving both the impact of climate change and changes resulting from an emerging awareness of environmental issues.
- Urbanization, as population concentrates in cities.
- Increasing inequality leading to disparities in education, health care, social services, and consumption.
- Political uncertainty mirrored by political and policy uncertainty, which in turn has a negative effect on many economic sectors.

The Pearson report also identifies occupations and skills most in demand by 2030. The top ten skills focus heavily on teaching, learning, and creativity – skills commonly required for librarians. The top ten occupations include teachers, with preschool through secondary at #1 and postsecondary at #4, and “Librarians, Curators, and Archivists” at #9.

To flourish in today’s knowledge economy, people need:

- Lifelong access to an ever-increasing, ever-changing body of knowledge and tools.
- The capacity to learn in small, quick doses.
- The ability to process information in many different forms.
- Ways to gather, collaborate, contribute in their areas of interest.

### RIISING TO THE CHALLENGE

Re-Envisioning Public Libraries



THE ASPEN INSTITUTE  
Communications and Society Program

<sup>10</sup> <https://www.aspeninstitute.org/blog-posts/future-libraries-2017-review-2018-preview/>

<sup>11</sup> <https://futureskills.pearson.com/>

## Competition for Funding

The strong support for public libraries shown by the research of the Pew Research Center, the Brookings Institution, and others is often matched or even overwhelmed by the strong competition for public funds. Robinson Meyer, staff writer at *The Atlantic*, offered analyses of IMLS data from 2002 to 2013 to show a correlation between library usage and revenue.<sup>12</sup> Meyer showed that when public libraries receive more public investment, their customer visits and circulation also increase. When public investment decreases, as it has since 2009 because of recession-driven budget cuts, there is a decrease in usage. This was a trend seen in public libraries nationwide.

The fierce competition for funding means the public libraries that move into a healthy future will be those successful in cultivating the support of local stakeholders and governing bodies. Four strategies recommended by the Aspen Institute for transforming library services are intended to help ensure the long-term health of libraries, while they relate to building local support in working for fiscal efficiencies.<sup>13</sup>

1. Align library services in support of local community goals by: a) being more intentional in ways to deploy resources in the community; and b) being more deeply embedded in addressing the critical challenges facing the community.
2. Provide access to content in all formats while facing two immediate major challenges: a) being able to procure and share e-books and other digital content on the same basis as physical versions; and b) having affordable, universal broadband technologies that deliver content and help create it.
3. Continue to seek reliable sources of revenue while exploring alternative governance structures and business models that maximize efficiency, sustainable operations, and customer service. Consider regionally networked services to realize economies of scale without compromising local control.
4. Cultivate local government, business, and civic leaders by: a) building a strategic plan with input from all stakeholder groups in the community; and b) improving communications with all segments of the community.

David Swindell, director of the Center for Urban Innovation at Arizona State University, observes: "Libraries are going to become more of a one-stop shop for many purposes: a living room, an incubator, the public attic. There are many diverse uses that can benefit the community, but siloes must be bridged. We should think of the future. How do we create a physical and virtual space so that it is adaptable to changes in the future?"

While looking to the future and innovation, libraries must be cautious not to simply chase the next big thing. "It is important to keep the core values of contributing knowledge to the community," says Robert Kiely, city manager of Lake Forest, Illinois. "The library is a place you don't know you need but couldn't live without."

### ALIGNING LIBRARIES WITH COMMUNITY GOALS:

#### LIMITLESS LIBRARIES

More than 80,000 Nashville public school students and 7,000 educators have access to a wealth of resources thanks to this cooperative program between the Nashville Public Library and Metro Nashville Public Schools designed to foster resource sharing and improve student access to learning materials.

Created in 2009, at the behest of Nashville Mayor Karl Dean, Limitless Libraries began as a pilot project in three high schools and a ninth grade academy. Today, it serves all 128 schools with two full-time collection development librarians and a materials budget of more than \$1 million. Library resources are delivered to students and educators at their schools boosting access to books, movies and music while integrating the library into students' daily lives. In addition, Limitless Libraries supports digital literacy by furnishing schools with e-readers, netbooks and iPads.

Since its launch, circulation of school library resources has increased 79 percent; 28,000 middle and high school students are registered Limitless Libraries users; and bulk purchasing and negotiated discounts have achieved an estimated \$271,000 in savings while vastly expanding resources.

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BRINGING TO THE CHALLENGE

*Rising to the Challenge: Re-Envisioning Public Libraries, Aspen Institute Report, page 48*

<sup>12</sup> <https://www.theatlantic.com/technology/archive/2016/04/americans-like-their-libraries-but-they-use-them-less-and-less-pew/477336/>

<sup>13</sup> <https://csreports.aspeninstitute.org/documents/AspenLibrariesReport.pdf>

### Library Mission & Core Values

Providing access to content in all formats – physical and digital – is one of the core values of libraries and the library profession. Public libraries provide technology tools to help all members of their community obtain information and participate in the world's conversations. We can expect this and other library and librarian values to be reflected in strategic plans as priorities that guide the direction of public library services for decades.

Interviews with library leaders conducted by Martin Figueroa were summarized in an article in *American Libraries*.<sup>14</sup> The values most often mentioned were:

- Equity of opportunity for all.
- Equal access to information for all.
- Privacy and confidentiality.
- Importance of life-long learning, from babies to seniors and everything in between.
- Freedom of information and the right to read.
- Service to the community and focus on making customers' lives better.
- Maintaining a perception of neutrality.
- Promoting civic engagement.

### Predicting the Near Future through Trends of the Recent Past

As technology changes the world we live in, the public's expectation of what libraries should be changes, and libraries are changing in response. The last ten years have shown public library trends that provide ideas of what the next ten years will look like.

**Mobile Devices, Connectivity, Information Overload.** Libraries use mobile technology to interact with customers in new places and new ways. Many library resources are available online and through mobile apps. Customers may use library resources without entering the building. Libraries will increasingly use this technology to bring library services offsite to community events, the homebound, or have micro-collections in places throughout the community where people gather.

<sup>14</sup> <https://americanlibrariesmagazine.org/2017/03/01/our-futures-in-times-of-change/>



## The Future of Collection Management in RFID Libraries





- Dynamic Library RFID Inventory
- Realtime Data
- ILS Data = Items on Shelves

[www.fetechgroup.com](http://www.fetechgroup.com)

Radio frequency identification is revolutionizing library service. As a toll tag for books, it helps staff locate an item anywhere in the building & allows customers to check-out dozens of books simultaneously – without staff assistance!

**Technology Improves Access.** The flood of information available through the Internet has changed the librarian's role from providing access to information to navigating the information landscape and evaluating sources to locate credible, high-quality information. Connectivity has penetrated library automation as vendor products gain the ability to interact with products from other vendors, improving functionality and the user experience.

Compromised privacy is one negative effect of connectivity, as corporate and government interests harvest information from online customers. Libraries and librarians have an ethical obligation to preserve users' privacy and prevent unauthorized disclosure of personally identifiable data regarding library usage. But private corporations routinely collect information about sales and web-browsing habits to use for individually targeted advertising. Nonetheless, librarians will continue to work to protect customers' privacy online.

Technological innovation coupled with the demands of an aging population has transitioned from a possibility to an imperative – as new levels of access to customers with challenges in vision, hearing, and/or mobility are available. Universally accessible adaptations will result in improved experiences for everyone.

**Providing Access to Technology.** Libraries provide technology resources for those without access in their homes or business establishments. In some cases, libraries offer access to emerging technology tools (for example, 3D printers) that are normally unavailable to the general public. Libraries offer educational programs focused on technology skills, from basic computer use to writing computer code. As new devices reach the consumer market, libraries will continue to train customers how to use the ever-expanding array of devices and protocols.

**Content.** Libraries see a demand for content in many different formats. A single item may be available as an eBook (in more than one eBook format), a print book, a large-print book, or an audiobook – either as physical media or downloadable. After a rapid rise in popularity, eBook demand has plateaued. And still, the physical print-on-paper book remains extremely popular.

In cases where a library has only digital copies of an item, a print-on-demand machine such as an Espresso Book Machine, can produce a printed and bound copy upon customer request. Such a machine has an online catalog of over seven million books. It can print custom titles – anyone can be a “published” author!

### Teen uses 3D printer to make a 'Robohand' for third grade boy

Feb. 6, 2014

Recently, a third-grade boy received a new, 3D printed prosthetic hand thanks to the help of 16-year-old maker, Matthew Wilde, and the 3D printer at their local public library.



Wilde is an enterprising guy. He's always been interested in figuring out how things work: from computers to ottoman chairs. About two months ago, Matthew – an adorable nine-year-old from Louisburg, Kansas – came to Wilde, who's a family friend, with a design for a 3D-printable prosthetic hand. Wilde took the design and his skills to the 3D printers at their local public library to make Matthew's new, 3D printed prosthetic hand.

More books are featuring diverse viewpoints – from women, LGBTQ, racial minorities. Some librarians make a point of including diverse material in their collections so all segments of the community are represented.

Libraries reach out to specific demographic groups that may face challenges when seeking information or connecting with community resources. They provide special programs for older adults, immigrants and non-English speakers, veterans, and people with special needs.

Public libraries identify specific community needs and develop services in response. Examples include programs on career development or job seeking, small business support, and informational programs on health care or financial literacy. Some programs involve developing partnerships with other entities in the community, such as volunteers to assist with tax preparation or small business mentoring.

Now, public libraries and their customers digitize local history materials such as high school and college yearbooks, newspapers, photographs, and documents. Public libraries can and have organized the digital preservation of these items for the local collection or to contribute to a regional or national digital archive.

**Content Creation.** Libraries encourage creativity and content creation within the local community. Examples could include a makerspace with tools for crafting physical objects, or perhaps a digital creation lab for creating and editing media, or something as simple as classes and meeting space for people with an interest in creative writing or journaling.

**Adaptable Physical Space.** Library spaces make frequent use of modular furniture that offers flexibility in arrangements, with multi-use spaces that are easily reconfigured. Seating areas feature a mix of formal and informal seating, with an increased number of electrical outlets and wireless Internet capability.

**Linking Services to Community Interests.** Libraries are aware that their future viability depends on support from the community. To maintain this support, they constantly look for new and creative ways to serve community needs in ways compatible with the library's mission.

**The Library of Things.** Some public libraries have developed circulating collections of unusual items with particular community interests. For example, some circulate collections of toys, artwork, cake pans, home improvement tools, fishing poles, and prom dresses. There are seed libraries allowing customers to take and contribute seeds. Many libraries circulate high-tech items, ranging from laptop computers and tablets to an array of cameras.



**Creative Approaches.** Libraries have shown a willingness to try outside-the-box approaches to improve efficiency or promote value. Libraries communicate with their stakeholders using corporate-style annual reports with info-graphics and return-on-investment figures. Some libraries have modeled their customer service practices on those of retail businesses by arranging their collections using bookstore categories rather than the traditional Dewey Decimal System.

Collaborative projects bring together libraries for a networked service benefiting all participants from economies of scale while retaining local control. Data mining techniques like those used for retail consumer marketing efforts can be applied to circulation data, customer data, and local demographics to assist in building collections, services, and facility planning. Funding can be augmented by selling naming rights, obtaining corporate sponsorships, and crowdfunding campaigns. Clever methodologies for community engagement help library staff gather input from stakeholders for strategic planning.

### Glimpses into the Future

The rapid advancement of technology has brought a plethora of applications to market – way too many to cover in this Master Plan. A small sampling of innovative approaches to service delivery range from pop-up libraries to leading edge technologies. The Consultants share examples of newer tech applications, for reader edification, not endorsing any product or application, such as:

**Libraries Without Borders Projects.** Libraries Without Borders uses Koombook and IdeasBox for their projects that take libraries and learning tools into areas where education is needed but is lacking. Koombook is a self-contained digital server pre-loaded with educational resources such as Khan Academy, Wikipedia, Project Gutenberg, and Ted Talks. The Koombook server creates its own Wi-Fi network but does not need an Internet connection. Users can connect to it using any Wi-Fi enabled device.

IdeasBox is a compact, customizable set of equipment easily unpacked and assembled to create an information hub and access point. It includes a power generator, a satellite Internet connection, a digital server, and 25 tablets and laptop computers, as well as hardcover and paperback books, arts and crafts materials, board games, and a stage for performances of poetry, music, and theater.

### A Library in a Box



*IdeasBox is a portable library that comes in a crate, has a satellite Internet connection, can be shipped anywhere in the world, unpacked & set-up in an hour.*

**Virtual & Augmented Reality.** The success of the Pokémon Go game indicates that a segment of the public is ready for superimposing more complex experiences on their own lives. David Pescovitz, co-editor at *Boing Boing* and research director for the Institute for the Future, speculated about future libraries in a *Business Insider* interview.<sup>15</sup> He envisioned enormous banks of data where users could “check out” virtual reality experiences like scaling Mount Everest, or going to another planet, or living a day as a dog.

An augmented reality device could give a user directions as he or she navigates through the library to find a desired item. The same device could highlight new items in the collection, recommend items to customers that match their interests, and track their checkouts. Prototypes of such devices already exist, described in an article by Piotr Kowalczyk at *eBookeBookfriendly.com*.<sup>16</sup>

**Advanced Technology Makerspaces.** Kowalczyk’s ideas about virtual reality include a makerspace with tools for creating and recording a virtual reality experience. He also suggested a biological hackerspace with tools for genetic engineering, with the public library offering a collection of genetic parts that could be combined in different ways to create new organisms.

**New Technology for Print Books.** Kowalczyk’s article highlighted emerging technologies that present ways to enhance printed books with digital tools now used for eBooks, i.e. the ability to search the book’s contents, to get a translation or look up a reference, to collect book passages or take notes for research use. One such product is a table-top device where the user places a book under a scanner, which attempts to recognize the book and connect it with an available digital form. Another project creates an augmented reality enhancement of a print book. Another device, in concept, could fit onto the tip of a pen to scan text in a book and collect it in a notepad app, to be saved for later use.

**The Role of Librarians & Library Spaces.** While library services might change, the role of librarians is expected to stay constant – with the librarian serving as a navigator that helps customers find their way through the information landscape in order to reach information that meets their needs. The physical spaces in the public library will continue to be safe, comfortable, and inspiring places where people of all ages and diverse background can come together based on shared interest to find information, seek knowledge, and develop a feeling of community.



*Virtual reality is the creation of a virtual environment presented to our senses in such a way that we experience it as if we were really there. It uses a host of technologies to achieve this goal – a technically complex feat that has to account for our perception and cognition. It has serious uses for a wide variety of applications such as: Architecture, the Arts, Medicine, Science, Entertainment, the Military, and Sports.*

<sup>15</sup> <https://www.businessinsider.com/libraries-of-the-future-2016-8?r=UK&IR=T>

<sup>16</sup> <https://Ebookfriendly.com/library-future-technologies/>

**Other National Trends Affecting Public Libraries**

**Driverless Vehicles.** Development of autonomous vehicles has been underway for years. Some of the more recent successes have involved 18-wheelers delivering goods. Others have involved ridesharing, e.g. taxicabs. These developments will lessen the need for parking spaces at most buildings, as a percentage of these cars will be in constant motion, except to refuel and pick up passengers.

**Electric Vehicles.** The electric vehicle (EV) did not catch on as quickly as first forecast but has been making significant inroads recently, given efforts by U.S. manufacturers' to match China's surge in designing and building EVs. For climate change reasons alone, the electric vehicle will become a primary form of transportation. The public library needs to respond by having charging stations at each location. In order to spur on demand for EVs, vehicle manufacturers are contributing to the re-charging infrastructure by subsidizing charging stations at high-traffic locations. The public library could be one such location.

**Ridesharing.** Most people know about Uber and Lyft. We usually equate these with taxicabs. Many people, especially those who are somewhat uncomfortable driving themselves and/or do not like to drive at night, utilize a ridesharing vehicle – some occasionally, some quite often. In all probability, the great majority of rideshare customers are adults.

**Parking for the Future.** Any discussion about providing ease of access to public library facilities must include parking. This is especially important in any city that relies more on personal vehicles than on a public transportation system. Appendix 2.5 contains Library Parking Guidelines for various types and sizes of libraries, as developed by the Consultants. As of 2021, the City of Victorville Development Code requires one off-street parking space for every 200 square feet of government building – or one space for every 35 square feet of assembly area in a Library. The Consultants encourage the VCL and the City of Victorville to fully consider these future developments – a future that is arriving very soon.

**In Summary.** To sum up, public libraries are dear to the hearts of many Americans, and this is never shown more clearly than when someone suggests taking them away. The commentary and studies presented in this Section of the Master Plan show that citizens value the information resources, services, and programs that libraries provide. They revere the model of a community-controlled, taxpayer-funded, not-for-profit institution that offers service equally to all.



*Electric vehicle charging stations at a Public Library.*

*Section 3:*  
*Peer Library Analysis*

## Section 3:

### Peer Library Analysis

It is common for us humans to want to know how we measure up against others. As a public service business, a public library is especially eager to compare and contrast its performance with its peers. In light of a lack of codified national or state standards for public libraries in California, peer analysis is the best alternative for gauging the effectiveness of a given library or system of libraries, including the Victorville City Library (also referred to as VCL or the Library). The vast majority of the public library master plan projects the Consultants have completed over the last decade have included some form of peer analysis of similar libraries.

#### Assessing Libraries against Benchmarks

For several decades, peer library analyses using a set of common industry benchmarks have been a reliable method for measuring and/or verify their performance in delivering service to their constituents. Benchmarking can be a tool that libraries use to set goals, assess performance, serve as a wellness examination, and/or diagnose potential problems. The demand for library service is closely proportional to the number of people seeking service so the single most indicative metric of library use is population served. Therefore, comparisons with recent historic population figures are important for the community being analyzed, as are comparing communities that are roughly equivalent to the future population projections.

Still, metrics such as total annual expenditures by several libraries with similar populations can vary significantly. In these instances, comparing per capita calculations normalizes the data being assessed, allowing comparisons between libraries of various population sizes.

#### Metrics Used for Peer Analysis

The California State Library collects and compiles a comprehensive set of statistics for each public library in the State, on an annual basis. These statistics are voluntarily reported to the State Library using Annual Reports produced by each participating library, or system of libraries – individual public entities, typically governed by a municipality or county. It is important that there be currency and consistency in the statistics used for these analyses, so the data collected and reported by the State, and assessed by the Consultants for these analyses, were for Fiscal Year (FY) 2017-2018. The metrics used included:

- **Facilities:** Square miles of service area, number of facilities, total square footage, square footage per capita, and hours open.
- **Income:** Total operating, total, local, state, federal (all per capita), and percentage of total from other sources.
- **Expenditures:** Total operating, total per capita, % for staff, % for total collections, % for print collections, and % for all other collection materials.
- **Staffing:** Total full-time equivalent (FTE) staff, FTEs per 1,000 population, master-degreed staff, total employees, total staff per 1,000 population.
- **Borrowers (Users):** Registered borrowers, children's borrowers, children as % of total borrowers, % of population registered, and total expenditures per borrower.
- **Collections:** Total collection, total collection per capita, total circulation, circulation per capita, children's books per 1,000 children served, AV materials per 1,000 served, books per 1,000 served, and total eBooks, and total materials per 1,000 served.
- **Circulation (Use of Collections):** Total circulation, circulation per capita, circulation per staff FTE, % of non-English materials circulated, % of children's materials circulated, % of electronic materials circulated, and total operating expenditures per materials circulated.
- **Programs:** Total number, total adult, young adult, children's, and percentage of total programs for children.
- **Technology:** Public use of computers, number of internet terminals, virtual library website visits, and wireless sessions.

The California State Library supplies a definition of terms for each metric reported. For the complete list of definitions, please see:

<https://www.countingopinions.com/pireports/report.php?179d4d2c52bae98a6f4080a0a9127334&live>

### Aspirational Peer Library Analysis

As an initial step in the benchmarking exercise, the Consultants collaborated with Victorville City Library to develop a list of what could be characterized as “exemplary” peer libraries that Victorville might aspire to emulate, in terms of quantity and/or quality of services offered. The Consultants compared VCL with the list of what were deemed to be aspirational peer libraries, all located in California. Indeed, most of these are located in Southern California. The complete list of aspirational libraries, in alphabetical order, included:

Berkeley Public Library	Orange Public Library
Burbank Public Library	Palmdale City Library
Carlsbad City Library	Pomona Public Library
Daly City Public Library	Richmond Public Library
Downey City Library	Roseville Public Library
Escondido Public Library	Santa Clara City Library
Fullerton Public Library	Simi Valley Public Library
Hayward Public Library	Sunnyvale Public Library
Inglewood Public Library	Thousand Oaks Library
Murrieta Public Library	

In FY2018, these libraries served a population ranging from 105,952 to 159,433 persons, according to State Library reporting. The average population was 131,278, making VCL’s service area equate to 96.4% of the average, confirming the set of peers as appropriate.

**Consultant Observations.** VCL ranked below the peer average in 60 of the 62 metrics analyzed and was below 25% of the average (the 25<sup>th</sup> percentile) in 36 of the 62. Some of the peers in this set are considered as being exemplary by the library industry, such as Berkeley Public Library. Their numbers in some categories are so high as to be unattainable by most public libraries. Regardless, VCL does not measure up to these peers across the board. For the complete tabulation of metrics used for this portion of the peer analysis, see Appendix 3.1.



*Example of a modern public library Reading Room in a peer California library with ample open space & natural light.*

### High Desert Peer Libraries

The Consultants performed a peer comparison of Victorville City Library with each of the Inland Library System Consortium libraries, from the 2016-2017 State Library Survey. The complete set of the Inland Consortium libraries analyzed, in alphabetical order, are listed in the right hand column:

**Library Governance.** It is important to note that a City Library and a Public Library are typically both municipal libraries. Also, important to note is that a Library District or District Library is typically a public library with independent governance, so not a municipally- or County-governed library. In California, a Library District has taxing authority separate from City or County government, similar to a School District.

A Library System is a group of public libraries operated as a consortium under one governing body. As an example, both the City of Los Angeles and Los Angeles County operate public library systems.

**Consultant Observations.** Of the 41 criteria measured, VCL was above the peer average on only seven of the measures, as recapped in Table 3.1. Conversely, VCL scored below 60% of the peer average on 26 of the 41 metrics. Put into an educational grading context, if a grade of C is average, then VCL would receive failing grades on over 63% of the comparisons with the libraries of the Inland Library System Consortium ( $26 \div 41 = 0.634$ ).

Population served per FTE staff was graded based on the presumption that higher is better (more people served by fewer staff), which would be a service-efficiency viewpoint. However, a quality-of-service perspective might propose that more staff per population would be a better outcome. See Appendix 3.2 for the complete tabulation of metrics used for this portion of the peer analysis.

In summary, even though this Inland Library peer analysis was “closer to home” there were still too many larger libraries included in the sample size to provide VCL with a fair comparison. For these reasons, the Consultants believe a narrower set of evaluation criteria is needed.

A.K. Smiley Public Library, Redlands	Palm Springs Public Library
Banning Library District	Palo Verde Valley District Library
Beaumont Library District	Rancho Cucamonga Public Library
Colton Public Library	Rancho Mirage Public Library
Corona Public Library	Riverside County Library System
Hemet Public Library	Riverside Public Library
Inyo County Free Library	San Bernardino County Library
Moreno Valley Public Library	System
Murrieta Public Library	San Bernardino Public Library
Ontario City Library	Upland Public Library

**Table 3.1**

Grading Victorville City Library versus the Inland Library System Consortium

<i>metric</i>	<i>VCL performance</i>	<i>VCL % of average</i>	<i>grade</i>
Population Served	122,265	112.4%	C+
Population Served per FTE Staff	12,357	192.2%	A+
Hours Open	61	124.6%	B -
# of Children's Programs	381	118.8%	C+
# of Pre School Programs	237	114.1%	C+
# of School Aged Programs	144	143.0%	B+
% of Operating Expenditures on Collection	15.5%	195.3%	A+

Additional VCL performances that might rate a minimally passing grade include:

- 65.6% of operating expenditures on staff, at 99.1% of the average (grade: C).
- 488 total number of programs per library, at 97.6% of the peer average (grade: C).
- 65.8 visits per hour open, at 90.7% of the peer average (grade: C-).

### Single Facility Peer Libraries

It became increasingly obvious to the Consultants that VCL needed to be compared with public libraries that were very similar in a specific set of characteristics. To wit:

- Serving a population similar in size to Victorville.
- Located in Southern California.
- Operating a single library building, as opposed to a system of multiple buildings.

Using the most recent California State Library data, the Consultants prepared a detailed analysis of a group of eight libraries, Victorville plus seven peers. These Southern California public libraries, all of which operate a single library building and serve a population size similar to Victorville, were part of the aspirational group, and are listed in Table 3.2. The data was for FY2018.

When assessing these findings, of particular importance is the fact that Victorville is close to the population size of this set of communities, but VCL is last in total square feet of library space and library space per capita, falling below the 25<sup>th</sup> percentile in both categories.

These metrics suggest that such a serious shortfall in library space must compromise VCL's ability to deliver a comprehensive range of library programs and services.

**Detailed Statistical Findings.** We present here what we believe are the most important Findings from our Peer Analysis. Appendix 3.3 contains a series of spreadsheets that contain all of the metrics analyzed.

- **Facility & Hours of Service.** Victorville has the smallest library facility of this set of peers in terms of total space. A big plus is VCL's 3,100 annual hours of service – almost 500 annual hours above the peer average of 2,601 – second only to Sunnyvale.
- **Income.** VCL's income of \$7.21 per capita equates to 35 percent of the peer group's average income. The peer group average for total annual income is \$3.1 million, compared to less than \$1 million for Victorville. On the bright side, Victorville is first in terms of income from other sources – 12.9% compared to the average of only 5.3%.

**Table 3.2**

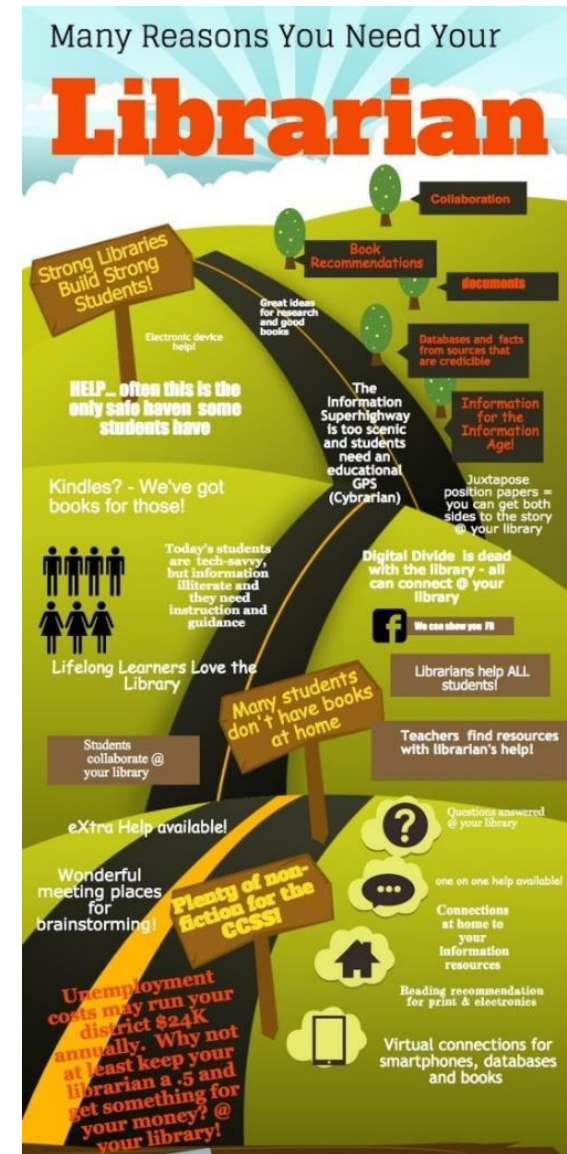
Victorville City Library – Comparisons with Single Facility Peer Libraries

<i>location</i>	<i>service area population<sup>1</sup></i>	<i>facility square feet</i>	<i>square feet per capita</i>
Palmdale City Library	157,854	12,787	0.08
Sunnyvale Public Library	155,567	60,800	0.39
Pomona City Library	154,310	57,000	0.37
Fullerton Public Library	142,824	62,553	0.44
Simi Valley Public Library	127,716	35,000	0.27
<b>Victorville City Library</b>	<b>126,543</b>	<b>8,023</b>	<b>0.06</b>
Murrieta Public Library	118,125	25,000	0.21
Downey City Library	114,212	27,400	0.24
TOTALS	1,097,151	288,563	
Averages	137,144	36,070	0.26
<b>VCL as % of average</b>	<b>92.3%</b>	<b>22.2%</b>	<b>24.1%</b>

**Notes:**

<sup>1</sup> The legal service area population reported by the California State Library (CSL) can vary from the population found inside a city limits. CSL figures are based upon the California Department of Finance, Demographic Research Unit E-1 report issued each May 1st. Adjustments are made by CSL staff to reflect the boundary of each library service area as necessary.

- **Expenditures.** Victorville trails significantly in total and per capita expenditures – expenditures per capita for collections are \$1.19 below the average of \$7.31. VCL's expenditures are above average in terms of percentages for staff, total collections, and print collections – ranking second, fourth, and third in those categories, respectively.
- **Staffing.** Victorville and Palmdale have the fewest number of employees (16) compared with the peer average of over 35. For the total number of staff with an advanced degree (defined as a Master's Degree from a university program accredited by the American Library Association), VCL ranks last at 8.9%, compared to the peer average of 27.0%. VCL ranks sixth in terms of number of staff per 1,000 population at 0.088, versus the peer average of 0.159 – at the 55<sup>th</sup> percentile.
- **Borrowers (Registered Users).** VCL ranks fourth in total number of registered borrowers and percent of the population registered. Most concerning is the number of children who are registered borrowers – 3,797 at VCL compared to the peer average of 11,093. The peer percent of borrowers who are children averages 15.7% vis-à-vis 6.4% for Victorville.
- **Collections.** Given VCL's space limitations (24<sup>th</sup> percentile), income level (35<sup>th</sup> percentile), and professional staff (34<sup>th</sup> percentile), it is encouraging that VCL's collections metrics are relatively strong. For example, print items per capita are at the 54<sup>th</sup> percentile. The number of children's books per 1,000 children served is at 7,436, compared to the average of 5,441. VCL's collection of audio-visual materials per 1,000 people served are slightly above the average. Still, the total collection and the 0.66 collection items per capita are one third of the average size. Frankly, there are only so many physical collection items one can squeeze into a small building.
- **Circulation.** A predictable metric is that Victorville lags behind its peers across the board in each of seven circulation metrics. However, one bright spot is that the percentage of children's materials circulated is slightly less than the average (51.7% at VCL compared to 57.3% of the average peer).
- **Programs.** Another bright spot is VCL's percentage of total children's programs (78.6%) compared to the peer average of 68.0%.
- **Technology.** With more open hours than the average, it is understandable that Victorville would have higher annual use of computers by the public (41,735 compared to the peer average of 39,274). VCL's 31 Internet terminals are only nine less than the average – a good number, given the building size. VCL does not collect two important measures of usage – wireless sessions per year and virtual visits to the library website.



*Having a good mix of staff is as important as the total number of personnel. Having a number of Master-degreed Librarians on staff allows for specialization in Children's & Teens' services.*

### Demographics of Single Library Peers

In addition to the analyzed library statistical data, the Consultants also analyzed 2019 U.S. Census Bureau data for a series of demographic characteristics of the eight peer communities, including population, ethnicities, home ownership, age cohorts, computer penetration, educational attainment levels, household income, and persons living in poverty. The demographics tell us the following.

- **Population:** Victorville is slightly less populous than this small group of peers, but is growing at a faster rate over the past decade:
  - As of July 1, 2019 – Victorville 122,385, the peer average 135,867.
  - 2010 Census – Victorville 115,899, peer average 130,925, showing Victorville grew at a faster pace over the past decade.
- **Age Cohort:** Victorville is younger than this group of peers across the entire population:
  - % under age 5 – Victorville = 9.0, peer average 7.2.
  - % under 18 – Victorville = 32.5, peer average 25.8.
  - % 65 and older – Victorville = 9.2, peer average 11.3.
- **Ethnicity & Language:** Victorville has higher concentrations of Hispanic and African-American residents than the peer group. A language other than English is spoken in a higher percentage of peer homes than in Victorville:
  - % White alone, not Hispanic/Latino – Victorville 22.2, peer average 29.5.
  - % Black or African-American – Victorville 17.0, peer average 6.2.
  - % Hispanic or Latino – Victorville 54.1, peer average 46.2.
  - % Asian – Victorville 3.8, peer average 15.1.
  - % Language other than English spoken in the home – Victorville 34.8, peer average 46.2.
- **Households with Computers & Internet:** Technology penetration in Victorville is just slightly below the peer average:
  - % Households with computer – Victorville 91.6, peer average 93.4.
  - % Households with Internet – Victorville 84.4, peer average 87.2.
- **Educational Attainment Levels:** The peer group averages a higher level of high school graduates – and more than twice the level of college graduates – than does Victorville:
  - % High School graduates, persons aged 25 and older – Victorville 79.1, peer average 82.7.
  - % Bachelor's Degree, age 25 plus – Victorville 12.7, peer average 29.6.

- **Home Ownership & Income:** Victorville residents are slightly less likely to own a home than in the peer communities. Victorville's typical income levels are significantly below the peers:
  - % Owner occupied housing units – Victorville 54.4, peer average 57.3.
  - Median household income – Victorville \$50,691, peer average \$81,857.
- **Percentage of Persons Living in Poverty:** The poverty level in Victorville approaches twice the level of the peer average. More important is the actual number of 27,904 persons living in poverty in Victorville:
  - Victorville 22.8%, peer average 13.3 %.

These demographic comparisons largely mirror the results indicated by the differentiation between Victorville and the statistical averages of California and U.S.



Statistically, U.S. Veterans and their families are more likely than the general population to be candidates for job training, live in poverty and/or be homeless. California accounts for 29% of all homeless veterans and \$426 million in grants are available for veteran families according to the US Departments of Housing & Urban Development and Veteran Affairs.

## Conclusions

Despite repeatedly shrinking the sample size for peer comparisons, the Victorville City Library is consistently behind the peer curve on most of the important measuring criteria. Table 3.3 summarizes key per capita statistics for gauging public library performance.

In terms of these comparisons, the metrics suggest that there are limitations placed on VCL by such a small building and a lower level of funding – verifiably lower than its peers enjoy. Library staff has performed admirably in a grossly undersized library. More library space and operational funding will be needed if the City of Victorville (also referred to as the City) is to offer comparable or better services than the surrounding communities – and if VCL is to serve its residents to the best of its abilities. There is little doubt that the lack of space should be addressed at the earliest logical confluence of funding and opportunity, as there is only so much that staff can accomplish at the existing location.

In terms of its public library, Victorville is at a critical juncture in its history – a point recognized by City officials – and one reason the Consultants have been engaged to develop this Library Master Plan. It appears likely that a larger Library and/or a second Library is/are necessary, if the residents and the elected and appointed officials of Victorville want the City to be a place where people desire to live and work.

**Table 3.3**

Victorville City Library – Comparisons with Notable per Capita Peer Metrics

<i>FY2017/2018 per capita metrics</i>	<i>aspirational peer average</i>	<i>Inland Libraries average<sup>1</sup></i>	<i>single facility peer average</i>	<i>Victorville City Library</i>
Square feet	0.46	0.49	0.26	0.07
Income	\$45.67	\$31.03	\$20.62	\$7.21
Expenditures	\$42.14	\$27.67	\$19.19	\$5.61
Print collections <sup>2</sup>	1.56	2.54	0.99	0.54
Collection use	5.67	4.04	3.38	0.92
Visits	3.18	3.20	1.97	1.31

**Notes:**

<sup>1</sup>Inland Library figures are for FY2016/2017.

<sup>2</sup>Inland Library figure shown for print collections is actually total collections – print, media & electronic – therefore higher than the other peer groups.

*Section 4:*  
*Population & Demographics*

## Section 4:

### Population & Demographics

The prescribed scope of work for this Library Master Plan required that the Consultants develop a thorough understanding of the greater Victorville community – in addition to an understanding of the Victorville City Library (also referred to as VCL or the Library). The contents of this Section begin to document the process and findings of that effort.

For almost any public library, the demand for library services is directly proportional to the number of people living and/or working within a given library's service area. For government-supported libraries, the service area is usually the area of jurisdiction of that governmental entity. As with the peer library analyses of Section 3, service area population figures are key to determining the workload, and therefore the performance level of a public library.

Reciprocal borrowing agreements between libraries often result in residents and workers of one or more municipalities using multiple libraries in their region – creating a crossover demand for library service beyond the city limits or county borders. But usually, this type of crossover goes in multiple directions, hence the demand evens out over time.

**Demographics.** Beyond the aggregate number of people inhabiting a city, the characteristics of those individuals can also influence their needs for library service. This Section goes into detail about quantifying the composition and traits of the residents of the City of Victorville. Section 5 attempts to qualify community needs by seeking input from library users and City employees.

### Demographics & Population

In response to the Consultants' charge of documenting community needs and desires, we designed and implemented a community needs assessment process that relied on both **quantifiable** and **qualifiable** data to identify the community's specific library service needs. This Section identifies and documents quantified community conditions that indicate current and/or potential needs – community needs which VCL may be well-positioned to fill.

Before delving into specific characteristics of the Victorville City Library and its users, the Consultants sought to become thoroughly acquainted with the greater city of Victorville community. To this end, the Consultants analyzed 2019 U.S. Census data for the city population in a number of categories, including but not limited to:

- Total population.
- Population by age cohort and ethnicity.
- Housing and home ownership.
- Technology penetration.
- Education attainment.
- Local economic factors.
- Employment and income.

**City of Victorville Website.** According to the City of Victorville government (also referred to as the City), as of 2017, the residential population of Victorville was approximately 125,000 people. The City's webpage stated:

*"Estimates suggest that this figure (125,000) more than doubles during business hours to accommodate the needs of the more than 400,000 people who call the Victor Valley home. The greater Victor Valley includes the neighboring communities of Adelanto, Apple Valley, Hesperia, Lucerne Valley, Oak Hills, Phelan, Victorville, and Wrightwood. As the economic engine of the greater Victor Valley – and the largest commercial center between San Bernardino and the Nevada border – Victorville draws consumers from well beyond our immediate area."*<sup>1</sup>

<sup>1</sup> [ci.victorville.ca.us](http://ci.victorville.ca.us) Accessed on July 25, 2020.

**Victorville Population Trends**

This Library Master Plan, as well as other city planning measurements, will relate to future population projections over the next 20+ years. Accuracy of such forecasts are important, as the decisions based on them can cost millions of dollars over time.

**Comparative Population Projections.** The Consultants reviewed population projections for the City of Victorville from these sources:

- San Bernardino County through year 2040, prepared by the Demographic Research Unit of the California Department of Finance, January 2020.
- Southern California Association of Governments' (SCAG) Regional Council, sourcing the U.S. Census Bureau American Community Survey, 2015.
- United States Census Bureau, historic figures from years 2000, 2010, and an estimate as of July 1, 2019.
- Environmental Systems Research Institute (ESRI) Demographic and Income Profile, sources from U.S. Census 2010, ESRI forecasts for 2017 and 2022.
- Projections for year 2024 commissioned from DecisionWhere, Inc., sources of Scan US for 2019 and 2024 estimates, and U.S. Census for 2000, 2010.

With these numbers as guidelines, the Consultants prepared Victorville population projections using the San Bernardino County ethnic cohort percentage increases calculated from data prepared by the California Demographic Research Unit, for years 2020 to 2040. Consultant projections are summarized in Table 4.1.

The resulting projected Victorville population for 2040 is 142,548 persons, equating to a 16.3% increase over the year 2020 estimate of 122,568. This 20-year future projection compares favorably with the historic increase of 5.8% over the ten years from 2010 to 2020. See Appendix 4.1 for the Consultants' bi-annual population projections for years 2020 to 2040.

**Consultant Observations:** The California Department of Finance projected an increase of over 14% in San Bernardino County's population by 2040, with an increase in every ethnic cohort except Whites. By extrapolation, the Consultants forecasted a greater increase in Victorville City (16.3%) than in San Bernardino County (14.1%), extending the recent trend of migration from rural areas to more urban areas in the United States. The Hispanic/Latino cohort is the current majority of the population, and forecasts show an increase in that majority in the City of Victorville as well.

**Table 4.1**

City of Victorville Population, Past and Projected, 2000 to 2040

<i>year(s)</i>	<i>population</i>	<i>change</i>	<i>% change</i>
2000	64,029		
2010	115,899	+51,870	+81.0%
2019	122,385	+6,486	+5.6%
2020	122,568	+183	+0.1%
2024	127,247	+4,679	+3.8%
2028	131,651	+4,404	+3.5%
2032	135,795	+4,144	+3.1%
2036	139,443	+3,648	+2.7%
2040	142,548	+3,105	+2.2%
2000 to 2020		+58,539	+91.4%
2020 to 2040		+19,980	+16.3%

## Victorville Demographic Trends

The Consultants used the same 2019 U.S. Census QuickFacts figures to perform a simple review of recent City-wide data, in contrast to similar information for California and the United States – which yielded eye-opening demographic findings and conclusions, which include:

**Age Cohorts.** There are substantive differences between the City, the State, and U.S. populations concerning age. Six percent of both the California and national populations are ages 0 to 4, with Victorville at nine percent – or 50% more young children than the State and the nation. Similarly, California and U.S. populations ages 0 to 17 comprise 22.5% and 22.3% of their respective totals – with Victorville at 32.5%, or +/-45% higher than the State and the nation.

At the other end of the spectrum, the age 65+ City population is 9.2 percent compared to 14.8 percent of California and 16.5% of the United States. As such, Victorville is significantly younger than average, when compared with California and the country.

**Ethnicity.** Here we see another deviation. Persons of Hispanic or Latino origin are 54.1 percent of the City, but only 39.4% of California and 18.5% of the U.S. population. Victorville's African-American population is 17.0 percent, compared with 6.5% of California, or 13.4% of the nation.

**Housing.** The owner-occupied housing rate in Victorville is virtually identical to California's – but almost 10% lower than the national rate. The dollar amount of the medians for home value, monthly mortgages, and monthly rent in Victorville (see Appendix 4.2) are in line with national averages, but significantly lower than California averages. Population density, measured by the number of households and per square mile, is significantly higher in Victorville.

**Technology Penetration.** City levels of households with a computer (91.6%) and with a broadband Internet subscription (84.4%) are on par with California and slightly higher than the U.S. average.

The data summarized in Table 4.2 allows readers to compare and contrast metrics from the State of California and the United States with Victorville. See Appendix 4.2 for the complete set of statistics from U.S. Census' *QuickFacts* comparing 2019 figures for Victorville, California, and the U.S.

Table 4.2

City of Victorville Demographics Comparisons, 2019

<i>fact</i>	<i>Victorville</i>	<i>California</i>	<i>United States</i>
Population estimates, July 1, 2019	122,385	39,512,223	328,239,523
Population, Census, April 1, 2010	115,903	37,253,956	308,745,538
Population % change - April 1, 2010 (estimates base) to July 1, 2019	5.6%	6.1%	6.3%
Persons under 5 years %	9.0%	6.0%	6.0%
Persons under 18 years %	32.5%	22.5%	22.3%
Persons 65 years and over %	9.2%	14.8%	16.5%
Female persons %	50.2%	50.3%	50.8%
White alone %	63.6%	71.9%	76.3%
Black or African American alone %	17.0%	6.5%	13.4%
American India/Alaska Native alone %	0.9%	1.6%	1.3%
Asian alone %	3.8%	15.5%	5.9%
Native Hawaiian/Pacific Islander %	0.2%	0.5%	0.2%
Two or More Races %	6.1%	4.0%	2.8%
Hispanic or Latino %	54.1%	39.4%	18.5%
White alone, not Hispanic or Latino %	22.2%	36.5%	60.1%
Foreign born persons %, 2014-18	17.9%	26.9%	13.5%
Language other than English spoken at home % of persons age 5 years+, 2014-18	34.8%	44.1%	21.5%
Owner-occupied housing unit rate, 2014-18	54.4%	54.6%	63.8%
Median value of owner-occupied housing units, 2014-18	\$205,300	\$475,900	\$204,900
Households, 2014-18	32,917	12,965,435	119,730,128
Persons per household, 2014-18	3.57	2.96	2.63
Population per square mile, 2019	1,672.4	253.6	92.9
Households with a computer %, 2014-18	91.6%	91.7%	88.8%
Households with a broadband Internet subscription %, 2014-18	84.4%	84.7%	80.4%

**Education.** For those ages 25 and older living in Victorville, the percentages of graduates from high school (79.1%) and from college (12.7%) are lower than State and national levels – much lower for college, at approximately 60% less than both California and the U.S. levels of graduation.

**Special Needs Populations.** Groups of persons with a disability under age 65 years in Victorville (8.0%) or without health insurance (9.2%) are slightly less common than the national averages but are slightly more likely in Victorville than in the State.

**Retail Sales.** Total retail sales per capita in Victorville are higher than both California and the U.S. – at \$14,217 versus \$12,665 and \$13,443 respectively.

**Employment & Income.** City employment is about 7.5% lower than both the State and national levels, at 55.4% versus 63.1% (California) and 62.9% (U.S.). At \$18,945, Victorville ranks significantly lower in per capita income – at just over \$16,000 less than the California average, and \$13,676 less than the United States average. That equates to a mere 54.1% of the average State income per person.

Victorville's median household income is lower in comparison with California and U.S. averages as well – \$50,691 (City) versus \$71,228 (State) and \$60,293 (U.S.) – or 71.2% of the State income average per household. Not surprisingly, Victorville has a much higher rate of persons in poverty (22.8%) in comparison with California (11.8%) and the U.S. (10.5%) – or almost double the State average. Average travel time to work for Victorville workers ages 16 years+ is 34.6 minutes, or 5.3 minutes more than California workers, and 8.0 minutes more than nationally.

**Local Businesses.** The Census figures for number and ownership of firms are from 2012 and are only comparable when analyzing per capita metrics. Of note, Victorville had slightly more Women-owned businesses, and significantly more Minority-owned firms than the State and the U.S., on a per capita basis.

These observations offer preliminary conclusions that Victorville City Library has opportunities to address education and job skills training, in efforts to improve the learning and earning potential for all Victorville residents.

**Table 4.2 (continued)**

City of Victorville Demographics Comparisons, 2019

fact	Victorville	California	United States
High school graduate or higher % of persons age 25 years+, 2014-18	79.1%	82.9%	87.7%
Bachelor's degree or higher % of persons age 25 years+, 2014-18	12.7%	33.3%	31.5%
With a disability, under age 65 years %, 2014-18	8.0%	6.8%	8.6%
Persons without health insurance, under age 65 years %	9.2%	8.9%	9.5%
Veterans, 2014-18	5,834	1,618,861	18,611,432
Total retail sales, 2012 (\$1,000)	1,710,866	481,800,461	4,219,821,871
Total retail sales per capita, 2012	\$14,217	\$12,665	\$13,443
In civilian labor force, total % of population age 16 years+, 2014-18	55.4%	63.1%	62.9%
Mean travel time to work (minutes), workers age 16 years+, 2014-18	34.6	29.3	26.6
Median household income (in 2018 dollars), 2014-18	\$50,691	\$71,228	\$60,293
Per capita income in past 12 months (in 2018 dollars), 2014-18	\$18,945	\$35,021	\$32,621
Persons in poverty %	22.8%	11.8%	10.5%
All firms, 2012	9,621	3,548,449	27,626,360
Men-owned firms, 2012	4,447	1,852,580	14,844,597
Women-owned firms, 2012	4,304	1,320,085	9,878,397
Minority-owned firms, 2012	6,814	1,619,857	7,952,386
Veteran-owned firms, 2012	711	252,377	2,521,682
Land area in square miles, 2010	73.18	155,779	3,531,905

**Source:** U.S. Census QuickFacts, July 1, 2019 estimates.

### Predictive Demographics – Indicators of Library Use

Library use in a typical community can be linked to characteristics of the general populous. Throughout the years, the Consultants have studied the demographics of countless libraries. We consistently find that these three demographic indicators usually predict higher levels of use of the public library:

- **Education Attainment Level.** The number one predictor of library usage is the level of educational attainment. For libraries located in a city or county, rural or metropolitan, where the educational attainment level is high, usage is also high. The more educated the community, the greater the reverence for the public library. Educational attainment levels typically eclipse the second and third indicators by a significant amount.
- **Presence of Children in the Home.** The second significant predictor is household type, specifically families with children living at home. For Victorville, we are seeing that for families with children, this holds true – and is likely an extension of the high regard for education in Victorville. Families that use the public library give their kids a head start when beginning their formal K-12 education process.
- **Homeownership.** The third important indicator is homeownership. Persons who own their home tend to make more use of the public library than those who rent due to the belief that, as a taxpayer, some of their property taxes are supporting the public library.

The Consultants analyzed specific demographic data related to these three indicators to obtain a better understanding of Victorville and its needs, as presented in Table 4.3.

**Educational Attainment.** About one in five of Victorville residents age 25+ do not have a high school diploma. The City's traits for having a Bachelor or higher degree are far from the national and State averages – a difference of +/-20%.

**Households with Children.** The significantly high proportions of children and teenagers (combined 32.5% of the Victorville general population) indicate a strong tendency of children in the home – and a need for a vibrant program of service for children and their caregivers. US Census *QuickFacts* data do not quantify the number of households with children, data from DecisionWhere does.

**Home Owners.** The owner-occupied housing rate in Victorville is almost the same as the State but significantly lower than the nation.

**Table 4.3**

City of Victorville Demographics – Indicators of Library Use

fact	Victorville	California	United States
Persons age 25 years+ without a high school diploma or equivalent	20.9%	17.1%	12.3%
Persons age 25 years+ with a Bachelor's degree or higher	12.7%	33.3%	31.5%
Households with children age 0-17 in the home	61.7%	35.8%	68.9%
Owner-occupied housing units	54.4%	54.6%	63.8%

**Sources:** DecisionWhere/DemographicReports.com, U.S. Census Bureau, statistica.com

### Detailed Demographics of Nearby Communities

Months into the master planning process, the Consultants commissioned data from the third-party consultant from Laguna Niguel, California *DemographicReports* (formerly DecisionWhere, Inc.). In addition to Victorville, data were obtained for the population living within the city limits of these seven other communities:

- Adelanto.
- Apple Valley.
- Hesperia.
- Lucerne Valley.
- Oak Hills.
- Phelan.
- Wrightwood.

Sources of these data were from Scan US for 2019 and 2024 estimates, and the U.S. Census Bureau for 2000, 2010, and July 1, 2019. For purposes of summarizing this information in this Section, population was defined by each community's city limits. Please note that data on poverty are segmented differently by *DemographicReports* than it is by the Census Bureau. The Consultants also requested data for Victorville, and from within five- and ten-mile diameters centered on the Victorville City Library location, all presented in Appendix 4.3. Reports for each of these seven communities are contained in Appendices 4.4 through 4.6.

**Summary of Demographics Analysis.** This commissioned data allowed the Consultants to compare characteristics of the general Victorville population with residents of the other communities living in proximity to the Victorville City Library. Table 4.4 presents a portion of that data on the next page, which corroborates what most locals know – Victorville, Hesperia, Apple Valley, and Adelanto are the larger communities in the area by far. Hence, they tend to dominate the key demographic categories being analyzed. A summary of findings from *DemographicReports* includes:

1. **Educational Attainment.** Of the eight communities, Victorville ranks fourth in college degree attainment, behind Wrightwood, Apple Valley, and Oak Hills. Adelanto and Hesperia are home to the lowest percentages of college-degreed persons in the immediate area.
2. **Children in the Home.** Victorville has a much higher number and percentage of families with children than any of the other communities. Hesperia is second, with Apple Valley third.

3. **Housing.** Even though Victorville is next to last in percentage, it still has the highest quantity of owner-occupied homes in the area. Oak Hills, Phelan, and Wrightwood rank highest in percentage but rank in the bottom four in quantity.
4. **Ethnicity.** The Hispanic population in Victorville ranks higher than the rest, followed by Hesperia, Adelanto, and Apple Valley. Victorville leads in African-American residents by a substantial amount over Apple Valley and Adelanto.
5. **Household Income.** Oak Hills is the wealthiest of the eight communities by a substantial margin, followed by Wrightwood and Apple Valley. Only Lucerne Valley and Adelanto have lower incomes – both average and median household – than does Victorville.
6. **Persons per Household.** Adelanto has the highest average number of persons per household at 3.72, followed by Hesperia at 3.32 and Victorville at 3.31.
7. **Vehicles per Household.** All but Lucerne Valley (1.99) and Adelanto (2.08) have lower average number of vehicles per household than does Victorville, at 2.12 vehicles.
8. **Labor Force.** Unemployment of persons ages 16 and older in Victorville and Phelan is 2.9%. Oak Hills has the lowest unemployment at 0.9% while Adelanto has the highest rate, 3.2%.

This analysis includes Victorville and seven communities that are within a 35-mile drive from Victorville. For this demographic analysis, the Consultants focused on comparisons of population, age cohorts, educational attainment, families with children, and homeownership.

**Consultant Observations.** Based on the data delineating the seven neighboring communities and Victorville, the Consultants have developed a clear picture of the greater Victorville marketplace. Given the balance of the demographics, there are no significant differences between the relative populations of the various locales, only a few anomalies. Victorville not only exhibits some of the primary indicators for strong library use, but the municipality also shows in several of its characteristics that it has the potential to benefit from expanded library services.

Table 4.4 (see the following page) compares the demographics of Victorville with neighboring communities, using data from the seven locales with public library service.

**Table 4.4**

Demographic Comparisons of Victorville with Neighboring Communities

<i>metric</i>	<i>Victorville</i>	<i>Adelanto</i>	<i>Hesperia</i>	<i>Apple Valley</i>	<i>Lucerne Valley</i>	<i>Oak Hills</i>	<i>Phelan</i>	<i>Wrightwood</i>
<b>Population</b>								
2010	115,913	31,760	90,169	69,144	5,811	8,872	14,304	4,525
2020	122,568*	34,278	95,834	74,275	6,060	8,926	14,448	4,678
2025	128,043*	36,433	98,940	76,450	6,774	9,284	15,257	4,919
<b>Age Cohorts</b>								
0 - 9	19,632	6,175	14,677	9,939	683	1,156	1,778	570
10 - 19	18,851	5,866	15,215	10,608	785	1,374	2,137	523
20 - 64	84,085	19,768	53,791	39,106	6,159	5,166	8,319	2,739
65 +	14,274	2,469	12,151	14,622	1,299	1,230	2,214	846
Median Age	32.1	28.9	33.4	39.0	44.0	38.8	39.3	45.2
<b>Ethnicity</b>								
White	57,523	14,727	54,123	47,152	4,317	6,218	10,011	3,956
Black	20,444	6,932	6,349	7,601	260	333	468	125
Hispanic**	61,699	20,478	51,867	26,849	1,984	3,611	5,310	1,047
Asian	6,170	903	3,032	3,288	186	318	671	132
<b>Education Attainment %</b>								
High School diploma only	31.1	28.2	36.1	32.1	41.0	30.8	35.8	21.4
Bachelor degree	8.5	4.6	6.9	10.9	6.7	8.7	6.6	22.9
Master's degree	5.1	1.6	3.6	6.6	4.5	7.1	4.3	15.7
<b>Families</b>								
Total	28,172	7,366	22,857	19,298	1,468	2,367	3,697	1,326
% with Children	90.7	70.1	58.1	48.6	44.6	53.4	50.0	40.6
<b>Housing Units</b>								
Total	47,727	9,342	30,056	27,323	2,914	2,968	5,134	2,693
% Owner-Occupied	61.1	59.0	66.3	69.2	67.3	88.9	78.7	75.2

**Source:** *DemographicReports*, based on U.S. Census-designated cities/towns of Victorville, Adelanto, Apple Valley & Hesperia, and census-designated places of Lucerne Valley, Oak Hills & Phelan. Wrightwood's population, being under 5,000, is too small to be census-designated place.

**Notes:** \*Population figures listed for Victorville are actually for the years 2019 & 2024.

\*\*Defined as being of Hispanic origin.

### Analysis of Neighboring Community Libraries

The Consultants delved deeper into the characteristics of the seven locales adjacent to Victorville, particularly looking at library service in each community. Six of the seven have branch libraries, all six of which are members of the San Bernardino County Library System. Oak Hills is the only place that does not have a public library. Because the San Bernardino County Library System only reports system-wide statistics to the California State Library, stats for the individual branch libraries were not readily available to the Consultants. Table 4.5 contains some comparative data that was available for the seven locales with public library service.

**Distances between Libraries.** A mileage chart showing distances and drive-times between the public libraries in eight neighboring communities completes Section 4, as shown in Table 4.6 on the next page. Since Oak Hills does not have a public library, the center of this Census-designated place was used for the distance and time calculations.

**Consultant Observations.** The available data regarding the seven libraries shows that Victorville is providing more hours of service and is open more days than the six branch libraries of the San Bernardino County system. However, Victorville has the smallest facility, in terms of space per capita, for the size of its community. It is interesting to note that Wrightwood, Lucerne Valley, and Phelan have the most public library space when square feet per capita are used as the measuring stick, yet their buildings are quite small.

As for the disparity regarding accessibility, the lower number of hours and days open for the libraries that are a part of the San Bernardino County system may be a result of the COVID-19 impact and/or perhaps, overall County funding.

### Conclusions

The Consultants summarize the findings of this Section, as follows:

- Victorville is a large commercial center and an economic engine for the greater Victor Valley. Retail sales in Victorville are higher than average.
- Victorville is projected to grow to 142,548 people by 2040 – a 16.3% increase over 2020 – and continuing to be most populous in the Valley. The Hispanic/Latino cohort will continue to be in the majority.
- The population of Victorville is younger than most, home to many families with children.

**Table 4.5**

Comparisons of Public Libraries in Neighboring Communities

<i>locale</i>	<i>building size (square feet)</i>	<i>square feet per capita</i>	<i>days open per week</i>	<i>hours open per year</i>
Victorville	8,023	0.06	6	3,172
Adelanto	4,200	0.12	4	1,976
Apple Valley	19,412	0.26	4	1,976
Hesperia	19,429	0.20	4	1,976
Lucerne Valley	4,026	0.66	4	1,976
Phelan	8,400	0.58	4	1,976
Wrightwood	3,700	0.79	4	1,976

- Education levels and incomes are lower than average. Unemployment and poverty rates are higher than average.
- Victorville residents spend more time commuting to work than most people.
- Demographically, Victorville is fairly similar to its neighboring communities.
- VCL provides more hours of service and is open more days per week than nearby public libraries. But these neighboring libraries provide at least twice the space per capita as VCL does – with the libraries in Hesperia and Apple Valley providing almost 20,000 square feet each.
- The Hesperia and Apple Valley Libraries are within eight minutes driving time of VCL.

**Library Service Opportunities.** While not necessarily a predictor of library usage by itself, age cohort is important in planning for library services and how a building should be designed and furnished. The high numbers of Victorville homes with children would seem to indicate a high propensity for library use, and an opportunity to increase educational attainment levels over time.

At the other end of the age spectrum, less than one of every ten Victorville residents is 65 years of age or older, yet they have more discretionary time on their hands than younger residents. This is an important distinction for both library services and the physical space.

The Victorville City Library also has an opportunity to improve quality of life through support of jobs skills training and small business incubation – as ways to grow more and better local jobs, thereby increasing incomes.

**Table 4.6**

Comparisons of Distance between Libraries, in Miles &amp; Minutes of Drive-time

<i>community/ distance</i>	<i>Victorville</i>	<i>Adelanto</i>	<i>Apple Valley</i>	<i>Hesperia</i>	<i>Lucerne Valley</i>	<i>Oak Hills</i>	<i>Phelan</i>	<i>Wrightwood</i>
Victorville miles		10.2	7.3	7.9	21.2	13.9	21.4	35.0
drive time, minutes		16	10	12	24	17	25	37
Adelanto miles	10.2		15.9	16.5	29.8	13.5	21	29.9
drive time, minutes	16		23	25	37	20	27	39
Apple Valley miles	7.3	15.9		11.2	13.9	21.3	28.7	42.3
drive time, minutes	10	23		17	14	28	36	47
Hesperia miles	7.9	16.5	11.2		22.2	8.4	15.9	29.7
drive time, minutes	12	25	17		25	15	22	44
Lucerne Valley miles	21.2	29.8	13.9	22.2		29.6	37	50.7
drive time, minutes	24	37	14	25		39	47	61
Oak Hills miles	13.9	13.5	21.3	8.4	29.6		8.4	17.3
drive time, minutes	17	20	28	15	39		12	25
Phelan miles	21.4	21	28.7	15.9	37	8.4		8.9
drive time, minutes	25	27	36	22	47	12		14
Wrightwood miles	35.0	29.9	42.3	29.7	50.7	17.3	8.9	
drive time, minutes	37	39	47	34	25	14	14	

*Section 5:*  
*Community Engagement*

## Section 5:

### Community Engagement

The Consultants believe that every step in the planning process is a public relations opportunity for the Victorville City Library (also referred to as VCL or the Library). So, to promote the Library while gaining additional insight into VCL, the Consultants engaged city residents and Library users in a series of community forums. These forums included:

- Stakeholder interviews of several government officials, employees of the City of Victorville (also referred to as the City), and other community leaders.
- Focus group discussions with a cross-section of Library users, educators, business persons, residents, and Library staff.
- A Community Meeting open to anyone.
- A Community Services Advisory Committee meeting, engaging members of the public to express their concerns about VCL.
- An online survey, in both English and Spanish.

The Consultants received excellent support in our public engagement efforts from Library and City staff. They scheduled and distributed invitations to the various forums, attend several of those events, and advertised two online surveys about the Library. They also translated communications between Spanish and English language users. This Section describes the process and outcomes of our efforts to capture public input for the Victorville City Library Master Plan.

It is important to note that even though some of this qualitative research contains quantified results, it is still based on 'what people say they do,' and not verifiable behavior based on quantifiable data.

### Stakeholder Interviews

The Consultants facilitated one-on-one interviews with City Council members and City government staff. We also met with individual community leaders in similar stakeholder interviews. Each interviewee was sent a list of six questions ahead of the interview. To promote candor in their responses, each interviewee was promised anonymity, in that their comments would be documented but not attributed to any one person. The list of questions asked of each stakeholder and notes paraphrasing the comments made by each interviewee are included in Appendix 5.1.

**Opinions of the Stakeholders.** Regarding future Library facilities in Victorville, two schools of thought emerged:

- Construct and operate one new centralized facility, in terms of being located equidistant to the majority of Victorville residents.
- Construct a new central library while retaining the existing library building to serve Old Town area residents.

In either of the two scenarios outlined above, the Central Library could be a joint-use facility housing select City functions or an academic institution. There are several examples of joint public and academic library uses under one roof, typically on the campus of the academic institution. It was recognized that having more than one facility would likely increase the annual operational budget when compared to operating a single, larger Library. The degree of such an increase could not be known at the time, as it would depend on services provided at each location, hours open, configuration of library space, needed staffing, etc.

**The Current Facility.** A variety of voices expressed that VCL is an important part of the Old Town community and it serves a less affluent population of the City. Those who spoke in favor of the present location continuing to exist as a library cited the lack of electronic resources in many of the homes in the Old Town area. If the Library were to be relocated, the school-age children would be at an even greater disadvantage.

There was significant commentary about the perception that the present Library location is unsafe. These expressions primarily focused on the presence of the homeless. A related concern was the restroom facilities, especially for children sharing them with the homeless. Most public libraries in the U.S. attract people who are homeless and from their point of view, a public library is a safe, comfortable place, and there are things to do there.

**Focus Group Discussions**

The Consultants facilitated Focus Group discussions with five sets of Library constituents over the course of three weeks. A total of 47 individuals from the community participated, plus City and Library staff, and the Consultants. Participation for the various groups varied from five to 15 persons from the community. The five Focus Groups were:

- Library staff.
- Friends of the Library.
- Educators in the community.
- English-speaking Library users.
- Spanish-speaking Library users.

Notes taken by the Consultants paraphrased comments made by Focus Group participants. The notes were vetted by Library and City staff and are included in Appendix 5.2 of this Report. In addition, a Community Meeting was advertised by the City and several people participated during the two-hour open forum.

**Opinions from the Focus Groups & Community Meeting.** The input the Consultants received from the participants in both the Focus Groups and the Community Meeting mirrored the opinions expressed by the Stakeholders, to a large extent. However, there were more comments about a need for a larger and more centralized Library, especially given the absence of reliable public transportation in Victorville – and that the west side of the Interstate Highway 15 is experiencing more development than the east side of City.

Input from the Focus Groups stressed the importance of education. Parents participating in the Focus Group discussions expressed concern about the homeless and the safety of their children at the existing Library. Another common concern was that the road leading to the existing Library building is in urgent need of repair. It was not common public knowledge that the road in question was not City property. ‘Why doesn’t the City buy the property and fix the road’ was one participant’s statement. City staff members have responded that research indicates an investment of up to \$600,000 would be required to purchase the private property and repair the pavement to City standards.

In all six venues, it is important to note that even though “problems” were identified, the Consultants did not hear the opinion expressed that Victorville did not need a public library nor that it should be in the San Bernardino County Library system. On the contrary, the Library is viewed with much favor.



*Everyone has a role in making a public library safe for children of all ages.*

**“I Want My Library To . . .” Survey**

At the conclusion of the Focus Group discussions, participants were asked to complete a simple paper survey inquiring about 17 library services – briefly described – that participants believed were most important for the Library to provide. This was accomplished by asking each person to rank only five of the 17 in their 1st, 2nd, 3rd, 4th, and 5th priority order.

The participants were also asked to look at the remaining 12 options – all good services – and to choose two that they individually believed the Library should not offer at all. By those two, they were asked to place an X. Thus, each participant marked seven of the 17 choices. Each #1 was awarded five points, #2s were awarded four points, etc. The Xs were tallied and reported, but no points were subtracted for them.

**“I Want My Library to ...” Survey Results.** The 33 responses were tabulated for each meeting and focus group. Results were aggregated separately for public participants and staff participants, calculating the scores for each group’s response. Finally, an “all participants combined” tabulation was prepared along with the rankings of the responses, with the results recapitulated in Table 5.1.

The least favored services were Local History & Genealogy and Public Space, such as a Community Commons.

Appendix 5.3 includes details on this survey, the descriptions of the 17 services, instruction for the participants, and tabulated responses from the various Focus Groups.

**Community Services Advisory Committee Meeting**

A public meeting with the Community Services Advisory Committee (also referred to as CSAC or the Committee) was held to review draft Library Master Plan recommendations presented by the Consultants for VCL services, facilities, and operations. In that meeting, the Committee and the Consultants engaged with members of the public who provided feedback to the presentation and expressed their desires for improvements at VCL.

Input provided by CSAC and the public resulted in positive modifications to the draft Library Master Plan.

**Table 5.1**

I Want My Library to . . . Survey Results – All Participants Combined

<i>rank/library offering</i>	<i>number of points</i>
1 Early Literacy	89
2 Business & Career Information	62
3 Computer & Information Literacy	59
4 Educational Support	48
5 Adult & Teen Literacy	46

## Online Survey Questionnaires

The Consultants administered two Community Input Surveys through an online portal provided by Survey Monkey. Identical questions were asked in both English and Spanish, hence the two separate surveys. Each one was hosted on the City's webpage from November 11 to December 21, 2020, asking 16 specific questions about the Victorville City Library, such as frequency of use, services used, reasons for non-use, the technology offered by the Library, and potential services offerings. Research points out that such non-random surveys are not scientific, therefore, they cannot be relied upon as representative of the entire community with any level of confidence.

The results from the 341 respondents were fairly consistent, as expressed in the quantitative and qualitative excerpts on the following pages of this Section. The survey results differentiated between the two primary languages spoken in Victorville. Typically, each question asked respondents to indicate the importance of a given subject as being *Very Important*, *Somewhat*, *Slightly*, *Not At All*, or *Do Not Know*. In addition to questionnaire responses, participants were asked to provide comments, most of which were positive. The gist of some of the constructive criticisms included *'It is small and uninviting. The area is sketchy and it is outdated,' 'Limited reading selection and technological resources,'* and *'Do not need to use.'* See Appendices 5.4 through 5.11 for complete survey results, comments, and analyses.

**Results Analysis.** The methodology and small sample size of the survey do not meet the scientific standards required to accurately represent the entire City within any factor of confidence. However, the qualitative value of this data is very helpful to the master planning process.

The Consultants examined any deviation in responses between the Spanish and English versions of the survey, documented in Appendix 5.11, with the intent of pinpointing any potential cultural differences in service preferences. Differences of +/- six percent were considered minimal, and therefore, not noted. As such, four of the 16 questions had only minimal deviations. Significant variations were noted in the analyses of responses to individual questions. Table 5.2 summarizes findings where responses deviated by more than 20%.

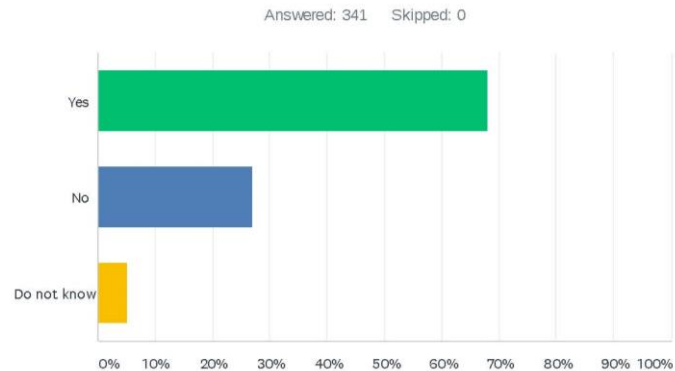
Each of the 16 survey questions and a corresponding summary of response results begins on the next page, beginning with Question 1 (Q1).

**Table 5.2**

Spanish to English – Analysis of Survey Response Deviations

<i>question/response</i>	<i>English</i>	<i>Spanish</i>	<i>deviation</i>
<b>Q4:</b> Library advertising preference			
City Recreation pages	22.9%	45.5%	22.6%
<b>Q5:</b> Library services used			
Use computers	24.5%	45.5%	21.0%
<b>Q7:</b> Website satisfaction			
Very satisfied	15.1%	63.6%	48.5%
<b>Q12:</b> Kids living in the home			
Ages 5-10	54.1%	78.6%	24.5%
Ages 11-12	35.9%	66.7%	30.8%
<b>Q16:</b> Highest education attained			
High school/GED	9.7%	54.6%	44.9%

Q1 Do you have a Victorville City Library borrower's card? PLEASE CHECK ONLY ONE



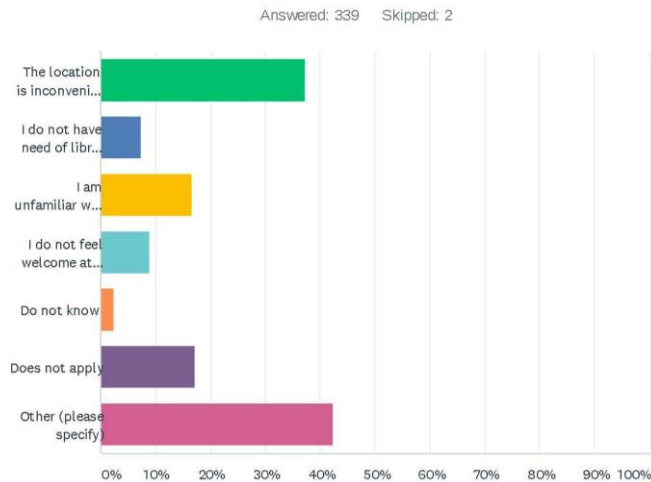
**Question 1 Response Analysis.** The 68.0% affirmative responses is both a good result, and expected. The fact that 27.0% reported not having a Library card suggests the survey reached non-users of the Library – a good sign as well. Some of the 5.0% who did not know if they have a Library card might fall into either the user or non-user category.

Q2 How many times have you or a member(s) of your household used the Victorville City Library in the past year? PLEASE CHECK ONLY ONE

ANSWER CHOICES	RESPONSES	
Two or more times a week	5.87%	20
Once a week	3.81%	13
Two or more times a month	9.97%	34
Once a month	7.92%	27
Two or more times a year	21.99%	75
First visit made recently	2.35%	8
Do not know	14.37%	49
Other (please specify)	33.72%	115
TOTAL		341

**Question 2 Response Analysis.** A positive result of this question is that only 2.4% of responses indicated their first visit to VCL was recent. However, almost one-half (48.1%) replied *Do not know* or *Other*, suggesting the question might have been worded better to capture more precise responses. Comments under *Other* are largely from respondents who say they have not used VCL, reinforcing the likelihood that a significant number of non-users responded to this survey.

Q3 If you have not used the Victorville City Library in the past year or do not use it often, what is the main reason you do not use the library or do not use it often? PLEASE CHECK ALL THAT APPLY

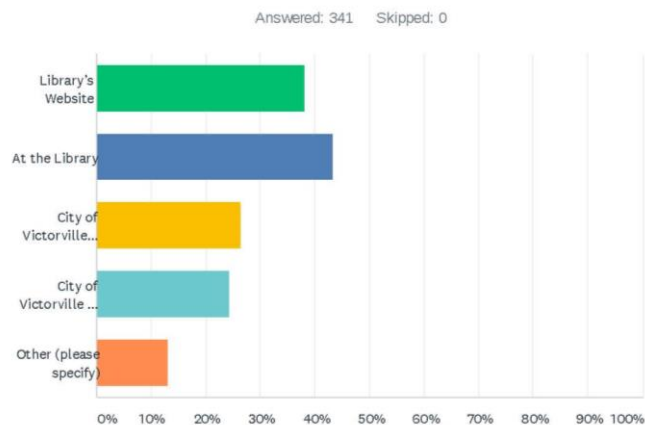


**Question 3 Response Analysis.** Reasons for not using the Library reveal that all hope is not lost on attracting many of these non-users to VCL. And again, the *Other* responses (42.2% of the total) offer valuable insights concerning issues to address at the current location, i.e. homelessness, poor street access, the perception of Old Town, size, and age of the facility, etc.

In addition to commenting on the negative aspects of the Victorville Library, several respondents reported using other libraries in Hesperia, Apple Valley – or other San Bernardino County Library Branches. And only 17 of the 341 responses cited COVID-19 as the reason for not using the Library.

The top three choices given for not using VCL are *The location is inconvenient* (37.2%), *Unfamiliarity with the services VCL offers* (16.5%), and *I do not feel welcome* (8.9%). These three answers account for 62.6 % of the total, or almost two-thirds. Only 7.4% responded *I do not have need of library services*. Hence, there are opportunities for VCL to convert many of these negative respondents into loyal Victorville City Library users. The complete list of comments concerning this and every other question can be found in Appendix 5.4. Appendix 5.5 has results for the English language subset and Appendix 5.6 has results for the Spanish language subset.

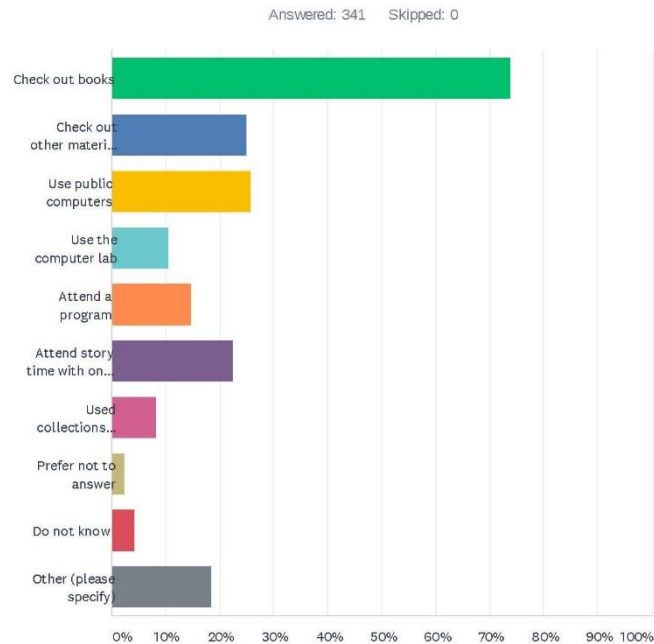
Q4 How do you typically learn about services and amenities the library provides? PLEASE CHECK ALL THAT APPLY



**Question 4 Response Analysis.** While previous questions lend some evidence as to how to promote VCL to the community, this question flat out asked. And though the *Other* responses made up about 13% of the total, there was good information in those comments. The two most common types of comments were 1) *Word of mouth from the Friends of the Library, Library and City employees, email from the City, the public schools;* and 2) *Social media other than City of Victorville social media platform, but including Facebook, Google, etc..*

Comments like *Not sure what is offered* or *I don't use the Library* were rare for this question.

Q5 When you visit the Victorville City Library building, what services do you use? PLEASE CHECK ALL THAT APPLY



**Question 5 Response Analysis.** The top two responses to this question are the most common answers to this question for public libraries across the U.S. – *Check out books* and/or *Check out other materials such as DVDs, Audiobooks, Music CDs, etc.* *Use public computers* and/or *Use the computer lab* were the third and fourth most frequent response, which suggests the lack of computers and/or Internet access in the homes in the vicinity of VCL.

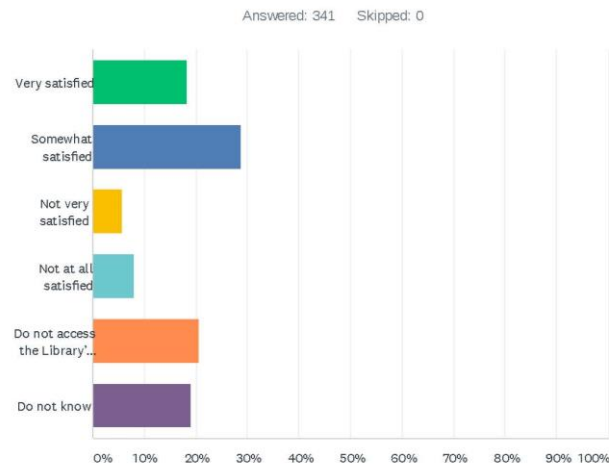
*Attend story time with one or more children* or *Attend a program* round out the top six prescribed responses, with *Other* as the only other choice scoring above 10% of the responses.

Q6 How do you travel to the library? PLEASE CHECK ONLY ONE

ANSWER CHOICES	RESPONSES	
Walk	1.17%	4
Drive	93.84%	320
Bike	0.00%	0
Bus	1.47%	5
Ride Share	0.59%	2
Other (please specify)	2.93%	10
TOTAL		341

**Question 6 Response Analysis.** Victorville is certainly an automobile oriented community, so these responses come as no surprise. With taking the bus as a very distant second place, it suggests an investigation of how robust local bus service is in Victorville. This question proves that adequate and secure parking is a requirement for any public library in Victorville for the foreseeable future.

Q7 Overall, how satisfied are you with the electronic resources and digital material available via the Victorville City Library website? PLEASE CHECK ONLY ONE



Q8 The Victorville City Library website offers a variety of electronic resources, including Hoopla (free digital e-books, audiobooks, comics, music, and movies) and Enki (free e-books), virtual programming for children, resources for job seekers and veterans. The following is a list of additional electronic services and resources that many public libraries provide. Read the list and click to indicate which items are very important or not at all important to you and those in your household. PLEASE CHECK ALL THAT APPLY.

	VERY IMPORTANT	SOMEWHAT IMPORTANT	SLIGHTLY IMPORTANT	NOT AT ALL IMPORTANT	DO NOT KNOW	TOTAL	WEIGHTED AVERAGE
Online Tutoring for K-12	56.59% 189	11.68% 39	6.29% 21	15.27% 51	10.18% 34	334	2.62
Academic databases	57.96% 193	15.92% 53	6.01% 20	9.61% 32	10.51% 35	333	2.51
Newspaper Archives	32.31% 105	24.31% 79	19.08% 62	15.08% 49	9.23% 30	325	2.91
Live Storytime	44.58% 148	17.47% 58	11.45% 38	17.77% 59	8.73% 29	332	2.72
Online Reference	60.61% 200	20.61% 68	5.15% 17	4.85% 16	8.79% 29	330	2.25

**Question 7 Response Analysis.** The fact that less than 47% of respondents are *Satisfied* or *Very Satisfied* with the technology at VCL pinpoints a potential area for improvement. Conversely, only 13.5% are dissatisfied, so that is a plus. That leaves over 39% of respondents in the dark about VCL – another opportunity segment to target with advertisements of library service offerings.

**Question 8 Response Analysis.** Of the five specific resource types available, the Spanish language respondents indicated that *Online tutoring for K-12* was *Very Important* by 77.3% persons, 13.6% said *Somewhat Important*, and 9.1% indicated *Did Not Know*. English language respondents indicated that tutoring was *Very Important* by 55.1% and *Not At All* by 16.4%. *Somewhat Important* 11.5%, *Slightly Important* 6.7%, and *Do Not Know* 10.3%.

Tutoring online echoes the importance of literacy to community members as recorded in the “I Want My Library To...” survey results and the importance of education from input obtained during the Focus Group exercise.

Q9 Following is a list of services and amenities that many public libraries provide. Read the list and click to indicate which items, for you and those in your household, are very important, somewhat important, slightly important, or not at all important. PLEASE CHECK ALL THAT APPLY

	VERY IMPORTANT	SOMEWHAT IMPORTANT	SLIGHTLY IMPORTANT	NOT AT ALL IMPORTANT	DO NOT KNOW	TOTAL	WEIGHTED AVERAGE
Provide story hours & other programs for children	63.31% 214	14.20% 48	6.21% 21	12.72% 43	3.55% 12	338	1.97
Provide books for all different ages	88.20% 299	5.31% 18	1.47% 5	2.65% 9	2.36% 8	339	1.37
Provide eBooks for different ages	72.62% 244	14.88% 50	4.78% 16	5.06% 17	2.68% 9	336	1.64
Provide DVDs, CDs, Audiobooks, etc.	45.97% 154	26.27% 88	15.22% 51	9.55% 32	2.99% 10	335	2.12
Provide more materials in Spanish and/or other languages	41.62% 139	13.47% 45	15.57% 52	22.75% 76	6.59% 22	334	2.72
Expand the current library facility	72.49% 245	16.57% 56	4.14% 14	2.96% 10	3.85% 13	338	1.68
Provide public computers & Wi-Fi access	73.08% 247	12.43% 42	4.73% 16	8.28% 28	1.48% 5	338	1.60
Provide meeting & conference rooms for community groups & public activities	52.82% 178	21.36% 72	13.65% 46	9.20% 31	2.97% 10	337	2.03
Provide group study rooms	50.75% 170	23.88% 80	12.24% 41	9.55% 32	3.58% 12	335	2.09
Have one or more branch libraries	65.19% 221	16.22% 55	9.14% 31	4.72% 16	4.72% 16	339	1.91
Provide special equipment for visually- & hearing-impaired customers	62.80% 211	16.67% 56	8.63% 29	8.33% 28	3.57% 12	336	1.91
Provide computer-accessed information for research resources & the like	68.06% 228	19.10% 64	5.97% 20	4.18% 14	2.69% 9	335	1.68
Provide classes & courses to learn about computer software programs & hardware	54.17% 182	21.73% 73	13.39% 45	7.74% 26	2.98% 10	336	1.99
Provide lectures, book discussions & other programs for adults	48.50% 162	27.84% 93	12.57% 42	7.78% 26	3.29% 11	334	2.06
Provide activities & programs for teens & tweens	65.77% 219	18.02% 60	7.51% 25	6.01% 20	2.70% 9	333	1.75
Provide STEM, STEAM and/or STREAM classes for all ages	65.36% 217	17.47% 58	8.13% 27	3.92% 13	5.12% 17	332	1.92

**Note:**

Definition for STREAM = Science, Technology, Reading, Engineering, Art & Math

**Question 9 Response Analysis.** Of the 16 potential services and amenities listed, 13 received votes as being *Very Important* from over 50% of the respondents. Table 5.3 shows the top four responses, in rank order:

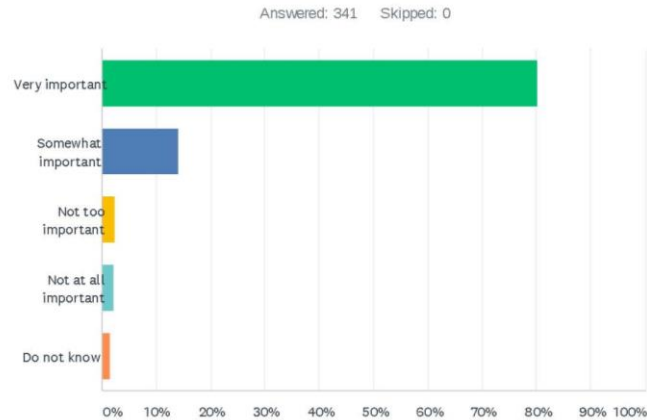
**Table 5.3**

Victorville City Library Survey – Potential Services & Amenities

<i>future library offering</i>	<i>number of responses</i>	<i>percentage of responses</i>
Provide Books for All Different Ages	299	88.2%
Provide Public Computers & Wi-Fi Access	247	73.1%
Expand Current Library Facility	245	72.6%
Provide eBooks for Different Ages	244	72.5%

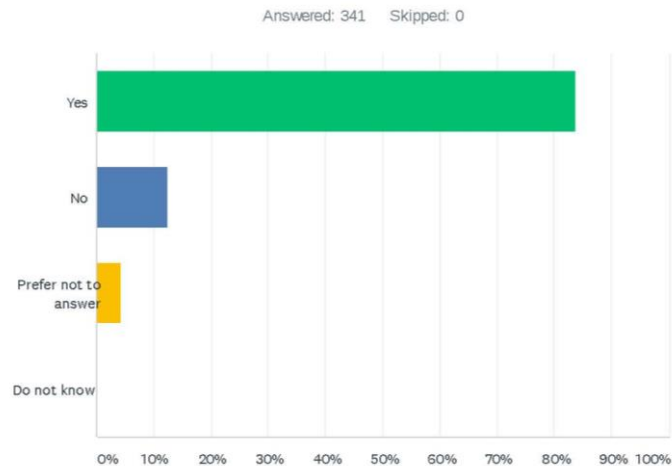
Surprisingly, *Provide more materials in Spanish and/or other languages* ranked lowest in importance of the 16 choices – as recorded at both ends of the response spectrum. Of note, it was only English language respondents who were negative. There was but one negative indication from Spanish language respondents, concerning *Provide public computers & Wi-Fi Access*.

Q10 Overall, how important are the services provided by the Victorville City Library? PLEASE CHECK ONLY ONE



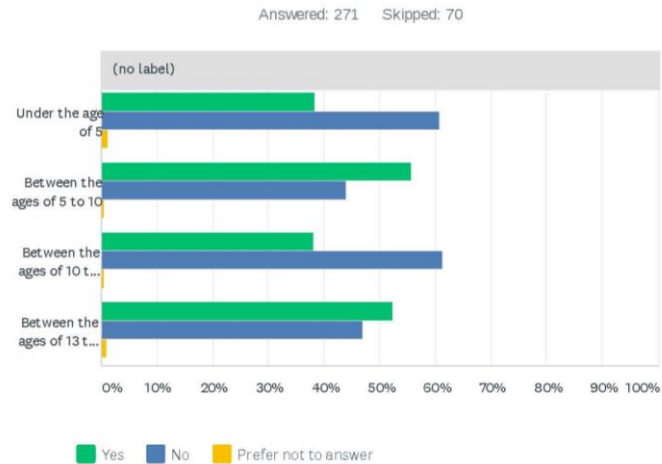
**Question 10 Response Analysis.** Over 90% of respondents pegged Library services in Victorville as being *Very Important* or *Somewhat Important*. And even though multiple questions in this survey indicate that the pool of respondents might include as many as 27 to 32% non-users of the Library, national statistics show that even library non-users vote to fund public libraries. For this question, Library users and non-users indicated how much they value their public library.

Q11 Are you a Victorville resident? PLEASE CHECK ONLY ONE

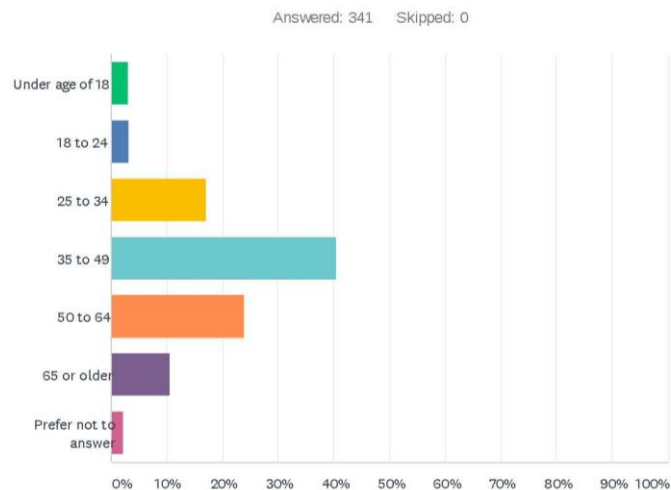


**Question 11 Response Analysis.** Victorville residents make up 83.6% of the reported respondents, validating the survey data as being representative of a segment of likely VCL customers. This question will help pinpoint the neighborhoods where respondents who responded to this survey reside, coupled with the responses that identify their zip codes, as captured by Question 15.

Q12 If you have children living in your home, answer below. PLEASE CHECK ALL THAT APPLY



Q13 In which of the following age groups do you fit? PLEASE CHECK ONLY ONE



**Question 12 Response Analysis.** The Consultants included this question in the survey because the number of children in the home is one of the primary predictors of library use. The results from this question suggest that the VCL customer base includes both households with and without children living in their homes. Table 5.4 tabulates the survey results.

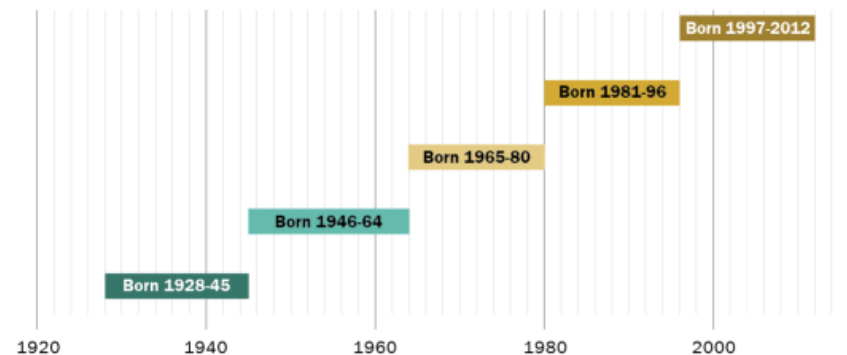
**Table 5.4**

Victorville City Library Survey – Children Living in the Home

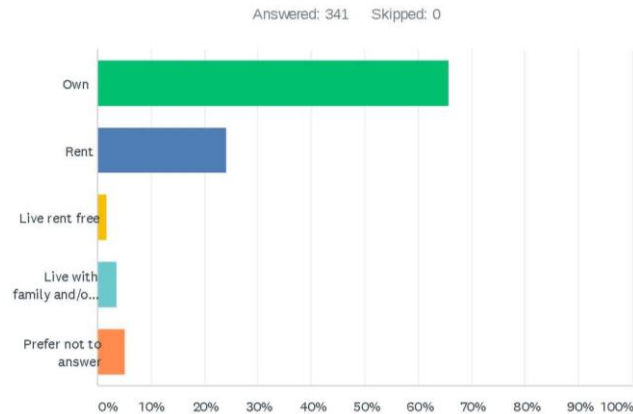
age of children	yes	no	no answer
Under the age of 5	38.4%	60.6%	1.0%
Between the ages of 5 to 10	55.6%	44.0%	0.5%
Between the ages of 10 to 12	38.2%	61.4%	0.5%
Between the ages of 13 to 18	52.2%	46.9%	0.9%

**Question 13 Response Analysis.** Parents with children at home most likely belong to two generations – Millennials (age 24 to 39) and Gen Xers (age 40 to 55). These two generations span across the three largest age groups that responded to this survey. Given that the ages of children living at home identified in Question 12 are mostly between the ages of 5 to 10 or between the ages of 13 to 18, their parents are statistically likely to be Millennials and Generation X, respectively.

#### The generations defined



Q14 Do you own or rent your current residence? PLEASE CHECK ONLY ONE



Q15 What is the Zip Code of your place of residence?

**Question 14 Response Analysis.** This was another question that was included in the survey as a primary predictor of library use – owning one’s home as opposed to renting. About two-thirds of respondents fit this profile. There is very little deviation between Spanish-speaking and English-speaking households when it comes to their living situation. Table 5.5 tabulates the responses.

**Table 5.5**

Victorville City Library Survey – Owning or Renting Current Residence

<i>housing</i>	<i>Spanish</i>	<i>English</i>	<i>combined</i>
Own	63.6%	65.8%	65.7%
Rent	27.3%	23.8%	24.0%
Live rent free	0.0%	1.9%	1.8%
Live with family	0.0%	3.8%	3.5%
Prefer not to answer	9.1%	4.7%	5.0%

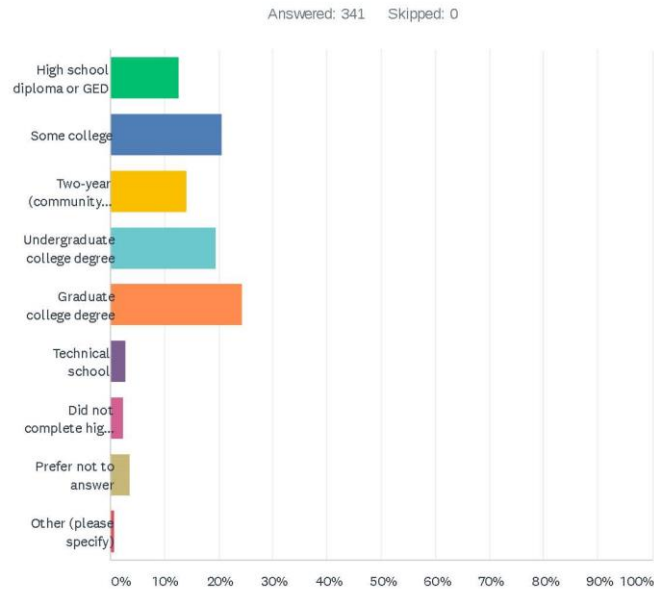
**Question 15 Response Analysis.** Of the 341 total survey responses, 285 – or 83.6% – came from the three zip codes that cover the majority of the city limits of Victorville. And more than half of those came from 92394 and 92392, which are on the west side of Interstate 15. Zip code 92395 is east of I-15 and is home to the current Victorville City Library. Table 5.6 recaps the number of responses that came from these three zip codes.

**Table 5.6**

Victorville City Library Survey – Residence Zip Codes of Survey Respondents

<i>zip code</i>	<i>no. of responses</i>	<i>% of responses</i>
92392	111	32.6%
92395	88	25.8%
92394	86	25.2%
Totals	285	83.6%

Q16 What is the highest level of education you have attained? PLEASE CHECK ONLY ONE



**Question 16 Response Analysis.** The third and final library use predictor, results to this question are usually the most accurate. Of the nine possible choices, five combined to receive over 90% of the responses, with a broad distribution across a higher level of educational attainment. The majority of survey respondents hold some form of a college degree, albeit a two-year, four-year, or six-year degree. Respondents in English were more likely to have a college degree than Spanish survey respondents – both in sheer numbers and percentages. Table 5.7 summarizes the Spanish, English, and combined results.

**Table 5.7**

Victorville City Library Survey – Educational Attainment of Survey Respondents

<i>education level</i>	<i>Spanish</i>	<i>English</i>	<i>combined</i>
High School diploma or GED	54.6%	9.7%	12.6%
Some college	4.6%	21.6%	20.5%
Two-year community college/associate degree	9.1%	14.4%	14.1%
Undergraduate college degree	4.6%	20.4%	19.4%
Graduate college degree	9.1%	25.4%	24.3%
Technical School	4.6%	2.5%	2.6%
Did not complete High School	4.6%	2.2%	2.4%
Prefer not to answer	9.1%	3.1%	3.5%
Other	0.0%	0.6%	0.6%
Total number of responses	22	319	341

*Section 6:*  
*Assessment of Existing Conditions*

## Section 6:

### Assessment of Existing Conditions

At this juncture of the project, the Consultants had completed much of the research required to effectively evaluate the Victorville City Library (also referred to as VCL or the Library). Each preceding Section of this Report laid a foundation for assessing the existing library conditions in Victorville and its surrounding communities. This content included:

- The history of the Library and the City of Victorville (also referred to as the City), including the current strategic goals of the City, documented in Section 1.
- Standards and best practices for public libraries, including current and emerging trends, as summarized in Section 2.
- Statistical comparisons with peer public libraries in California that VCL aspired to emulate, and/or are close to in geographical proximity, and/or operate from a single facility as VCL does, tabulated and contrasted in Section 3.
- An analysis of population projections and the demographics of Victorville, the demographics of nearby communities, San Bernardino County, the state of California, and the United States – all compiled in Section 4.
- Input from a cross-section of the greater Victorville community – residents and commuters, library users and non-users alike – concerning their needs, desires, and dreams for the future of VCL, as synopsised in Section 5.

This Section evaluates all aspects of VCL operations in varying degrees of detail, depending on the component being evaluated. We begin with the most important component of public library operations – the library customer.

#### Library Customer Base

Being a function of municipal government in Victorville, the public library is tasked with serving all people in the City. In California, all public libraries have a reciprocal borrowing agreement, allowing California resident cardholders from any library to borrow from any other library. For out-of-state customers, VCL charges a \$10.00 annual fee for a VCL card.

**The Public Library Cycle of Life.** Over the course of the 300+ public library projects the Consultants have completed, we have learned that successful library planning cannot be realized in a vacuum. Library customers dictate which programs and services they demand, which require well-trained staff to deliver. Customers, services, and staff require efficient facilities – all of which require adequate funding – which in turn requires satisfied customers to approve through their elected representatives in government. So, on goes the cycle of life of the public library. On and on and on.

Over the past decade, the Consultants have come to learn that library planning is not just about books, or about location, location, location – but rather – it all starts with customer, customer, customer. Like any service sector business, convenience for the library user is critical in establishing and retaining their membership.

*Is the Library easy to get to?*

*Once there, is the facility easy to use?*

*Are the Library offerings what the customer wants or needs?*

*Are the staff welcoming, friendly, and helpful?*

These questions reveal that it is, indeed, all about the customer. Any public library will cease to exist if its customers are not satisfied.

The Consultants' analysis of VCL cardholder data revealed that residents from 245 different California municipalities have borrowing privileges at the Victorville City Library, partially corroborating the City's statement that people from neighboring communities are drawn to Victorville for various retail services. But data from the Community Engagement process also corroborated that many Victor Valley residents shop around for library service, and are borrowers at multiple public libraries in the area.

**Geographic Distribution of VCL Cardholders.** The Consultants prepared an interim report with tabulated data and visualizations on maps depicted in Figure 6.1 and Appendix 6.2, to better understand VCL's customer base and where they live. 40,815 VCL Cardholder addresses were supplied by VCL to the Consultants. 36,801 Cardholder addresses were accepted for this analysis through the preprocessing of cardholder address data. By consolidating identical addresses for multiple Cardholders who cohabitate, 19,906 VCL Cardholder households were identified. Appendix 6.1 quantifies data concerning the residences of registered VCL cardholders and explains the methodology used for this exercise, in detail.

**Summary of the Methodology.** The cardholder address data supplied by VCL were processed through the geocoding service at the U.S. Census website. This process compares the supplied addresses to the Census database and rejects those that do not correspond to known residential locations.

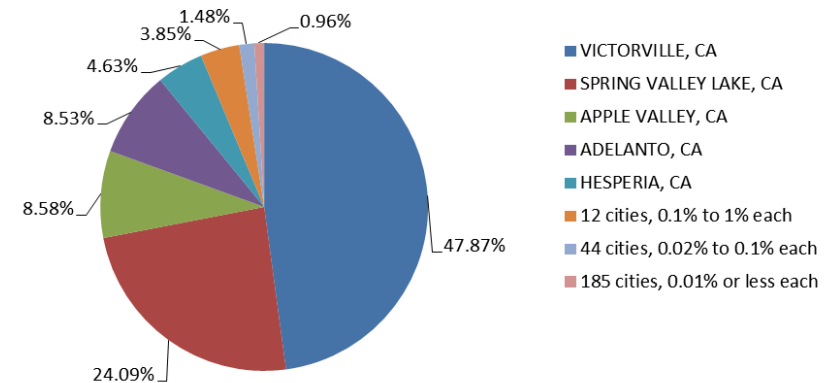
The process corrects misspelled city names or incorrect zip codes and returns a standardized spelling and formatting of the address. Standardization of street addresses makes it possible for an automated process to eliminate duplicates so a cardholder household can be counted just once even though multiple cardholders may be listed with the same address.

After geocoding, non-duplicated cardholder addresses were used to create a list of cardholder households. The geographic distribution of both cardholders and cardholder households was analyzed at four different levels:

- By city.
- By Zip code.
- By census tract.
- By drive-time service areas around each library location – whether existing or new locations, in Victorville or nearby communities.

**Distribution by City.** 246 cities were represented, including 24 cities outside of California. Five cities cover 93.7% of cardholders and 90% of cardholder households. Table 6.1 summarizes the number of Cardholders residing in the five cities, and the remainder of Cardholders. Also see Appendix 6.1 for the complete list of cities.

**Cardholders by City**



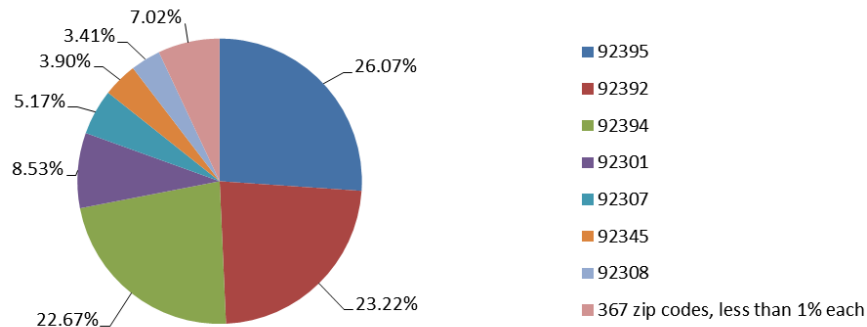
**Table 6.1**

Victorville City Library – Distribution of Library Cardholders by City

city	cardholder count	% of total cardholders	cardholder household count	% of total cardholder households
Victorville	17,615	47.87%	8,860	44.51%
Spring Valley Lake	8,867	24.09%	3,631	18.24%
Apple Valley	3,159	8.58%	2,165	10.88%
Adelanto	3,140	8.53%	1,962	9.86%
Hesperia	1,703	4.63%	1,325	6.66%
(remaining 241 cities)	2,317	6.30%	1,963	9.86%

**Distribution by Zip Code.** The study found that 374 Zip codes were represented in VCL's Cardholder database. Seven zip codes cover 93% of cardholders and 89% of cardholder households. This data reinforces findings from the Online Survey in Section 5. Table 6.2 presents the quantities of Cardholders and households by the top seven zip codes.

**Cardholders by Zip Code**



**Distribution by Census Tract.** The study also found that 811 Census tracts were represented. Sixty Census tracts include 96.3% of cardholders, and 59 Census tracts include 93.7% of cardholder households. The Census tract with the greatest percentage of total cardholders contains 11.3% of both the total cardholders and total cardholder households. This data is represented visually on a map in Figure 6.1, as shown on the next page.

**Market Penetration.** As discovered in the peer library analyses in Section 3, VCL has a very low percentage of City resident children signed up as Library cardholders (3.0%), compared to the aspirational peer average of 10.5% for kids. Looking at the current percentage for all ages, VCL has registered 33.3% of the population (40,815 borrower-cardholders out of 122,568 residents). This compares with peer averages of up to 77.2%, depending on the peer group. It is important to note that due to the reciprocal borrowing agreement, several California public libraries register more than 100% of their population as cardholders by including out-of-towners – as does Victorville. Best practice would seek to enroll 70 to 80 percent of service area residents as cardholders (based on calculations including only residents and not out-of-towners) – as an achievable goal for reasonable market penetration.

**Table 6.2**

Victorville City Library – Distribution of Library Cardholders by Zip Code

zip code	cardholder count per zip code	percent of total cardholders	cardholder household count per zip code	percent of total cardholder households
92395 Victorville	9,595	26.07%	4,046	20.33%
92392 Victorville	8,544	23.22%	4,391	22.06%
92394 Victorville	8,343	22.67%	4,054	20.37%
92301 Adelanto	3,140	8.53%	1,962	9.86%
92307 Apple Valley	1,904	5.17%	1,236	6.21%
92345 Hesperia	1,437	3.90%	1,090	5.48%
92308 Apple Valley	1,255	3.41%	929	4.67%
367 zip codes, less than 1% each	2,583	7.02%	2,198	11.04%

**Drive-Time Service Area Analysis.** Next, the Consultants used geocoded mapping to define the service areas of VCL and several existing public libraries in Victor Valley. The process reveals a convenience factor of library usage as “voted” on by your cardholders’ use of their time, in terms of the number of minutes of driving time it takes to get from home to the library.

The existing VCL drive-time service area was determined by a geographic algorithm that calculates the average time to drive the existing Victorville street network – defining a boundary within which 75% of current customers reside. This drive-time service area analysis – delineated in the maps in Figure 6.2 and Appendix 6.2 – will be used to delineate the service areas of each existing and new library facility.

The definition of drive-time service areas is critical to assuring optimal service delivery and convenience for all residents of Victorville. This analysis will be fundamental in organizing data by branch location, and will provide the following benefits:

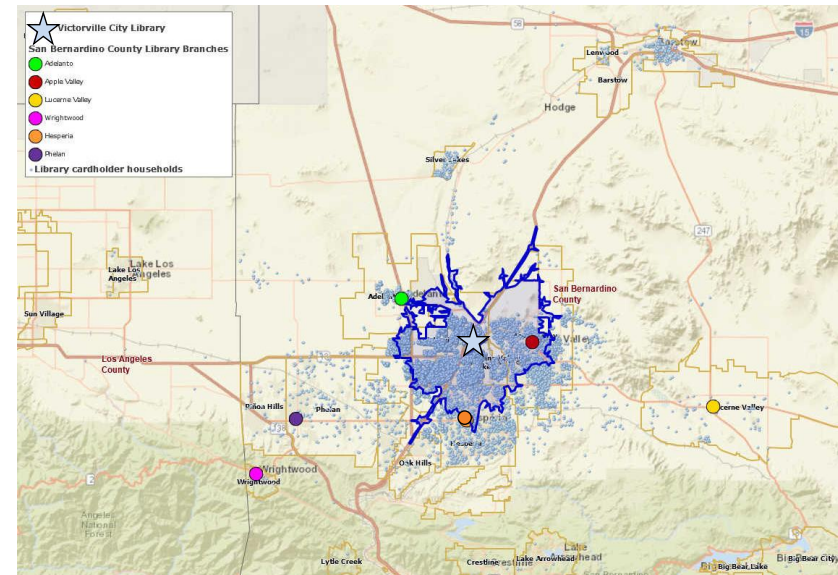
- It identifies the area where customers live relative to a given branch;
- It clearly defines geographic boundaries of all branch library service areas;
- It identifies branch service area overlap and gaps; and
- It ensures consistency of data collection inside and out of these defined boundaries, eliminating duplicate counting of households.

On average, 75% of retail customers visit a location that is within a defined drive-time of their residence. All customers who reside beyond a threshold drive-time are excluded from this portion of the analysis only, as outliers.

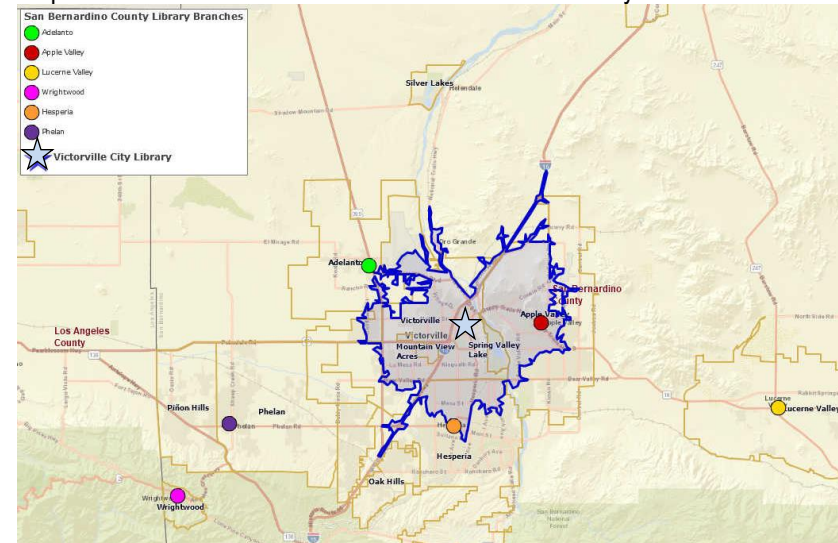
These calculations form the basis for selecting sites for new facilities in two ways – by identifying geographic gaps between service areas and by calculating the number of households within a proposed new service area.

In Section 8, the Consultants will identify new service outlet locations based on where the majority of your customers live who are not within convenient driving time of the existing Library. We can suggest solutions for under-served neighborhoods where a significant number of households are without vehicles if such exists in Victorville. The results are a more efficient network of service by maximizing coverage while minimizing overlaps of service.

**Figure 6.1**  
Map of VCL Cardholder Households & 14-minute Drive-time Service Area



**Figure 6.2**  
Map of VCL Service Area in relation to Libraries in Nearby Communities



### Library Collections Analysis

As research presented in previous Sections has shown, checking out books or DVDs and the like is still the primary reason people use the public library – though the library has become so much more than just a warehouse for books. The Consultants believe in the concept of less is more when it comes to library collections. Bigger collections are not necessarily better collections, unless one is visiting a research facility such as Los Angeles Central Library or the Mc Kim Library of the Boston Public Library.

And even then, no Library keeps a copy of every book. Indeed, studies have shown that libraries with uncrowded shelves make it easier for customers to find what they are looking for, increasing the circulation of the collection. And a library's collection of materials can include physical and electronic items.

### Parameters for the Analysis of Collections

Best practices typically track key metrics in evaluating the quality of library collections and their usage. These fundamental metrics are:

- Collection items per capita, or the ratio of the number of items in the collection to the population served.
- Circulation per capita, in terms of the number of books or media checked out by customers in a given year.
- Collection turnover rate, in terms of how many collection items are circulated annually.

Annual expenditures for library collections are also important, however, such metrics are addressed later in this Section, under the heading of Library Budget.

**Parameters Identified in Peer Libraries.** Through comparisons of Victorville with over 40 other California public libraries, the Consultants found that VCL lags behind the average of its peers, in terms of collection items and circulation per capita. Table 6.3 compares VCL with peer averages using FY2018 data.

### Assessment of Victorville City Library Collections

The Consultants toured the Victorville City Library with City Librarian George Carter. The shelves we saw were full, with very little room for more items. At the right end of each shelf there should be eight to ten inches of empty space. The empty shelf space is needed for re-shelving books that have been borrowed by customers. In other words, the shelves should only be 80% full, maximum.

**Table 6.3**

Victorville City Library – Peer Library Print Collection & Circulation Metrics

<i>metric</i>	<i>collection items per capita</i>	<i>circulation per capita</i>
Best practice	7.00	17.33
Combined peer 75 <sup>th</sup> percentile	1.92	8.29
Aspirational peer average	1.67	5.67
Single Facility peer average	1.02	3.72
VCL statistics	0.54	0.92

Some Librarians tend to collect books, media, and other items (even furniture) just in case someone might ask for them. With the number of books in publication growing every year, public library space becomes a premium commodity, as are the tax dollars and donations that fund the operations and maintenance of that space. With the advent of Inter-Library Loan (ILL) and the proliferation of daily doorstep delivery, “just in time” has replaced the mantra of “just in case” in the library world.

**Content of the Collection.** To keep the VCL collection current, the Library staff has done/is doing a good job of thinning its collection of books and other materials. For library shelves that are not overcrowded, there is also higher circulation because the shelves are easier to browse and there is space for merchandising the collection at the start of different seasons – e.g. Finance, Gardening, Sports, etc. Merchandizing can be as simple as displaying selected books on the shelves face-out rather than spine-out.

Table 6.4 shows the distribution of existing VCL collections by major content category. Along these lines, there was public input on collection content improvements, in terms of subject matter. Specific comments from library users and the Consultants included:

- More Spanish language – as currently, Spanish collections for youth and adults represent between 3.9 and 4.3 percent of the entire VCL collection.
- Titles on personal growth.
- Biographies of well-known people from Mexico and Latin American countries.
- Nutrition, which could be combined with the food-related programming, described in Section 2 of this Report.

**Density of Shelving.** In addition to the capacity of shelving, the height and spacing of shelving ranges have an impact on accessibility for customers, and supervision by staff. VCL exhibits better than average shelving density in terms of wider aisles, but heights upwards of 90 inches make many shelves unreachable for some customers. There are guidelines for the standard height and density of shelving that the Consultants have recommended in Appendices 2.2 and 2.3 of this Report.

Of interest to note, much of the steel cantilevered shelving VCL currently deploys has 48-inch wide shelves, compared to the industry standard of 36-inch wide units almost exclusively used by all other public libraries.

**Table 6.4**

Victorville City Library – Physical Collection Inventory

<i>metric</i>	<i>collection items</i>	<i>% of collection</i>
Reference	247	0.5%
Adult Fiction	6,418	12.3%
Adult Non-Fiction	10,456	20.1%
Adult Large Print	2,938	5.6%
Multilingual	2,014	3.9%
Media – DVDs, CDs, audiobooks, etc.	8,959	17.2%
Periodicals – magazines, journals, etc.	343	0.7%
Young Adult	3,337	6.4%
Children Easy/Picture books	7,253	13.9%
Children Fiction/Non-Fiction	10,181	19.5%
Totals	52,146	100.0%

### Library Services & Programs Analysis

Typically, the Consultants utilize a number of sources to form a comprehensive assessment of the programs and services delivered by a given library. These include but are not limited to customer feedback, statistical benchmarking, demographic research, a survey of the library's website, and an on-site tour of facilities.

Given the timing and severity of the COVID-19 pandemic, the Consultants have been somewhat limited in accessing some of the tools we would typically use. For example, because VCL has closed the Library interiors to customers, the offering of programs has been curtailed. Hence, programs are not advertised on the website – so it is difficult for the Consultants to gauge the frequency or quiz staff about the success of current programming.

#### Analysis of Library Services

Table 6.5 shows VCL's performance with its peers. VCL fares well in hours and visits, numbers that bode well for library staff. Given the current size of the Library building, it is not realistic to believe there can be a significant increase in services at this time.

**Children's Services.** Children's Services at VCL are currently strong as is. The story times are very popular and well-attended. The message from the Consultants is to keep on impressing the customers. One item of concern is that the number of registered child borrowers is very low, given the population size of Victorville.

**Teens & Tweens Services.** The Consultants observed that Teens and Tweens Services are limited, with only two regular programs at this time. The Harry Potter party was well received and successful.

**Home Schoolers.** For the parents of both children and teens/tweens who are homeschooled, the Library works to make VCL a place for Home Schoolers.

**Services for All Ages.** Recognizing the absence of even a small gathering space in the present facility, it is difficult to accommodate a tutor and his or her tutees. Informal tutoring could be ongoing, but only while other activities would be going on within the building with no space for visual or acoustical privacy.

**Table 6.5**

Victorville City Library – Peer Library Hours Open & Visits per Capita Metrics

<i>metric</i>	<i>hours open</i>	<i>visits per capita</i>
Aspirational peer average	4,980	3.18
Single Facility peer average	2,601	1.97
VCL statistics	3,100	1.31

**Multi-Cultural Services.** The Library provides Spanish support to the extent of current staff and space capabilities, through a discrete Spanish language collection and bilingual programming.

**Programs for the Latino & Spanish-Speaking Community.** Programs for the Latino and Spanish-speaking communities have been successful. VCL has offered a basic computer skills class that was very popular, taught in English then in Spanish with the assistance of Spanish-speaking staff. The person teaching that class resigned in 2020, but VCL plans on bringing that class back.

People who speak and read Spanish come to check out materials. VCL also has good participation from Spanish customers at regular story times. The parents and kids attend the bilingual story time, then attend the two English language story times. Library staff has been told that story time helps kids with their English skills. Spanish speakers also attend the ABC Mouse program, and they participate in the Library's annual Summer Reading Program.

**Signage.** The Library does not have much signage in Spanish, beyond the areas that direct customers to the Spanish language materials. VCL prints the monthly event calendar and many event flyers in both English and Spanish.

**Adult Services.** For Adults, current services include:

- Traditional public library services of a current circulating collection, magazines and other periodical publications, access to computers and the Internet, printing and photocopying in color and black & white, etc.
- Probably due to lack of space, current programs are primarily focused on Children. But programming is beneficial for all residents, regardless of age.
- A Friends of the Library bookstore with hundreds of books and publications for sale.

The Library can be a place for learning about career and business development, especially how to start a business. Business & Career Information was ranked highly in the I Want My Library To . . . survey results presented in Section 5. This activity can primarily involve the Library providing space for a partnering entity(s) and some collection, computing, and database support.

**Passport Services.** The Victorville City Library is a designated Passport Acceptance Facility, making the Library able to officially process applications for new and renewed U.S. passports. It is important to point out that this service is very beneficial, providing a needed service to the community and generating revenue in the process.



*Public libraries that offer basic computer skills classes typically find they are very popular with all ages.*

### Library Space & Technology Analysis

Multiple indications are that the current Victorville City Library building is too small to accommodate modern public library services within its current walls. The evaluation process presented in this portion of Section 6 attempts to definitively quantify any square footage shortfalls, as well as any other functional or physical deficiencies that impact current and future performance of the site and the building.

#### Peer Parameters

Possibly the most important best practice metric in public library planning is the amount of square footage per capita housed by a given community. VCL's most significant limitation to providing excellent service is a lack of modern library space. Table 6.6 compares VCL with peer averages using FY2018 data.

At 0.06 square feet per capita, VCL has less than one tenth the best practice minimum and less than 25% of the lowest peer average.

#### Service Area Coverage

The designation of a retail-like service area for VCL is predicated on three-quarters (74.6%) of current Library cardholders residing within 14 minutes of driving time of the current Library location on Circle Drive in Old Town. This 14 minute parameter is customer data-driven, not mere speculation by the Consultants. As the map in Figure 6.3 shows, the VCL drive-time service area simultaneously fails to cover all of the Victorville city limits, while extending into the city limits of neighboring municipalities of Apple Valley, Hesperia, and Adelanto. The VCL service area completely encompasses Spring Valley Lake and Mountain View Acres.

**Service Areas of Neighboring Libraries.** The Consultants were unsuccessful in soliciting cardholder data from the San Bernardino County Library (SBCL) that would enable determination of service areas for their branch libraries in the Victorville vicinity. In lieu of hard data, the Consultants used the 14-minute parameter to apply to all SBCL locations in the vicinity to create a service area map for the local network of competitors. Figure 6.3 (at right) and Figure 6.4 (next page) show the small blue dots that represent cardholder households. These also show that the VCL service area encompasses the Apple Valley Library (the red dot on the map), almost does the same to the Adelanto Library (green dot), and the Hesperia Library (orange dot) is on the edge of the boundary.

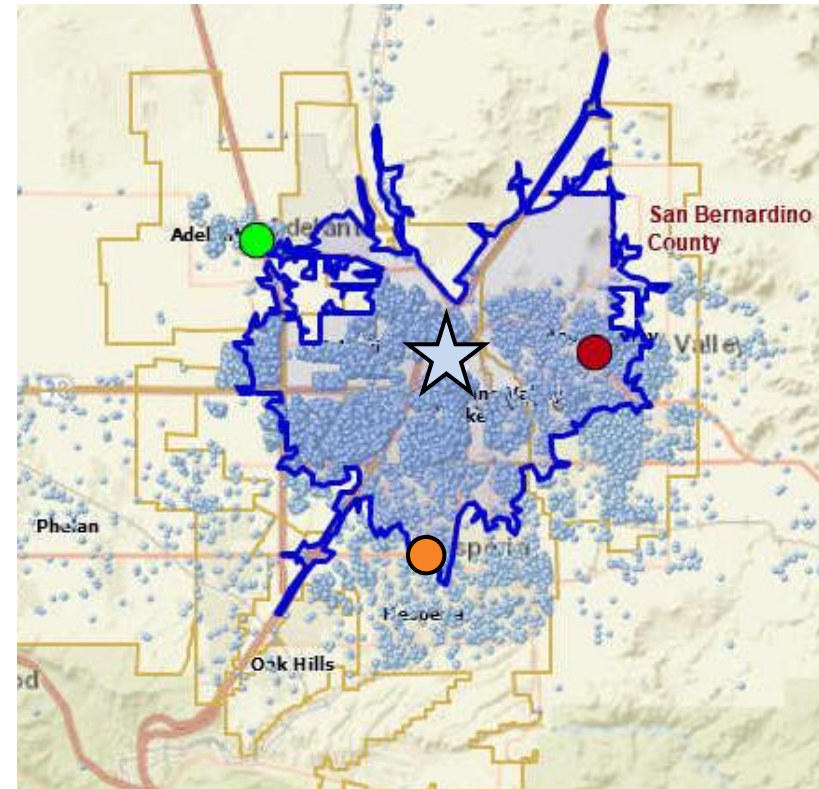
**Table 6.6**

Victorville City Library – Peer Library Square Footage & Computer Metrics

<i>metric</i>	<i>square feet per capita</i>	<i>public computers per 1,000 pop</i>
Best practice standard	1.00	n/a
Combined peer 75 <sup>th</sup> percentile	0.74	0.67
Best practice minimum	0.60	0.33
Aspirational peer average	0.46	0.58
Single Facility peer average	0.26	0.29
VCL statistics	0.06	0.24

**Figure 6.3**

Victorville City Library – 14-Minute Drive-Time Service Area



**Gaps & Overlaps in Service Area Coverage.** Figure 6.4 shows overlaps and gaps in the neighboring libraries' service areas. The amount of overlap is extensive, supporting multiple indications of library shopping by many residents in the Victor Valley.

Looking at the map, the largest geographic gaps in service coverage exists between Victorville and Phelan, and in the Oak Hills area. These gaps are bounded by the services areas of Phelan to the southwest, Adelanto and Victorville to the northeast, and Hesperia to the southeast. Oak Hills would appear to be a prime community from which to attract library users, given its income level and lack of its own library. Of the four communities providing library service adjacent to Oak Hills, Hesperia has the largest and most recently updated facility.

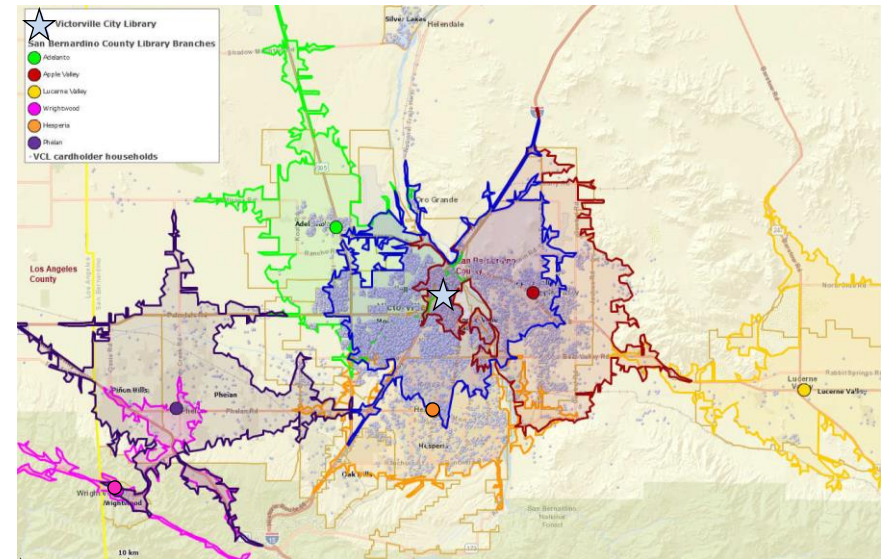
### Functional Assessment

To evaluate the existing Library building's capacity to deliver modern library services, the Consultants used a functional evaluation process that rated 92 distinct characteristics of a given library. Multiple consultants rated each characteristic and the results were averaged together into a single 1.67 score on a 5.0 maximum scale, characterized as being in Fair condition, functionally. The detailed ratings are presented in Appendix 6.3 of this Report.

The Consultants also took an inventory of the spaces, furniture, and equipment within the current building. When then applied the space standards established at the outset of the project (see Appendix 2.3) to each function to determine if the current space was adequate. Our findings are summarized in Table 6.7 and presented in detail in Appendix 6.5.

To perform everything VCL normally does now – without adding any new or trending functions, programs, or services – the Library should have 14,990 building gross square feet. This equates to 6,761 more square feet than is currently housed there, or about 82% more space. If it is assumed that VCL should and would have a meeting room seating up to 60 people (a function most all modern public libraries enjoy), the space shortfall increases to 8,339 square feet, or over 101% more than VCL currently has. Adding additional functionality at the current site would only increase the severe space shortfall.

**Figure 6.4**  
Victorville City Library – Network of Drive-Time Service Areas



**Table 6.7**  
Victorville City Library – Library Space per Space Planning Standards

<i>space/parking per standards</i>	<i>current functions</i>	<i>current functions plus meeting room</i>
building gross square feet to standards	14,990	16,568
existing building total square feet	8,229	8,229
space shortfall	-6,761	-8,339
parking stalls per guidelines	27	109
existing parking spaces	75	75
parking surplus/shortfall	48	-34

## Physical Assessment

The Consultants reviewed the construction drawings for the 2007 expansion of the Victorville City Library, along with several photographs of the interior and exterior of the building. The scope of construction included enclosing an exterior courtyard to become a Computer Lab and upgrading one staff and two public restrooms to become ADA compliant. The construction drawings that were provided to the Consultants were for the expansion only, with little information about the original construction.

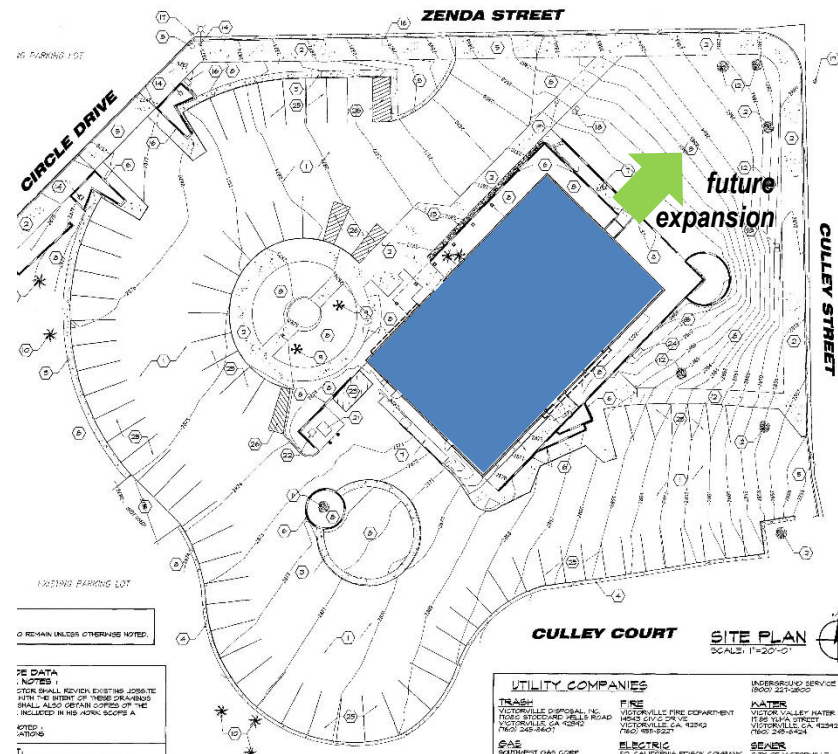
The Consultants also inspected the exiting Library in person. Overall, both the building and grounds appear to be well maintained. The Library measures 8,229 gross square feet in a one-story building, with a maximum occupancy of 85 persons. The original construction is non-combustible, built of masonry walls and a precast concrete roof structure over the higher center volume of the building. The roof structure of the addition appears to be wood joists. There is no fire sprinkler or other fire protection system in the Library.

The building's heating, ventilation, and air conditioning (HVAC) system is fed by six rooftop units, ages unknown. The age of the roof is unknown and photos of the ceiling show evidence of one or more roof leaks. The date of the original construction is unknown. Interior lighting appears to be fluorescent. Electrical panel capacity may be as high as 1,000 amps, spread over six panels.

The site has parking for 75 vehicles, with three stalls for the handicapped, in an inventive but inefficient layout. Parking lot entrances number one each from Circle Drive and Culley Street, though the Circle Drive entrance was blocked off at the time of the inspection due to the poor condition of Circle Drive, a privately owned and maintained street. Some vacant land is available for building expansion toward Zenda and Culley Streets, as illustrated by the green arrow in Figure 6.5. Potentially, there are 5,000 to 6,000 square feet of additional building footprint to the northeast corner of the lot. The site slopes down from west to east – a vertical drop of approximately 24 feet.

While on-site, the Consultants performed a physical evaluation of the existing Victorville City Library. The building rated a 3.47 on a 5.0 scale, which equates to \$816,574 in remedial work and/or repairs to bring the physical plant up to a modern library baseline. Appendix 6.4 tabulates a Retrofit Cost Model that rated each component of each building system present and/or required for a modern public library.

**Figure 6.5**  
Victorville City Library – Site Plan



**Technology Assessment**

The impetus for many of the changes that public libraries have experienced in the past three decades has been the never-ending advancement of technology. Once upon a time, technology was a library service. Now it creates indispensable tools for efficiently delivering service and an enjoyable customer experience.

**Current Technology Provisions.** When open to the public, the Library provides approximately 33 desktop computers for public use, along with computer-related activities and classes. VCL provides tech support in Spanish to the extent of the bilingual capabilities of current staff. One specific program that has been favorably mentioned is the *ABC Mouse* program, which is a technology learning class. Information concerning technology provided by the Library, as stated on the City website and Library webpage:

- Open 6 days a week for 61 total hours.
- Three full-time librarians. No librarian is identified on the Children's Desk.
- 14 part-time staff.
- The Library webpage is in English. The City provides an online translation service for all Departments that instantly converts anything to one of 100 languages. It is easy but not customized for the Library.
- Nothing on the Library's webpage indicates Spanish language collections or services. All City Department webpages use the same template.
- There are staff who speak Spanish but they are not available every hour the Library is open.

A sampling of technology for public use includes Read Squared for Summer Reading and a Library engagement platform. Hoopla provides customers access to e-materials. EnvisionWare provides public PC and copier management. One wireless access point provides Wi-Fi access to the public. Two Lulzbot 3D Printers are not yet ready for public use. Technology for Library staff includes Desktop PCs, Laptops, Chrome Books, a MacBook, and Tablets. A Canon Selphy Printer and Powershot Camera are used in the Passport Office to take passport photos, and Acuity Scheduling is used for customers to book appointments. VCL has a Verso ILS with a 5-year agreement as of January 2020.

**Library Technology Wish List.** The Consultants requested and the Library provided a prioritized wish list of technology applications, hardware, and software. Several of the high priority items are in progress, some potentially slowed down by the COVID-19 pandemic.



*View of the Computer Lab at the Victorville City Library.*

### Library Staffing Analysis

As the peer analysis data shows, the largest single budget line item for any public library is for personnel. VCL is no different in that regard, expending at least 64.7% of its FY2020 budget on staffing. It stands to reason that small libraries require less staff than do larger ones. But staffing requirements are not directly proportional to library square footage.

### Current Conditions

The Victorville City Library has a staff of 17 persons, comprised of:

- One full-time City Librarian.
- Two full-time Library Coordinators.
- Ten part-time Library Aides.
- Four part-time Library Clerks, with each position with approved funding for up to 28 hours per week.

During the pandemic, three library staff members opted to retire, leaving the Library with positions that will need to be filled as operations return to normal.

**Current Staff Hours.** The current hours of the existing positions, weekly and annual, are outlined in Table 6.8. Recent approval for one full-time position affects the FY2021 budget. These numbers do not include hours lost due to vacation, sick leave, vacancies, or Outreach Services – defined here as library activities such as school visits, community presentations, speaking engagements, etc.

The cumulative working hours is 487 per week which translates to 25,234 hours per year, based on 52 weeks, but without allowance for holidays recognized by the City of Victorville.

**Recent Staffing Increases.** VCL added one full-time staff person in March of 2020, and another in December of 2020. There have been part-time staff resignations in the past year as well.

**Bilingual Staff.** There are Library staff who speak Spanish and work with the public. One of three currently with VCL is very engaging with Spanish-speaking customers, creating positive interactions with the Latino/Hispanic community. VCL sends staff members to the Family Resource Center for meetings at the local school district with Spanish-speaking parents. By several indications, that outreach has created positive results.

**Table 6.8**

Victorville City Library – Staff Hours

<i>position</i>	<i>weekly hours</i>	<i>annual hours</i>	<i>FTE</i>
City Librarian	40	2,080	1.00
Library Coordinators	80	4,160	2.00
Library Aides	255	13,260	6.38
Library Clerks	112	5,824	2.80
Totals	487	25,325	12.18

### Assessment of Victorville City Library Staffing

Primary peer library parameters are recapitulated in Table 6.9. As with many other metrics, VCL does not fare as well as would be preferred – in these cases achieving only about one-third of the Aspirational peer average.

**Ratio of Operating Hours per FTE Staff.** As an evaluation of staffing efficiency, the Consultants compared the relationship of total library hours open to total number of staff in order to calculate the number of hours open per FTE. In this analysis, Victorville leads all peers in efficiency, with over 277 hours open per FTE, compared to 133.7 hours per FTE for the Aspirational peer group average and 119.0 average hours open for the Single Library Peers. VCL is over twice as efficient as these peer groups – accentuating the shortfalls identified in Table 6.9. A comparison of several metrics of the Single Library peer group is presented in Table 6.10

**Library Service Points.** There are two public service desks and one Passport Office that are staffed as follows:

- Circulation Desk, three staff
- Reference Desk, two staff.
- Passport Office, two staff

**Inequality of Available Staff Hours to Service Point Hours.** The current staffing pattern per service point – Circulation Desk, Reference Desk, and Passport Office – would require a total of 507 hours per week if staffed full-time. Annually, the required number of hours is 26,364. The maximum total of staff hours for all positions is 25,324, leaving a shortfall of 1,040 hours. In practical terms, such a shortfall is much greater because:

- No one position can realistically spend 100 percent of working time at a service point.
- It is not practical for the City Librarian and/or the Library Coordinators to spend more than a few hours a week working at a service point.

It is possible that staff assigned to the Passport Office could spend every working hour in the office – but that level of demand for passport service seems unlikely.

**Staff Compensation.** There are no known sources for state-wide data on public library personnel compensation in California, or nationally, that the Consultants could find to assess VCL compensation levels against. The Consultants solicited the California Library Association's CALIX listserv for sources.

**Table 6.9**

Victorville City Library – Peer Library Total & Professional Staff Metrics

<i>metric</i>	<i>total FTE per 1,000 pop</i>	<i>professional % of total FTE</i>
Combined peer 75 <sup>th</sup> percentile	0.401	31.3%
Aspirational peer average	0.326	26.6%
Single Facility peer average	0.243	24.3%
VCL statistics	0.088	8.9%

**Table 6.10**

Victorville City Library – Peer Library Hours Open per FTE Staff

<i>location</i>	<i>service area population</i>	<i>total square footage</i>	<i>annual hours of service</i>	<i>total staff FTE</i>	<i>hours open per staff FTE</i>
Downey City Library	114,212	27,400	1,898	22.30	85.1
Fullerton Public Library	142,824	62,553	2,877	34.00	84.6
Murrieta Public Library	118,125	25,000	2,303	18.50	124.5
Palmdale City Library	157,854	12,787	2,968	12.00	247.3
Pomona Public Library	154,310	57,000	1,508	12.45	121.1
Simi Valley Public Library	127,716	35,000	2,860	16.70	171.3
Sunnyvale Public Library	155,567	60,800	3,290	47.74	68.9
<b>Victorville City Library</b>	<b>126,543</b>	<b>8,229</b>	<b>3,100</b>	<b>11.18</b>	<b>277.3</b>
<i>Totals</i>	<i>1,097,151</i>	<i>289,540</i>	<i>20,804</i>	<i>174.87</i>	
<b>Averages</b>	<b>137,144</b>	<b>36,193</b>	<b>2,601</b>	<b>21.86</b>	<b>119.0</b>

### Library Budget Analysis

As research in Section 2 of this Report demonstrates, investments in public libraries increase usage and return handsomely on those investments. As Section 2 also points out, competition for public tax dollars has grown with the population.

#### Analysis of Historic Library Budgets

For this analysis, the Consultants looked at the revised totals for annual budgets from FY2015/2016 to FY2019/2020, gleaning the following budget categories from the data provided:

- Personnel salaries and benefits.
- Staff development.
- Utilities.
- Supplies.
- Facilities maintenance.
- Collection materials (books, media, etc.).
- Contract services.
- Legal services.
- Other.

Table 6.11 summarizes the referenced budget numbers.

**Consultant Analysis.** Over a four-year period, the operating budget has increased a healthy 46.7 percent. Personnel costs have increased 45.5 percent while Materials are down 14.4 percent. Considering the current building size, a larger budget for library materials may not be a wise investment at this time, in the Consultants' opinion.

#### Assessment of the Victorville City Library Budget

Peer library parameters do not show Victorville in a flattering light when comparing per capita metrics for income and expenditures, per Table 6.12. Generally, Victorville's revenue is one-third that of the Single Facility peer group and one-sixth of the Aspirational peers. But as previously stated, a larger library for Victorville will not incur proportionally larger budget requirements. Witness the Simi Valley Public Library, serving a population size similar to Victorville while operating a 35,000 square foot building for a similar number of hours with 16.70 FTE (see Table 6.10 on page 6.14).

**Table 6.11**

Victorville City Library Budget Analysis – FY2016 to FY2020

<i>category</i>	<i>FY2015/2016</i>	<i>FY2019/2020</i>	<i>\$ difference</i>	<i>% difference</i>
Personnel	\$456,964	\$664,971	+\$208,007	+45.5
Staff Development	9,500	3,200	-6,300	-66.3
Utilities	40,100	39,197	-903	-2.3
Supplies	13,000	13,600	+600	+4.6
Materials (books, etc.)	94,000	80,500	-13,500	-14.4
Contract Services <sup>1</sup>	75,500	218,586	+143,086	+189.5
Maintenance	11,200	6,300	-4,900	-43.8
Legal	-	1,000	+1,000	
Other	-	200	+200	
<b>Totals</b>	<b>\$700,264</b>	<b>\$1,027,554</b>	<b>+\$327,290</b>	<b>+46.7</b>

<sup>1</sup> Contract Services are defined as services provided by third-party vendors for security, technology, consulting, etc.

**Table 6.12**

Victorville City Library – Peer Library Collection & Circulation Metrics

<i>metric</i>	<i>expenditures per capita</i>	<i>revenue per capita</i>
Combined peer 75 <sup>th</sup> percentile	\$48.98	\$54.41
Aspirational peer average	\$42.14	\$45.67
Single Facility peer average	\$19.19	\$20.62
VCL statistics	\$5.61	\$7.21

## Funding Sources

Given Victorville's historic funding position in contrast to most other public libraries in California, all options for funding should be open for discussion. And given that retail sales in Victorville are 12.3% higher than the California average, funding sources such as Measure P are a strategically sound means for capitalizing on Victorville's position as a center of commerce in the Victor Valley.

**Library Governance.** The Consultants had a brief discussion with Library and City staff concerning Library oversight. Potential options offered ranged from elevating the Library to City Department status, re-envisioning the role of the Community Services Advisory Committee (CSAC), enacting an independent advisory Library Board, and/or considering the formation of a Library District for Victorville with the authority to raise revenue through taxation.

**Public Sector Income.** Typically, there is not much extra-local government money available for public libraries. This trend is reinforced by the fact that VCL received only 0.8% of its funding in FY2017/2018 from State or Federal sources. However, COVID relief legislation has \$7.2 billion set aside for public libraries. Also, the Build America's Libraries Act is a bill first introduced in the U.S. Congress on January 28, 2021 that could also have promise for Victorville.

**Private Sector Income.** There are multiple possibilities for obtaining private monies for VCL. The Friends of the Victorville City Library contribute to the Library's bottom line. A Library Foundation, organized as a 501-C organization, has the potential for obtaining larger sums of money. There are thousands of foundations and corporations that have giving programs. Some are national in scope, many are regional or local. Some are very specific in what they fund, others not so. And there are some that specifically list public libraries as organizations that they fund. The Foundation Center publishes *The Foundation Directory* that provides online access to foundations and their giving preferences, schedules, and history.

**Non-Traditional Income Sources.** Both capital and operational funding can be augmented by employing non-traditional approaches such as selling naming rights for a new library building and/or spaces within the facility, obtaining corporate sponsorships, crowdfunding campaigns, and soliciting local businesses to provide pro bono services in exchange for promotion on the library website.



*Senate Bill 127 & House Bill 1581 appropriate \$5 billion for public libraries serving unserved & underserved communities in the U.S.*

*Section 7:*  
*Summary of Needs*

## Section 7:

### Summary of Needs

With the bulk of the research and analysis completed for the Victorville City Library (VCL) Master Plan, the Consultants summarized findings that were revealed over the course of the master planning process. In this Section, the Consultants have distilled that previous research into a cohesive statement summarizing community needs that VCL is well-positioned to meet – or can be so positioned if given the proper resources. Those resources can come from a variety of sources beyond the City of Victorville, and they should. To be most efficient with taxpayer dollars, this Library Master Plan should provide guidance on how to leverage an array of public and private sector assets in concerted partnership. The common goal should be to make Victorville the best place it can be – by helping the Victorville City Library become the best public library it can be.

Findings of importance or with particular value for the community will establish the foundation for Consultant recommendations in Section 8 of this Report. Increasingly, good library service delivery is about how libraries combine their resources, services, space, expertise, and outreach to resolve and meet community challenges in the areas of early childhood and lifelong education, workforce development, small business engagement, and various articulated community needs. It is the goal of this Library Master Plan to lend prioritized direction to the Victorville City Library and the City of Victorville in pursuit of the best library service delivery affordable for the residents of Victorville.

But before problems can be solved, they must be stated completely and concisely.

### Findings of Particular Importance

The Consultants have organized our findings from the previous six Sections of this Report in this order, presented in pages of this Section:

- Library customers and potential customers.
- Library facilities, existing and new.
- Library technology.
- Library personnel and staffing.
- Library services and programs.
- Library collection of materials.
- Library funding.

In addition to each of these operational areas of VCL, there are overarching issues that the Library should consider addressing. These include short- and long-range goals that can help improve the community.

**Library Goals.** From the seminal report *Rising to the Challenge: Re-Envisioning Public Libraries* from the Aspen Institute come these four recommended goals for public libraries:

1. Align library services in support of local community goals by intentionally deploying resources in the community – and by being deeply embedded in addressing the critical challenges facing the community.
2. Provide access to informational content in all formats by being able to procure and/or share digital content on the same basis as physical content – and by having affordable, universal broadband technologies that deliver content and help create it.
3. Seek reliable sources of revenue, while exploring alternative governance structures and business models that maximize efficiency, sustainable operations, and customer service. Consider regionally networked services to realize economies of scale without compromising local control.
4. Cultivate local government, business, and civic leaders by building a strategic plan with input from all stakeholder groups in the community – fostered by open communications with all segments of the community.

The Consultants have worked with and seen other public libraries in the United States that have been successful in implementing some or all of these four goals. So, we have structured this Master Plan Report to reinforce these goals, beginning with the City's most recent Strategic Plan Goals.

**City Goals.** The 2020 City Council Strategic Plan goals and strategies that VCL can help accomplish include:

- **Goal A. Financial Sustainability:** Foster fiscal health through disciplined long-term planning, cost control, increased revenues, and cost recovery.  
This Master Plan is a long-range planning tool for VCL. Future cost control can come in the form of staff-efficient new Library design(s). Increased revenues can come from and private and public sources other than the City.
- **Goal B. Public Safety:** Implement public safety strategies to support a thriving and growing community.  
VCL can partner with Police and Fire Department staff to assist with serving teens and tweens in after-school programs at the Library.
- **Goal C. Community & Economic Development:** Support the economic vitality and preservation of the community for all its members.  
VCL can support economic vitality through education programs starting with early childhood, as well as job skills training, career guidance, and small business support.
- **Goal D. Reduce Homelessness:** Implement effective solutions to reduce homelessness.  
VCL can implement strategies for the homeless that have been proven by several other public libraries across the U.S.
- **Goal E. Invest in Infrastructure:** Create a healthy and livable community by maintaining the city's assets through investment in infrastructure and innovations.  
The City's best investment in infrastructure can be to construct a new, larger, modern Library which will return significantly on the investment.
- **Goal F. Communication & Outreach:** Build strong connections with community partners, residents, and employees.  
VCL can build community connections and partnerships through Outreach Services such as pop-up library events or issuing library cards to newborns.
- **Goal G. Organizational Effectiveness & Sustainability:** Provide high-quality services through a commitment to local government best practices and employee development, support, and retention.  
VCL can grow and retain local talent through multicultural Librarian internships.



Some public libraries and their Friends of the Library groups partner with local hospitals to provide the families of newborn infants with a library card & a book.

**Community Information.** Characteristics of the greater Victorville area which may or may not have been fully and previously documented in this Report include:

- Victorville is approximately 45 miles from the major cities of San Bernardino and Riverside.
- A Federal Correctional Complex is located in Victorville. Many residents live nearby so as to be close to relatives working or incarcerated at the Prison.
- The original Route 66 runs through Old Town, just one block from the Library.
- Victor Valley College (VVC) shares its campus with Brandman University, and VVC has a partnership with General Atomics at the Southern California Logistics Airport for education, research, and courses. VVC has established area partnerships with Bradman, the City, San Bernardino County, and industry leaders to establish the Victor Valley Aviation Education Consortium.
- There are two high schools in Victorville, located on the outer edges of the city, with ratings of approximately three out of five stars.<sup>1</sup> Accessible in nearby areas such as Hesperia, some of the other high schools are specialized academies and rate significantly higher.
- There are performing and visual arts elementary schools located in the city. Approximately 21 elementary schools dot the map, some of which are charter schools. During pandemic school closures, all children have been given *Chromebooks* and accompanying texts designed for education.

**Employment.** Major area employers include businesses located at the Logistics Airport, the two colleges, three hospitals, Walmart, and the Federal prison complex. Although there is no major industry(s) that dominates in Victorville, many residents are employed in City services. Anecdotal interviews revealed that numerous residents commute to other areas for jobs, traveling as far as Orange County. U.S. Census data support the commuter community nature of Victorville. Employment is also available in food services, etc. serving travelers on the highways. There are also several local car dealers.

<sup>1</sup><https://www.greatschools.org/california/victorville/schools/?gradeLevels%5B%5D=h>



*The Hesperia Library.*

### Library Customers & Potential Customers

The Consultants gathered data and input on existing library customers – and non-users who could become customers – always looking for ways to grow the VCL customer base.

**Demographics.** Key characteristics of the people of Victorville shed light on services and programs that VCL might design to attract and serve a larger share of the population. Select U.S. Census data of interest in this regard include:

- Victorville has the largest population in the Victor Valley with more than 122,000 people and growing.
- Victorville is younger than the average community in California or the U.S. with 58.3% of the population between the ages of 19 and 65, and 31.4% under the age of 19.
- 54.1% of the population is Hispanic, and a language other than English is spoken in 34.8% of Victorville homes.
- Over 90% of households in Victorville have a computer, but less than 85% have Internet access at home.
- Almost 21% of people over age 25 have not earned a High School diploma.
- Over 55% of people living in Victorville age 16 and up are employed.
- The average commute to work is 5.3 minutes more each way, each day than the California average of 29.3 minutes –which calculates to be over 2 million extra hours of commuting time each year for Victorville residents – 2 million hours that could be spent better in Victorville.
- Victorville's median household income is \$20,000 less than the California average, and almost \$10,000 less than the national average.
- Lower incomes contribute to the fact that 22.8% of persons and 30% of children living in Victorville are below the poverty line. The percentages of children living in poverty by race are:
  - African-American      32%
  - Asian                      15%
  - White                      14%
  - Spanish-speaking      25%

In Victorville, as throughout the country, job losses have been exacerbated by the pandemic. Unemployment and underemployment have added to the number of families living in or near poverty. Post-pandemic indications are that these people will be seeking resources for themselves and their children, increasing the likelihood of more frequent use of the Victorville City Library.



*Potential library customers come in all sizes, shapes & colors. It is best to attract them early & often so they become customers for life!*

**Customer & Community Opinions.** The Consultants used qualitative and quantitative data to gather input and opinions from the public. Consultant calls to members of the Chamber of Commerce, City Council staff, and a nonprofit resulted in nice but bland remarks about the Library, without details or use by those who were called.

**The Importance of Literacy.** The Consultants interpret the community input results to indicate that for many Victorville residents, literacy is very important, based on comments from focus groups, surveys, etc. Literacy is important throughout the country, perhaps more so now in California and Victorville.

The three services with a Literacy bent – Adult & Teen, Early Childhood, and Computer & Information collected scores that totaled the highest on the “I Want My Library To . . . survey. The closest cumulative score tally was Business and Career Information, of which over 50 percent were chosen by the Spanish-language participants. Indeed, Business and Career Information was the number one choice for Spanish respondents.

**Library Cardholders.** An analysis of VCL cardholder data reveals that residents from 245 different California municipalities have borrowing privileges at the Library in Victorville. Seven zip codes include 93% of cardholders and 89% of cardholder households. Almost 72% of cardholders live in the three Victorville zip codes of 92392, 92394, and 92395, reinforcing responses from the Online Survey reported in Section 5. These cardholders total 26,482 people, which equates to 21.6% of the entire Victorville population.

VCL cardholder penetration in the community is lacking when compared with peer libraries. According to FY2017-2018 statistics, VCL registered 46.9% of the Victorville population as library cardholders, slightly less than the Single Library Peer average of 51.5%. However, the cardholder analysis performed by the Consultants revealed that VCL may only have 36,801 actual cardholders, which currently computes to be 30.1% of the population.

VCL users also frequent other public libraries in the Valley, especially Hesperia and Apple Valley – often cited because those two facilities are larger and most recently updated.



*Literacy is a need for people of all ages.*

**Latino Community Information.** With Victorville being half Latino with one-third Spanish-speaking, it is noticeable in the signage of markets, small businesses, schools, and restaurants.

- At least three Spanish language radio stations serve Victorville:  
1) Radio Nueva Vida 91.7; 2) KVXX 103.1; and 3) Ondas de Vida 105.1 Hesperia.
- Hispanic Lifestyle Magazine, published in Riverside, features Victorville news.
- There are three Spanish language churches in the area, and eight others have both Spanish and English language services.
- Numerous Mexican markets and Mexican restaurants exist in Victorville.
- A weekly Spanish language page in the Victor Valley News Press was "Not Available" when it was searched for on the website.
- A photo of the officers of the Hispanic Chamber of Commerce appears to show younger members.



*Spanish language radio in the Victor Valley  
is a potential conduit promoting VCL.*

### Library Facilities

Public libraries should be a critical component of our country's social infrastructure. The best public libraries strive to become the "third place" for many of their customers – a comfortable place other than home or work where in-person relationships are made – a place that consistently promotes mutual respect and enlightenment.

**Library Space.** There is no other way to view the current Victorville City Library other than that it is a facility that does not have enough space to support good public library practices. Hence, it cannot support good library service delivery for a city as large as Victorville. Consultant evaluation of existing library space indicates the building has a space shortfall of over 6,700 square feet when applied to standards. Therefore, it is not big enough to perform the tasks that Library staff undertake daily, let alone being big enough to host modern library programs and services into the future. Indeed, evaluations show that the current space lacks 25% of modern library functions. And as the Victorville population grows, so should the size of the Library.

**Library Location.** Simultaneously, the current VCL location is not convenient to a large portion of the city population. Interstate 15 will always be a geographical barrier that stifles ease of movement across the freeway. The larger Old Town neighborhood has a stigma attached to it for a number of Victor Valley residents. Location, homelessness, difficult access from the roadway network, and lack of adequate space inhibit some people from using the current Library.

The Consultant assessment of the physical plant of the current Library shows a need to invest almost \$800,000 to bring the building infrastructure up to modern public library standards. And that is without adding any new space. The City of Victorville estimates it might cost as much as \$600,000 to remedy the Circle Drive roadway problems that inhibit vehicular access to the Library.

An analysis of VCL's location relative to neighboring library locations in adjacent and nearby communities indicates a significant overlap in service areas, a sort of cannibalization of each other's customer base. These overlaps reinforce public feedback that many customers use multiple libraries in the Victor Valley.



*Interior of a modern public library with a variety of seating types, books within reach & abundant natural light.*

**Library Technology**

VCL currently utilizes many of the basic technological advancements most public libraries have had at their disposal for the past 10 to 20 years. VCL also has some trending devices such as 3D printers. With support from the City of Victorville's IT Division, the Library does a good job in providing the basics – an adequate number of public computers, Wi-Fi access on-site, printing, and photocopying.

Lack of budget has translated into lack of emerging technologies being purchased for efficiency. Many of the more recent advancements positively impact staff workflow while improving the customer experience. Example applications for customer self-service and staffing efficiency currently absent at VCL include:

- Self-check stations for customer convenience.
- Use of RFID tags on collection items for better inventory control by staff and ease of customer self-check-out.
- An automated materials handling system for quickly and accurately sorting collection items returned to the Library for re-shelving.
- Collaborative computer stations for two or more people, with high-powered software that many individuals, families, and small businesses cannot afford.
- Audio- and video-recording space, equipment, and software.
- Mobile apps which allow customers to print from their mobile phones, access their account to reserve or download books, pay fines and fees, reserve a meeting or study room – one of several items on VCL's technology wish list.

Planning for future technological acquisitions best comes through a bi-annual Technology Plan, updated annually. Acquisition of technology might best be achieved through any Capital Improvements Project, allowing purchases of big-ticket and bulk items.

**Library Staffing**

From the feedback provided by the public through the Community Engagement process, it is apparent VCL staff are liked by their customers – sometimes in contrast to anecdotal evidence about the employees at nearby libraries.

From a peer review standpoint, the number of hours the Library is open is a plus, as is the number of hours open per full-time staff person. VCL is very efficient in providing service for more hours with less staff than its peers. Still, best practice indicates the need for more Librarians with Master's Degrees, both full-time and part-time.

As previously stated, procuring additional technology could improve library operations for both the staff and the public. With a full range of modern automation technology, it is very conceivable VCL could operate a significantly larger building without a proportional increase in staff.

One bottom line – library customers will prefer to come to VCL because of the staff, despite the spatial limitations and the surrounding environs.



**Library Services & Programs**

Best practices for public libraries illuminated in Section 2 show that a 'one size fits all' approach is not effective in satisfying diverse community needs. But trying to be 'all things to all people' is not a sustainable business model for public libraries either.

Properly functioning public libraries identify specific community needs and develop services in response. Examples include programs on career development and/or job seeking, small business support, and informational programs on health care or financial literacy. Some programs involve developing partnerships with other entities in the community, such as volunteers to assist with tax preparation or small business mentoring.

Libraries reach out to specific demographic groups that may face challenges when seeking information or connecting with community resources. They provide special programs for older adults, immigrants and non-English speakers, veterans, and people with special needs.

VCL can positively impact the future quality of life in Victorville through several library programs and services needed and requested by the community, by focusing on:

- Literacy of all types – language, reading, computer skills, finances, etc.
- Education for all ages – from the cradle to the grave.
- Employment – through better education at all levels, better job skills, and better business acumen.
- Traditional library services like loaning books and providing computers.

**Libraries & Children.** Early childhood programs are, and will always be critical to quality education. A child's first major tasks are learning how to communicate and mastering language. In addition, children in this Age of Technology continue to need socialization and exposure to wider world views. Studies have shown that children who are read to and attend preschool/elementary school story programs become the best readers. Traditionally, libraries have partnered with nurseries, day care centers, and formal educational venues from Pre-K through elementary and middle school venues. The public library supports elementary schools as they prepare young children for middle and high school. Teen and tween programs have been designed to enhance high school and the preparation for higher education. Collection materials provided are not just recreational but assist young people as they begin to assume their roles as adults.



Example of a spacious Children's area of a modern public library.

**Cultural Diversity.** Library services to the Spanish-speaking community in Victorville do not have to be exclusively in Spanish. Though many residents speak limited English and prefer Spanish, it helps to show the effort. VCL can increasingly use technology to bring library services offsite to Spanish language community events, the homebound, or have micro-collections in places throughout the community where people gather.

**Outreach.** Despite the lack of space, or because of it, VCL could embark on an increased presence in the community outside of the Library or its webpage. The public library plays a leading role in outreach efforts nationwide, with services for children, their caregivers, local schools, and students at the top of the list. Just as important are outreach offerings which bring library service to the under-served and un-served segments of the community. VCL can incorporate mobile access and outreach into its strategic plans.

Outreach to all types of schools, day care centers, nurseries, and public and private schools can be an extremely important component of robust Children's Services at VCL. Outreach services are a form of marketing activity while delivering service to the community – similar to every other service provided.

**Partnerships.** With a larger Library, opportunities to promote programs and offer a venue for hosting events are possible. VCL can play a hub role in the community, using partnerships with other institutions to connect people with services and help. Examples of such partnerships focus on areas such as community health, brain health, youth leadership, needs of the homeless and immigrants, job seeking, access to social services, legal aid programs, ESL classes, literacy programs, needs of seniors, and needs of military and veterans. In such partnerships, VCL can use its existing outreach channels to explore potential partnerships with:

- City of Victorville Departments.
- Service organizations such as the Chamber of Commerce.
- Public health agencies, hospitals, pediatricians, dentists, and clinics.
- Homeschool groups, local school districts, and community colleges.
- Multicultural groups and commissions.
- Workforce development and small business mentors such as SCORE.



*Little Read Wagon vehicle for Outreach Services,  
San Antonio Public Library, San Antonio, Texas*

### Library Collections

The current collection totals 52,146 items of books and media.<sup>2</sup> Based on a population of 122,385, the total collection translates to 0.43 items per capita. Data provided to the Consultants reveals a few interesting factors about the current collections:

- The breakdown between Adult, Teens/Tweens (Young Adult) and Children's holdings by percentage is 54.4%, 6.5%, and 39.0%, respectively.
- Adult non-fiction, with 10,456 items, makes up one-fifth of the total collection.
- Spanish language collection, all formats, is only 2,014 items or less than four percent.
- Non-print items, audiobooks, DVDs, video games, etc. constitute under one-fifth.
- Large print books total only 2,938 copies.

Given the size of the facility is improbable that the collection size could be expanded.

**Best Practices.** Findings from the best practices analysis illuminated the small size of the collections held by the Victorville City Library – another byproduct of a small building. Yet, an analysis of circulation by collection type for FY2017/2018 revealed that children's materials represented a significant portion of items being circulated.

**The Library of Things.** Many public libraries circulate collections of non-traditional items with particular community interest, such as Internet hotspots. Using other public libraries as examples, some circulate cake pans, collections of toys, artwork, home improvement tools, and prom dresses. There are seed collections which allow customers to borrow and contribute seeds to the library. Many libraries circulate high-tech items, ranging from laptop computers and tablets to an array of cameras and electronic tools.



Children's collection & seating area, Victorville City Library.

<sup>2</sup> Library collections are very fluid inasmuch as all libraries are constantly adding to the collections and at the same time reducing the collections by

means of withdrawals and lost items. Suffice to say, the exact size of a library collections is valid only for the moment the ILS vendor provides a number.

## Library Funding

Analysis of 12 years of nationwide statistical data compiled by the Institute of Museum and Library Services showed a correlation between library usage and revenue – specifically when public libraries receive more public investment, their customer visits and circulation also increase. When public investment decreases, as it did after 2009 because of recession-driven budget cuts, there is a decrease in usage. This was a trend seen in public libraries nationwide.

History showed large increases in library use during and after the depression of 1929, and during other periods of economic downturns. A similar uptick is expected after the COVID-19 pandemic is under control.

**Public Support for Libraries.** People overwhelmingly think it is important to support libraries with their tax dollars. Studies and commentary highlighted in Section 2 show that Americans value the information resources, services, and programs that libraries provide, and they revere the model of a taxpayer-funded, community-controlled, not-for-profit institution that offers service equally to everybody. To wit:

- Multiple surveys by the Pew Research Center over many years indicate approximately 70% of the American public engage with their public library at a high or medium level, 75% of adults read books, Millennials use public libraries more than any generation, etc.
- Similar tracking of statistics on public library funding initiatives by everylibrary.org show the recent success rate of such elections trending upward from a consistent 70% annually to over 75% in 2020.

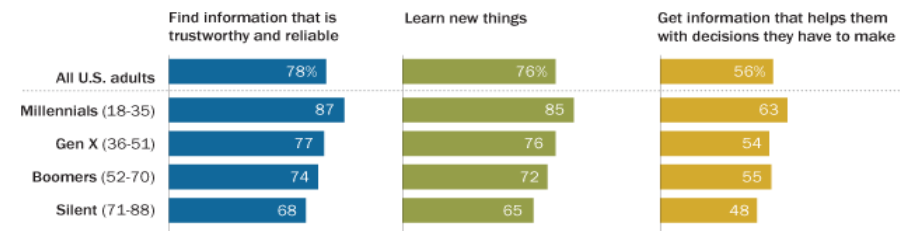
Pew Research asked people whether closing local public libraries would hurt their communities. Overall, 66% said that it would have a major impact. This feeling was strongest among women (74%), those between the ages of 50 and 64 (73%), and college graduates (71%).

As to whether a library's closing would have an impact specifically on them and their families, 33% said that it would. This feeling was strongest among Latinos (48%), those between the ages of 50 and 64 (42%), those in households earning less than \$30,000 (41%), and women (39%).

Those who were least likely to say closing a local public library would specifically affect them and their families were men (37%), those between the ages of 18 and 29 (39%), those without high school degrees (40%), and those without minor children (36%).

### Millennials more likely than older generations to say libraries help them find trustworthy information, learn new things and make informed decisions

% of adults who say they think the public library helps them ...



Source: Survey conducted Sept. 29-Nov. 6, 2016.

PEW RESEARCH CENTER

**Creative Approaches to Fundraising.** Libraries have shown a willingness to try outside-the-box approaches to funding or to promote value. Strategies VCL could consider include:

- Augment traditional funding sources by selling naming rights, obtaining corporate sponsorships, and crowdfunding campaigns.
- Communication with their stakeholders using corporate-style annual reports with info-graphics and return-on-investment figures.
- Collaborative projects bringing together multiple libraries for a networked service benefiting all participants from economies of scale while retaining local control.

**Return on Investment.** Numerous economic studies have shown the high return on investment (ROI) that public libraries yield. The most recent example is a study released in January 2017 by the Bureau of Business Research IC<sup>2</sup> Institute of the University of Texas at Austin, which found that Texas public libraries provided \$2.628 billion in benefits while costing \$566 million, an ROI of \$4.64 for each dollar expended.

Victorville is ripe for a significant investment in its public library infrastructure – one reason the City invested in the Consultants and their development of this Library Master Plan.

<i>study</i>	<i>scope</i>	<i>State</i>	<i>ROI</i>
Taxpayer Return on Investment in Florida Public Libraries	Statewide	Florida	\$10.18
Reinvesting and Renewing for the 21st Century, San Francisco Public Library's Branch Library Improvement Program	Individual Library	San Francisco, California	\$5.19 to \$9.11
Taxpayer Return on Investment in Pennsylvania Public Libraries	Statewide	Pennsylvania	\$5.50
Texas Public Libraries Economic Benefit & Return on Investment	Statewide	Texas	\$4.64
Economic Impact of Public Libraries in South Carolina	Statewide	South Carolina	\$4.48

**Source:** Library Research Service (LRS), a unit of the Colorado State Library.

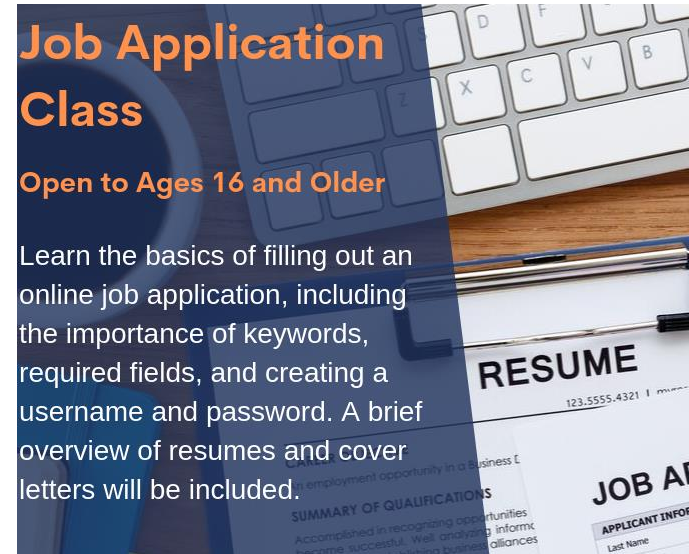
### Conclusions of Particular Importance

The Victorville City Library can assist in making its city and the surrounding communities to be better places by helping each community improve the quality of several facets of life:

- Providing a place to pursue better educational opportunities for all ages, beginning with early childhood and continuing past retirement.
- Better education leads to higher wage-earning potential and higher incomes, less poverty, and less homelessness.
- Marketing library programs and services to all people – but only when the proper staff and facilities are in place – focusing first on newborns, Third Graders, and Hispanic communities.
- Better job skills to help reduce unemployment and homelessness.
- Partnering with experts in the incubation and mentoring of small and start-up businesses, creating homegrown jobs, reducing unemployment, and keeping more money in Victorville.
- Attracting residents and businesses to relocate to the Victor Valley by contributing to the educational and business fabric of the area.
- Providing a safe place for people of all walks of life.

As discussed at the beginning of this Section, the Victorville City Library can assist itself in serving the public better by achieving much of the above in support of the City's Strategic Plan goals:

**The Short- & Long-Term View.** Given the wrath of COVID-19, the Victorville City Library and other City departments face the complexities and challenges of providing services in virtual space while planning the transition back to re-opened buildings. For the better part of 2020, most likely the first half of 2021, and perhaps longer – public library planning has considered the short-term while looking forward to a return to normalcy. Public library planning in Victorville needs to continue to deal with COVID-19 and its aftermath, while staying in tune with the changes in library trends.



*Public libraries across the country offer classes in job skills.*

*Section 8:*  
*Recommendations*

## Section 8: Recommendations

Thomas L. Friedman's op-ed in the *New York Times*<sup>1</sup> references William Gibson's<sup>2</sup> line, "The future is already here, it's just not evenly distributed." Friedman asserts that the future is here and the distribution has started. One example is 5G, the fifth-generation wireless system. This new technology has significant implications for the "education-to-work pipeline," an old model that was divided into three life time periods – education first, then work for 40 years, then retire. We next thought it would be this – education, work for 20 years, get retrained, work 20 more years, and retire. That second model is fast disappearing, replaced with a third model – "continuous lifelong learning, because when change is accelerating, the fastest-growing companies and most resilient workers will be those who learn faster than their competition."<sup>3</sup>

The public library can be – indeed must be – a player in this third model. It can and must be a place that offers a rich collection of resources of all kinds and types – staff, programs, classes, collections, state-of-the-art technology, extended hours of operation, and a minimum of roadblocks to access. The Victorville City Library (also referred to as VCL or the Library) can be such a place for the City of Victorville (also referred to as the City).

<sup>1</sup> Friedman, Thomas L. "New Age Starts in 2020," *Times Digest*, December 5, 2018, p.8.

<sup>2</sup> William Gibson is an American-Canadian fiction writer widely credited with creating a subgenre of science fiction in a futuristic setting that focuses on a

### Aligning Library Goals with City Goals

Almost every one of the City Council's Goals and Strategies has a potential Library contribution. Here, the Consultants recommend how VCL might address many of Council's nine priorities for this year, highlighted in **green text**.

#### Goal A. Financial Sustainability

*Foster fiscal health through disciplined long-term planning, cost control, increased revenues, and cost recovery.*

##### Strategies:

3. *Identify new revenue opportunities and cost control measures.*  
**There are cost-saving technologies and operating procedures recommended in this Report that, if implemented, can result in customer service improvements and allow staff more time for interaction with in-Library customers and/or expanded outreach services.**

#### Goal B. Public Safety

*Implement public safety Strategies: to support a thriving and growing community.*

##### Strategies:

1. *Measure P tax measure (general purpose transactions and use tax) on the November 2020 ballot to support public safety and other community needs.*  
**Assess the feasibility and cost of VCL priorities as candidates for receiving Measure P proceeds.**

#### Goal C. Community & Economic Development

*Support the economic vitality and preservation of the community for all its members.*

##### Strategies:

1. *Attract new businesses to the community.*  
**Library resources should emphasize early childhood educational opportunities, digital resources, job skills training, and other resources – accessible by new and existing business establishments.**

combination of lowlife and high tech, featuring advanced technological and scientific achievements such as artificial intelligence and cybernetics, juxtaposed with a degree of radical change or breakdown in the social order.

<sup>3</sup> Friedman, op ed.

**Goal D. Reduce Homelessness**

*Implement effective solutions to reduce homelessness.*

**Strategies:**

4. *Evaluate the effectiveness of coordination of homelessness services.*  
Coordinate with the Homelessness Solutions Task Force in holding discussion groups within the Library, open to all, providing an opportunity for the homeless to discuss and share concerns, ideas, etc. Provide coffee, tea, and fresh fruit.
5. *Strengthen collaborations with the County and other entities to identify new funding opportunities and expand partnerships for homelessness services.*  
Investigate and develop Library partnerships with County resources to prevent and reduce homelessness and to promote other functions, such as job training skills, small business development, etc.

**Goal E. Invest in Infrastructure**

*Create a healthy and livable community by maintaining the city's assets through investment in infrastructure and innovations.*

**Strategies:**

3. *Complete the Library Master Plan & develop implementation Strategies: to improve & enhance Library services in the community.*  
Capital Improvement Projects (CIP) resulting from this Library Master Plan will require a multi-year phased implementation process. The initial Master Plan activity is to program and design the initial Library option for facility improvements to be pursued.
5. *Continue progress on the citywide bikeway network as planned/modified, enhancing the livability of the city.*  
Add bicycle racks at existing and new Library locations as a way to encourage biking.

**Goal F. Communication & Outreach**

*Build strong connections with community partners, residents, and employees.*

**Strategies:**

4. *Launch "Victorville 101" to educate employees and residents about their City government and work towards customer service enhancements.*  
The Library should be regular participant and contributor to this Goal.

5. *Increase and expand community events and activities (such as movies in the park and pop-up activities), public health orders and guidelines permitting.*

The Library should be a site and venue for outdoor programs and activities such as movies and concerts in the park. The Library should participate in pop-up activities city-wide.

**Goal G. Organizational Effectiveness & Sustainability**

*Provide high-quality services through a commitment to local government best practices and employee development, support, and retention.*

**Strategies:**

1. *Establish a City of Victorville intern program to provide learning and skill building opportunities for local students and be part of a "grow our own talent" initiative for City positions.*  
With an accredited Master's Degree program in Los Angeles, the Library is a prime department for establishing internships as an effort to develop homegrown multicultural Librarians.

### Library System Facility Configurations

Given the significant shortfall in library space that VCL currently experiences, the Consultants generated alternative approaches to bridge the space gap, with the intent of providing the City of Victorville with various options and tiers for capital and operational cost expenditures. These options include:

- **Renovation Option.** Renovating the existing 8,229 square foot, one-story City Library in its current location, as a potential future branch library.
- **Expansion Option.** Expanding the existing City Library to 28,229 square feet on two floors, only proposed for comparisons with viable options.
- **Lease Option.** Leasing and improving between 20,000 and 25,000 square feet of a vacant big box store, with the exact square footage predicated upon the terms of the lease.
- **35,000 Option.** A new 35,000 square foot, one-story City Library at a location to be determined, either as a replacement for the current Library or as a second library location in Victorville.
- **35,000 Expansion Option.** Expanding the 35,000 square foot, one-story City Library to become a new 73,200 square foot, two-story Central Library.
- **73,200 Option.** A new 73,200 square foot, two-story Central Library at a location to be determined, as the long-term solution for Victorville. The amount of 73,200 square feet is based on 0.60 square feet per capita for the estimated Victorville population of 122,000 – or 0.51 square feet per capita for the estimated 2040 Victorville population of 142,548.

One set of issues this Report will illuminate is the differences between constructing and operating one library location or more than one. Particularly important are the cost differences for ongoing operations – balancing the value of customer convenience of multiple locations with the redundancies in multiple libraries. For the purposes of this discussion, a public library operating two or more library buildings is considered a library system.

#### Single Building Option

An alternative that proposes one Library for Victorville implies that the single building would need to be centrally located for the convenience of the largest number of residents – hence, the Central Library terminology. Based on current development and future growth patterns in the city, a Central Library would best be located on the west side of Interstate 15.



*Children's Story Time Room at the Central Library,  
Nashville Public Library, Nashville, Tennessee*

One advantage of this concept is that more programs and services could be offered in a Central location because there would be more space available to host them. The main disadvantage is that a single location in a growing Victorville would be further away from many residents than would multiple library buildings each focused on particular neighborhoods in the city.

Another potential advantage is the likelihood that the cost to operate one facility is less than the cost to operate two or more facilities, assuming the total square footage of library space was approximately equivalent in both scenarios. This supposition is an educated one by the Consultants, based on countless experiences with public library systems across the U.S. Inevitably, multiple libraries yield redundancies in collection items, the shelving and space to house them, and some of the staff to serve the customers.

An operationally similar argument is valid when comparing a single story library with a multi-floor library, in terms of the cost to operate. Each floor of a library housing public service must be supervised with at least two personnel for safety and security. In essence, each public floor of a library acts as a separate building that requires designated personnel. It is the experience of the Consultants that multi-story libraries typically cost more to operate than single floor libraries, assuming public services are offered on more than one floor.

### **Two Building Options**

The efficiencies of a single library notwithstanding, the value and investment of existing facilities cannot be overlooked in life-cycle calculations. The City owns the existing Library outright and has invested millions of dollars in the Library over many years. In addition, thousands of people have visited the Library over those many years, so they know its location, and there is value in that familiarity.

Given the square footage shortfall at VCL, retaining the existing Library provides somewhat of a head start on the City's library future, certainly in the near-term. And the value of providing uninterrupted library service to a community cannot be underestimated. So, retaining the current Library until an alternative comes online is a viable option.

### **Multiple Building Options**

The multiple building option – defined as three or more locations – should only be considered in future years, if/when the growth of the City population exceeds the current year 2040 projections. Initial efforts should focus on expanding to two locations or one Central Library.



*Entrance to the Children's Area of the Central Library,  
Jacksonville Public Library, Jacksonville, Florida*

### Viable Library System Facility Options for Victorville

For purposes of evaluating library service expansion in Victorville, the Consultants devised a Single Library Scenario and a Two Library Scenario, as follows:

The **Single Library Scenario** begins with continuing to operate the existing 8,229 square foot City Library in Old Town, transitions to an interim leased library space for a time, then morphs into a single Central Library housing 73,200 square feet within 20 years.

- **Phase One.** Lease space in a vacant big box store and retrofit it to become a modern library. Operating library square footage: 8,229.
- **Phase Two.** Move the City Library to the new leased location and close the Old Town Library. Cumulative library square footage: 20,000 to 25,000, depending on availability of existing lease space.
- **Phase Three.** Plan, program, design, and construct a new Central Library.
- **Phase Four.** Terminate the big box lease and move into the new Central Library. Cumulative library square footage: 73,200. Based on the year 2040 population projection for Victorville of 142,548, library square feet per capita would be 0.51.

A **Two Library Scenario** begins with continuing to operate the existing 8,229 square foot City Library in Old Town, transitions to new 35,000 square foot Central Library for a time, renovates the Old Town Library, then operates two libraries, and eventually expands the Central Library to 73,200 square foot within 20 years.

- **Phase One.** Begin planning a new 35,000 square foot Central Library, with planned expansion to 73,200. Cumulative library square footage: 8,229.
- **Phase Two.** Move into the new Central Library and renovate the existing library. Cumulative library square footage: 35,000.
- **Phase Three.** Move back into the newly renovated Old Town Library and begin planning the expansion of the Central Library. Cumulative library square footage: 43,229.
- **Phase Four.** Expand the Central Library to 73,200 and move in. Cumulative library square footage: 81,429. Based on the year 2040 population projection for Victorville of 142,548, library square feet per capita would be 0.57.



*Example of a modern public library with a variety of seating options & abundant natural light.*

Both scenarios greatly improve library service delivery in Victorville. The differences in the two scenarios are:

- The Single Library Scenario adds square footage sooner, costs less in capital investment, but results in less cumulative library square footage. Given these assumed variables, the Single Scenario costs less to operate than the Two Library Scenario.
- The Two Library Scenario results in more cumulative space but costs more in capital investment at each Phase. More space equates to better service over a long time period, potentially offsetting the increased capital investment. Given these assumptions, this Scenario will cost more to operate.

The Consultants strongly recommend that all new libraries be designed with planned expansion in mind, as an inevitable need. Having adequate land for horizontal expansion is preferable to planned vertical future expansion, but the best long-term strategy is to construct more building shell space than is initially needed and finish-out that shell space as growth needs dictate over time.

#### Capital Cost Estimates, by Location

Appendix 8.1 contains detailed project cost estimates for each option, as summarized in Table 8.1. These cost estimates cover all costs related to the given project: construction, furniture, equipment, design fees, project administration, moving costs, and contingencies. No allowances for property acquisition have been included, based on the assumption that the City owns the land upon which new construction will occur, or it will be leased. Also, furniture and equipment installed in lease space or 35,000 square feet of new construction would be moved to a 73,200 square foot Central, thereby generating a cost credit for those items (and a lower cost per square foot) when compared to a new project.

These cost figures are in year 2021 dollars, and anticipate some current price stagnation due to the pandemic. Of note, NASF stands for net assignable square feet – useable/leasable space. BGSF represents building gross square feet – the total amount of square footage the City would pay to lease or have built. The cost tables in Appendix 8.1 include price escalation for six years into the future.

#### Operational Cost Estimate

Future Library operational costs are included under the heading of Funding Recommendations, later in this Section.

**Table 8.1**

Victorville City Library Master Plan – Capital Project Costs for Library Options

<i>option</i>	<i>NASF</i>	<i>BGSF</i>	<i>efficiency</i>	<i>project cost</i>	<i>cost/SF</i>
Renovation Option	7,242	8,229	88.0%	\$2,475,138	\$300.78
Expansion Option	22,995	28,229	81.5%	\$15,020,169	\$532.08
Lease Option	21,250	25,000	85.0%	\$6,817,820	\$272.71
35,000 Option	29,750	35,000	85.0%	\$21,971,569	\$627.76
73,200 Option	58,560	73,200	80.0%	\$43,534,841	\$594.74
35,000 Expansion	28,810	38,200	75.4%	\$22,345,546	\$584.96

## Recommendations

The intent of Consultant recommendations is to propose actions that will help VCL meet the library service needs of the community – which by definition, include sustainable library operations – a critical goal of City government.

### Facilities Recommendations

The Consultants recommend a single Central Library for the long term, due to the close proximity of public libraries in nearby communities and the increases in space and budget the City of Victorville must accommodate to offer services comparable with neighboring communities. One potential new Central Library location is depicted in Figure 8.1. See Appendix 6.2 for more maps.

**A Single Library City.** Achieving 0.50 square feet per capita by 2040 would be a laudable achievement for the City of Victorville. In the near term, serving residents from the current Old Town location has logic. Ideally, the area of Old Town is revitalized over time as planned by the City, while the City Library helps those in the neighborhood raise their educational and financial status and they can afford to move, or afford to buy improved homes in the New Old Town.

### Services & Programs Recommendations

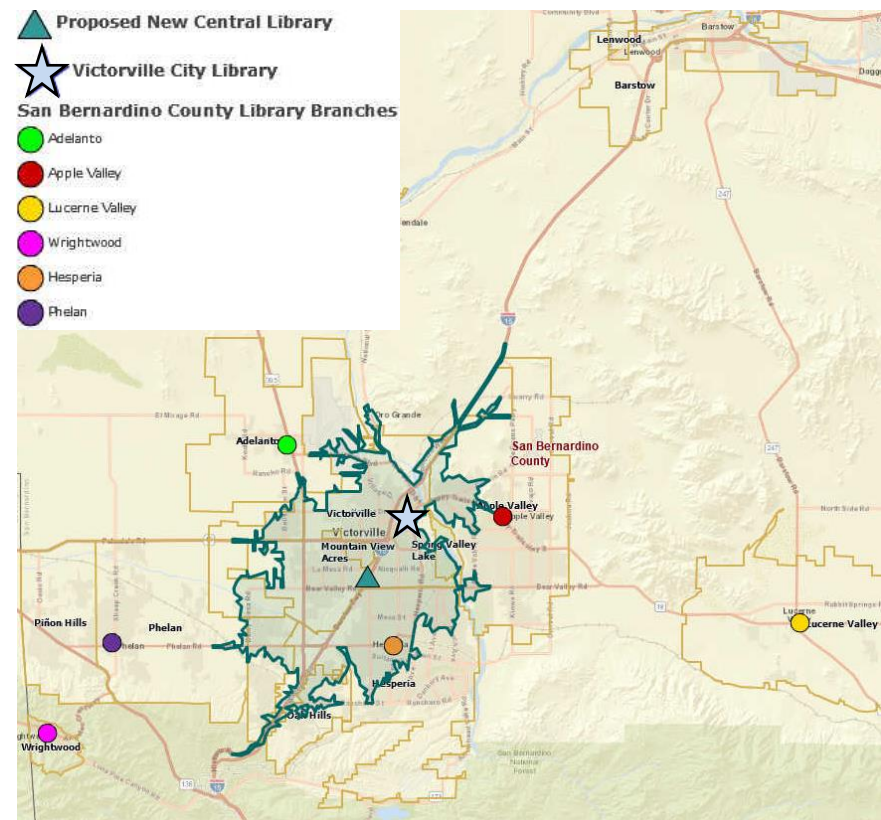
Given the demographics of Victorville, and the corroborating evidence from a robust Community Engagement process, the Victorville City Library can play a vital role in raising the standard of living and quality of life in the city through educational and career support.

**Libraries = Education.** Inasmuch as the public library is often referred to as the People's University, it behooves VCL to become as active as it can in the educational fabric of the community. This takes place in a variety of ways. To wit:

- Library collections could include a set of required reading and text books that local public schools require students to use. These would be for reference only – not available for check-out or home use, but available for the inevitable student(s) who left their book(s) in their locker or at home.
- Have gathering spaces that range from a group study room seating four persons to a large multi-purpose meeting seating 100 or more. Students of all ages often like to study together and doing so in a library in unenclosed space adds to the noise factor. Lectures, presentations, and other programs that are not primarily viewed as entertainment can be educational in nature, and usually are.

**Figure 8.1.**

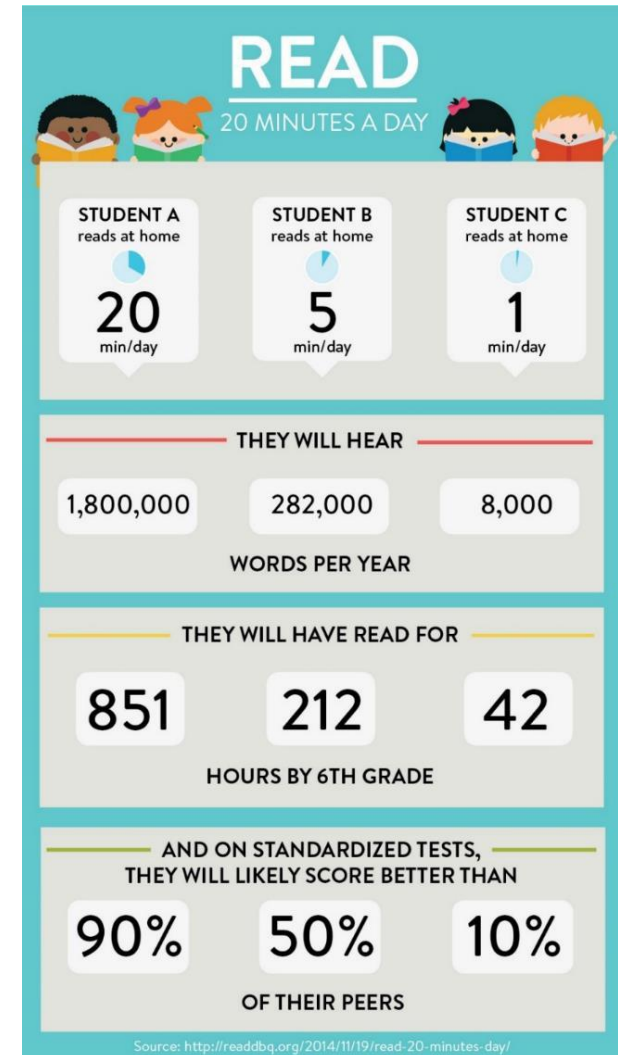
Victorville City Library – Drive-Time Service Area for a New Central Library



- VCL could become a recognized site for GED classes and tutoring. The former is best done in a conference-room sized space of at least 200 square feet. The latter best takes place in an enclosed space that usually seats only two or three persons. The Consultants recommend a tutoring station fit within 48 square feet of space in the Library.
- The most important educational element a public library can offer is a collection of books for the youngest customers, regardless of whether he/she can read. What should happen is the young child must be read to. A child who is consistently read to aloud during his/her formative years – starting with the 6<sup>th</sup> month of pregnancy and up to and including the time she/he is ready for Kindergarten – that child will have a vocabulary of about 3,000 words whereas a child who misses out on out loud reading may have only a 300 to 400-word vocabulary.
- VCL could have one or more seating stations that allow a parent, grandparent, older sibling, aunt or uncle to take a book off the Library shelves to read aloud to a child or two.

**Improving Services to Youth.** These recommendations are intended to reach and attract children, tweens, teens, and parents to the City Library. Some include space allotment and design which may be difficult or impossible to implement in the current facility. They are intended to spark the interest and imagination of staff who have knowledge about local needs. The following recommendations are not in priority order. The Consultants understand that all may not be realized – and implementation of some may be unlikely. Nonetheless, they are for future consideration, and possibly for the present:

1. **Readings for Children to Go.** Develop prepackaged group of books for ages 2 to 5; 6 to 9; 10 to 14; and 15 and up. Prepare sets of books for each age group, tied with string, labeled with the list of titles, and advertised on the website and through commonly used methods of communication. This program could be of interest while the country grapples with the COVID pandemic and parents have the responsibility of being teacher-surrogates.
2. **Visual Art, Outside & Inside.** The goal is to attract people to the building. A local artist might be solicited to develop and paint an attractive design on the front or side of the building. Trains and old cars appeal to persons of all ages. One possibility could be a train or automobile, related to the history of Old Town, with wording such as “Speed Your Way to Knowledge and Fun.” Large, attractive, easy to maintain containers of flowers could be added.



*Regular reading aloud to kids who cannot read, or reading by those who have learned will make a significant difference in the long-term abilities of the reader.*

3. **Cooperative Programming with Performing Arts Schools.** These schools often have on-site performances. As training for the students, they also seek opportunities for outside performances. This contact could provide Library programming without much planning time being spent by staff.
4. **Parent-Child Preschool Programs.** The focus of these programs is to have children and a parent or caregiver participate for approximately 30 minutes in simple crafts, finger plays, sing-alongs, etc. directed by the program leader, be it a Library staff member or one or more volunteers.
5. **Boxed Games for Loan.** Many parents and experts have concerns about children becoming addicted to computer games played in isolation. Boxed games are group oriented. A trial program could begin by adding "Boxed Games to Go."<sup>4</sup>
6. **Library Chess Clubs.** Staff and/or volunteers, either on-site or virtually, could teach children and teens the game of chess. Chess programs can be extremely beneficial to the learning process. Focus on children. This could well be a boost to the number of children in poverty cited previously in this Report. All age groups could be included.
7. **Books & Materials for Homeless Centers & Women's Shelters.** This could be a "now" program, provided staffing and transportation are available. After COVID, look at ways to serve homeless children.
8. **Tutoring.** Enlist high school or junior college students as elementary school tutors and older residents, perhaps retired teachers, as tutors for both onsite and virtual tutoring.
9. **Deposit Collections.** Typically, a library will deliver – or the recipient(s) will pick-up – a collection of 50 to 100 books, place them in cooperating agencies, and rotate the collections every two months – or monthly depending upon the size of the collection and the desire of the cooperator.
10. **Pre-Recorded, Phone-in Story Programs.** Libraries that have this service have found them to be popular, as long as the source for the pre-recorded programs remains current. This is a good interim program without space limitations, and could be initiated in the very near future.
11. **Multi-Purpose Meeting Room & a Children's Program Room.** Seating in a Multi-Purpose Meeting Room could have flip-top tables to facilitate conversion to a Homework Center, potentially even possible in the current space.



*Chess clubs & tournaments are very popular at several public libraries.*

<sup>4</sup> <https://www.t3.com/us/features/best-board-games#the-best-board-game>

12. **Virtual Programming.** Book talks, poets, artists, authors, and more offerings are accessible. There are lists available online.
13. **Verbal Virtual Programs for Spanish-Speaking Parents.** This program could be quite useful. Many who speak Spanish do not read in Spanish. Other foreign language needs should also be considered. Spanish language need not be the only language available. A small children's collection in the major languages would be useful. For additional information refer to <https://worldpopulationreview.com/us-cities/victorville-ca-population>
14. **Student Artwork.** Most artists, regardless of age or format, want their work to be seen and/or heard. This program concept could be developed – in a small way – for the current Library. In a new and much larger facility, the City Library could have an annual Student Art Work month with different artists and formats presenting throughout the month.
15. **Tweens & Teen Space.** Comfortable seating and/or large bean bag chairs are often part of these areas. An intriguing idea would be to test use of viewing and listening chairs similar to those found in airports. This is, of course, a space that will have to wait for a new, larger facility.

Well planned and designed services and programs help libraries become indispensable agencies, receiving community support on a continuing basis.

**Multilingual Resources.** The Consultants recommend the Library infuse cultural competency and language skills into everything it does. The customer expectation should be that VCL provides multicultural, multilingual library services with an external emphasis. Development and cross-training of staff members will be required. Recruit staff members with language skills, culturally competent with experience and/or through courses and training.

**Near-Term Multicultural Services.** Simple suggestions for how to reach more of the Latino and Spanish-speaking communities in the near-term will make everyone in the community aware that the Library is for Latinos too – with books, materials and employees who look and speak like the community. The cultures of the City must be visible. Include African-Americans and Black, Indigenous, and people of color (BIPOC) in the overall efforts, as all people are in need of library services.

1. Contact local Latino and Spanish language groups, organizations, media, and businesses to convey VCL's plans and ask them to advise, assist, and collaborate.



Teen space at the Central Library, Jacksonville Public Library, Jacksonville, Florida.

2. Utilize current Spanish-speaking Latino staff to assist and/or lead these efforts.
3. Recruit those who already use the Library as volunteers with children, computer and technology tutoring, programs, and outreach. Ask the Friends of the Library to provide stipends to volunteers and food for meetings.
4. Establish a circle of Latino advisors. Keep it informal, but be a good host.
5. Place a Spanish-speaking Librarian at the Children's desk. Use culturally sensitive books during Storytime, in Spanish and other languages.
6. Incorporate cultural aspects in all public programs. If knitting, talk about indigenous spider tales. If with teens, making films and remind them their stories count too. If discussing the Census, remind customers how important it is in providing services to all people.
7. Add information on the website showing the Library wants to inform the Latino Spanish-speaking community that it has books and materials and invites them to develop programs for the community.
8. Design a six- and 12-month Plan on what will occur to provide services and programs. Make it public.
9. Let City Departments know VCL's plans and get their assistance/buy in – especially the Mayor and City Council.
10. Recruit those who already use the Library to form an advisory circle.
11. Add Spanish language signage in Library.
12. Hire more Spanish-speaking employees and schedule Spanish-speaking staff during library hours.
13. Assess the Spanish language collections for adults and children, including magazines and movies. Start designating a percentage of the budget for Spanish materials.
14. Contact local Spanish language businesses for marketing the Library and programs.
15. Translate library brochures and bookmarks into Spanish and place them in local markets and schools.
16. Contact schools to learn what bilingual/ English as a Second Language (ESL) programs they provide. Partner with them to get every child a library card by the Third Grade. Find a teacher who will be a library liaison.
17. Enlist teens to use social media to reach Spanish-speaking relatives and groups.



*Several public libraries hold programs & events celebrating the cultures of their local residents.*

**Future Goals: In A Bigger Central Library.** A larger facility enables more space for people to gather, more activity spaces, more study spaces, film festivals and poetry slams, readings and music concerts – a place in the community for everyone:

1. Design a fantastic, themed entrance – an intellectually curious place to visit.
2. Employ desert colors or High Desert concert style – a literary Coachella.
3. Hours extended to seven days, typically 9:00 am to 9:00 pm.
4. Locate the Children's area on the ground floor with natural light and openable windows, portable theater spaces for storytelling, space for toddlers to sit and play on the floor, with small soft chairs, interactive educational toys – the best playroom in Victorville.
5. Include a Teen Space designed by teens. Say yes to their ideas.
6. Provide study spaces throughout with comfortable seating, some high tables for youth and semi-private cubicles.
7. Provide USB and power outlets throughout for iPhones, computers, iPads, etc.
8. Include a large, sub-dividable Multi-Purpose Meeting Room that can convert to multiple teaching spaces with tables and chairs, and sound systems with screens for film festivals.
9. Provide Digital Arts Labs and Maker Activity spaces with equipment, production space, and items for activities such as robotics and knitting.
10. Provide Artist in Residence spaces for poets, painters, musicians, etc.
11. Provide future space for Local Archives & History, with video-histories of local residents of all ages and their stories.
12. Include a Friends of the Library Bookshop near the public entrance.
13. Include a Time Capsule space, displayed after dedication of the new Central Library, with people's predictions and stories.
14. Incorporate outdoor seating with green space and an amphitheater for team games, learning activities, story times, performances, etc.
15. Include sculpture in an Art and Literary Gardens featuring recycled or virtual water features.
16. Collaborate with local restaurants and chefs on Cultural Food programs for children and adults with history and stories about foods and cultures. Provide areas for lunches and dinners for families and friends, outdoors, indoors, even between the stacks of books.
17. Consider deploying a Bookmobile to deliver books sponsored by one or more of the many car dealers in Victorville.

*The Enchanted Garden at the Howard County Library is used to teach children, grow herbs & other foods for cooking & nutrition demonstrations.*

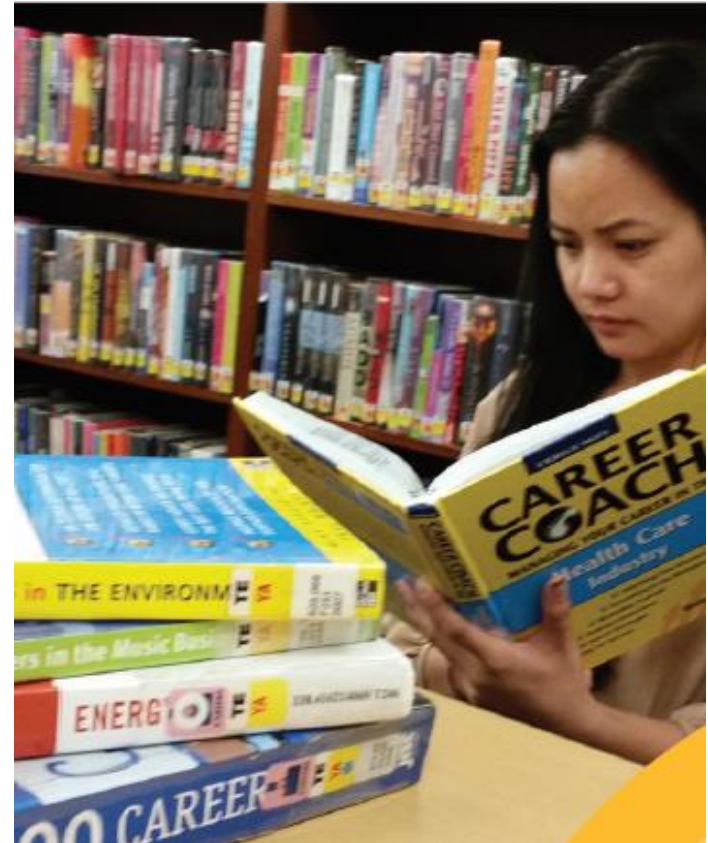


**Library Film Festival.** Victorville has been used for commercial filming many times. It could be a potentially fun collaboration for film festivals indoors and outdoors, with speakers, filmmaker labs for youth, and productions.

**Workforce Development.** If commercial and non-profit organizations are to be successful over time, a common need for both is they must have good employees to provide the services and products their customer base needs. The Victorville City Library should be an important asset in assisting these organizations with their employee needs. The Consultants recommended that Workforce Development components of VCL's overall program of service be comprised of:

- Offering relevant adult education activities and programs accessible at each location:
  - Job skills.
  - Work skills training.
- Classes for individuals who need basic and advanced computer skills. Technology instruction to include:
  - Basic computer and application classes.
  - Coding.
  - Robotics.
  - Virtual Reality.
- Classes and/or personal assistance with completing job applications, resume preparation and interviewing, for both the interviewee and the interviewer – in-person and virtually.
- Classes and resources in awareness and use of online digital data and information, for the beginner and the experienced.
- ESL classes.
- Distance learning for those enrolled in a distance learning course.<sup>5</sup>
- Preparation classes for taking and passing GED requirements.
- Space and equipment for learning about and working with various media formats – print, audio, and visual.

The planning, programming, building, and furnishing a new Central Library facility should be significantly influenced by the library programs and services it houses.



*Career coaching classes have been very popular at many public libraries.*

<sup>5</sup> A Babson Survey Research Group study reports “...distance student enrollments have increased for the 14th straight year . . . over 30% of higher education students taking at least one distant education course.”

**Entrepreneurship & Small Business Support.** Victorville City Library can assist Victorville's small businesses and the entrepreneurial community in achieving success by providing:

- Study and Conference Rooms.
- Databases and software packages.
- Business plan examples and informational programs.
- Resources for marketing materials.
- Mentoring seminars and one-on-one sessions via partnerships.
- Audio-visual recording and editing equipment with staff assistance.
- One-on-one "Check-Out-A-Librarian" or "Check-Out-A-Mentor" services.

### Staffing Recommendations

Staffing recommendations are based on the following:

- An existing need for a full-time Children's Services Librarian.
- Adding staff incrementally for the 25,000 square foot Interim Library starting in 2022, all to be fully trained before opening the Central Library.
- A new 73,200 square foot Central Library facility that opens by 2026 with all public services on a single-level.

The Community Engagement phase of this Master Plan identified the importance of library service for Victorville's children and their caregivers. Existing services are well used and the Library Aides are doing a good job. They can do an even better job if there is one or more trained Librarians on staff at all times. This position is the only near-term change recommended. The new post would increase the overall staffing by one FTE.

Unless noted as a new position, the intent is for existing Library staff positions to transfer over to the new Central Library operation. The costs associated with these recommendations are discussed later in this Section and detailed in the Appendices. As for a new Victorville City Library facility, the Consultants recommend the following:

#### **Library Administration:**

- City Librarian.
- Library Coordinators, two positions.
- Library Aide, full-time, to assist the City Librarian and the two Coordinators.
- Library Aide, part-time (28 hours) to assist with Outreach Services which will be a primary responsibility of one of the Library Coordinators.



*Knowledgeable, well-trained & friendly staff are a public library's best resource.*

**Public Services – Children's Services:**

- Librarian for Children's Services, continuation from existing staff as recommended.
- Library Aide, full-time.
- Library Aide, part-time, initially 16 hours, increase to 28 hours during the second or third year in the new building.

**Public Services – Teens/Tweens Services:**

- Library Assistant, full-time, new position, with experience working with teens, at the appropriate City pay scale range.
- Library Aide, part-time, 16 hours.

**Public Services – Adult Services:**

- Librarian for Adult Services, new position, same qualifications as Children's Services Librarian but with experience working with adults.
- Library Assistant, full-time, new position, at the appropriate City pay scale range.
- Library Clerks, four positions for Passports, part-time, 28 hours.
- Library Aide, three positions, part-time, 28 hours.
- Library Aide, part-time, 15 hours.

**Public Services – Circulation Services:**

- Library Aide, two positions, full-time.
- Library Aide, part-time, 28 hours.
- Library Pages, part-time, 80 hours.

**Support Services – Technical Services:**

- Librarian for Technical Services, new position, to manage Technical Services with the same qualifications as Children's and Adult Services Librarians but with applicable experience in a medium-sized public library.
- Library Aide two positions, part-time, 28 hours, acquisitions, selection of new materials working with staffs of public services units.<sup>6</sup>
- Library Aide, part-time, 16 hours, primarily physical processing.<sup>7</sup>

**Support Services – Digital Services:**

- Library Clerk, full-time.



<sup>6</sup> In all probability, one of the Aides will work primarily with Adult Services staff and the other with Children's and Teens/Tweens Services.

<sup>7</sup> Assumes the Library enters into a contract for outsourcing, as recommended by the Consultants.

### Collections Recommendations

These recommendations are based on constructing a new facility – and where noted as applicable for the existing facility.

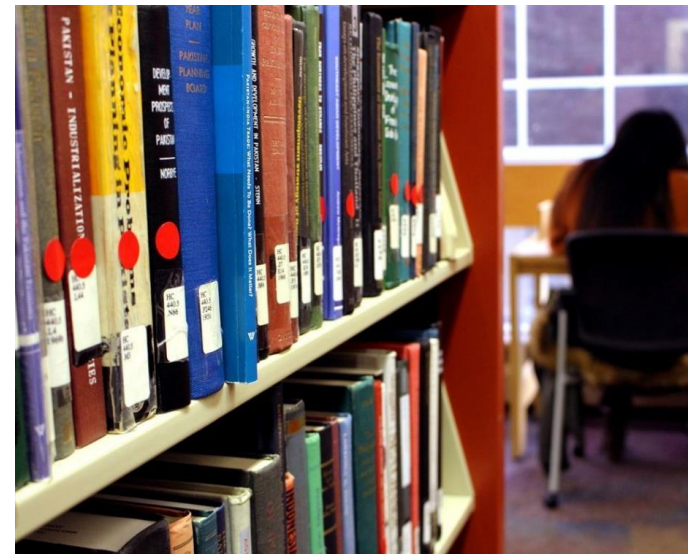
**Existing Facility Recommendations.** For the existing Library, the Consultants have two primary recommendations:

- Request the Integrated Library System (ILS) vendor provide a “dusty book report” of all circulating items in the collection. The first run should be for items that have not circulated in the last five years. The items on that list are prime candidates for withdrawal.
- Develop a Request for Information (RFI) that addresses outsourcing of the primary Technical Services portion of pre-processing library materials into the VCL collection. Upon receipt and evaluation of RFIs, prepare a Request for Proposal (RFP) in order to solicit prices from at least two vendors.

**Library Collection Development & Maintenance.** A dusty book report will produce a list of all titles of books that have not been circulated in the past three or five years. The goal is to withdraw all items that have not been borrowed by a customer within the last five years. These items are taking up valuable space on the shelves. Titles that emerge are prime candidates for de-accessioning from the collection, removed from the shelves, and donated to the Friends of the Library for sale. If they are not interested, contact one or more of the companies that buy used books from public libraries such as *Better World Books*. Those companies provide free services inasmuch as they bear all of the shipping costs and when they sell your books you get part of their proceeds.

Overcrowded shelves make browsing more difficult and they require more time on the part of a Shelver to place a book in the right spot. A book incorrectly shelved is more difficult to find, so it is in a sense “lost” as far as the customers are concerned. One way to increase circulation – and that should be a goal – is to follow this concept that less is more. Fewer books on the shelves results in more circulation.

**Outsourcing Technical Services.** Outsourcing, depending upon the services required, means that 95 to 98% of new holdings are ready to be shelved once a shipment is received and the packing slip checked against the contents in box. This speeds up the time it takes to put new items on the shelves. It reduces staff time devoted to cataloging, classification, property stamping, labeling, applying book covers, etc., as the vendor does all of that work.



*Library shelves that are completely full make it more difficult for customers to find books on the shelf & more difficult for staff to reshelv books that have been returned.*

As for the makeup of the collections in both the existing and new Library buildings, the Consultants recommend:

- A 60/40 split for the Fiction to Non-fiction items in the Adult Services collection.
- An 80/20 split for Fiction/Non-fiction in both the Children's Services and Teens/Tweens Services collections.
- A larger Paperback collection, primarily Fiction, perhaps 2,000 to 2,200 copies initially, adding more as new space allows.
- An increase in the Audiobook collection of 1,000 to 1,200 items initially, also adding more in new space.

In preparation for a new Victorville City Library, the Consultants recommend that Library staff set about to revise the existing Collection Development Plan, once a decision has been made and funding secured to move forward with a new facility. This new Plan should have a separate section devoted to an Opening Day collection for the new building. The capital funding estimates for new buildings in Appendix 8.1 include line items for new library collections. A sum of \$500,000 would most likely buy between 17,000 to 22,000 items.

**New Facility Recommendations.** Potential improvements revolving around future VCL collections include:

- User-friendly housing of collections, with reachable shelves and wide aisles, applying a less is more approach to shelving.
- Modeling customer service practices after those used by the retail sector, by arranging collections using bookstore categories by BISAC, rather than the Dewey Decimal System.
- Using data mining techniques like those used for retail consumer marketing efforts, applied to circulation data, customer data, and local demographics to assist in selecting and acquiring collections, services, and even facility planning.
- Responding to local community interests by continually building VCL's special circulating collections of items such as cake pans, fishing rods, bike locks, or tools.

Appendices 2.1 through 2.3 contain detailed parameters for library shelving in either new or existing libraries.



*Tilting the bottom two shelves makes book spines easier to read & reach.*

**Technology Recommendations**

Because technology allows the Victorville City Library to reach people far beyond its walls with its message, the Consultants believe these recommendations are a top priority, with many applying to both the existing Library and any new location, as deemed appropriate by the City Librarian.

**Emphasize Self-Check.** The Library should invest in self-check equipment and software. Once procured, VCL should strive to maximize the use of that investment. Some public libraries require all customers to self-check. The Consultants do not agree with that philosophy, but we do strongly recommend utilization of the self-check investment as completely as possible. The potential reallocation of staff resources can improve customer service, as will an expedited the check-out process for many customers. An example of this system can be found at the Hesperia Library.

We acknowledge that the interaction between customer and staff at customer service points can be positive, and informative at times. There are – and most likely always will be – customers who will not use self-check. Customer service points should be retained and staffed for those who will not or cannot self-check. To fully take advantage of the technology, radio frequency identification (RFID) tags need to be added to all collection items.

**Automated Materials Handling Systems.** Equipment that automates the sorting process of collection materials returned to the Library has been in operation for over 20 years. As it has become more commonplace, the equipment has been refined and the cost has decreased. Comprised of a return slot or two that read RFID tags as the items are returned and a conveyor belt that uses the RFID tag in each item to automatically sort them into a number of mobile bins. The space required for such a system is dictated by the number of bins and the length of the conveyor.

As a significant staff time saving measure, the Consultants recommend adding automated materials handling system (AMHS) to each location, with a 9-bin sorter capable of accepting multiple items at one time. This Master Plan has budgeted for the installation of AMHS sorters at all Library facilities, per Appendix 8.1. The footprint of equipment offered by various AMHS vendors will likely vary somewhat, so the space required should be verified during the design process.



*Self-check stations using RFID allow customers to check out up to 20 or ore items at one time, enhancing customer convenience & accuracy.*

**Offering Multiple Payment Options for Library/Technology Services.**

Allowing customers to pay for services in a reasonable manner is a valuable and attainable strategy. Adding credit/debit card readers to all printers, scanners, and fax machines should be a priority. Also, virtual or phone-based payment options such as *Venmo*, *PayPal*, or *Apple Pay* are viable alternatives to cash-only library service.

**Provide Laptops, Tablets, and/or iPads for Lending.** Consider established products from vendors that make laptop computers and/or iPads available for public use. These units are typically self-serve and do not require staff assistance.

**Provide Portable Chargers for Customer Devices.** Many customers bring their own mobile devices such as phones, laptops, and tablets to the Library. As a result, each location should provide charging stations, similar to those found in most airports – or better yet, provide mobile charging packs for customer check-out. This allows customers to work more efficiently where they choose, without interruption while at the Library.

**Employ a Meeting Room Reservation System.** To facilitate and maximize the use of the gathering spaces within each library, an online reservation system should be installed. Such a system allows a person desiring to reserve an available space to access the VCL website from anywhere in the world, locate the meeting space desired, and place a request for use per VCL policies, procedures, and charges, if any. The system would reserve the space, notify the requesting customer, allowing them to pay and print a confirmation. If the desired space is not available, the system would so inform the customer and provide them with a recommendation for an alternate space, time, and/or place.

To further streamline the process of room scheduling, consider systems that allow customers to determine if a room is available directly at the room or online – eliminating any confusion about availability. In these systems, a digital control panel with a small screen is installed near the door of every gathering space so the system can indicate if and when that the room is booked. The schedule for each room is automatically updated in real time. The control panel controls access via a library and/or credit card, and could accept approved payment methods for any charges. These systems can monitor room utilization to help optimize use of the spaces – in each Library and across the entire Library system – or City government.



*An example of an iPad & laptop dispensing machine that allows for self-service by swiping one's library card.*

**Provide Smartphone Self-Check.** Within the past few years, technology companies who focus on library service have introduced smartphone apps for self-check-out of books and other library materials. Customers can check-out materials from almost any place in the building, freeing staff to focus on assisting customers who have other needs. Consider such for VCL.

**Ensure Complete Wi-Fi Coverage in All Locations.** City IT should perform a site survey of all areas of the Library to ensure that Wi-Fi coverage is uniformly excellent in all publicly-available spaces. In addition to Wi-Fi coverage throughout each space, ensure customers have no difficulty connecting to the Wi-Fi network with their own devices – Apple, Android, Mac, Windows, or other.

**Provide 2- to 3-Person Collaborative Computer Stations.** There is demand for collaborative public-use computer stations to support group project work and other multi-person efforts. The Library should take advantage of customers bring their own devices to the Library and convert two desktop computer stations into one collaborative station with two monitors and three ergonomic task chairs each. The net change in space required would likely be insignificant.

**Install High-End Software.** Install high-end software on select computers to support small business owners and job skills training. Consider audio recording and drawing software such as Adobe Photoshop, Pro Tools, AutoCAD Revit, or equivalents.

**Provide Larger Work Surfaces at Public-Use Computer Stations.** Typical single-person workstations need a large work surface for customers to work more effectively, allowing them to layout books or additional devices while working at a desktop computer. Expanding existing stations should also benefit from the trend of customers bringing their own devices, to allow conversion of every four desktop stations into three stations with larger work surfaces as VCL transitions from existing to new space.

**Provide Audio-Video Technology at All Gathering Spaces.** All Group Study Rooms, Conference Rooms, and Multi-Purpose Meeting Rooms should employ some level of technology. All of these spaces should have a Smart TV or Smart Board, and/or computer projector and screen, depending on the size of the room. Each room should also have videoconferencing capabilities, again commensurate with room size. At least one group study room should be equipped with a green screen and potentially, audio/video recording software.



*Collaboration at computers is a common need in most public libraries.*

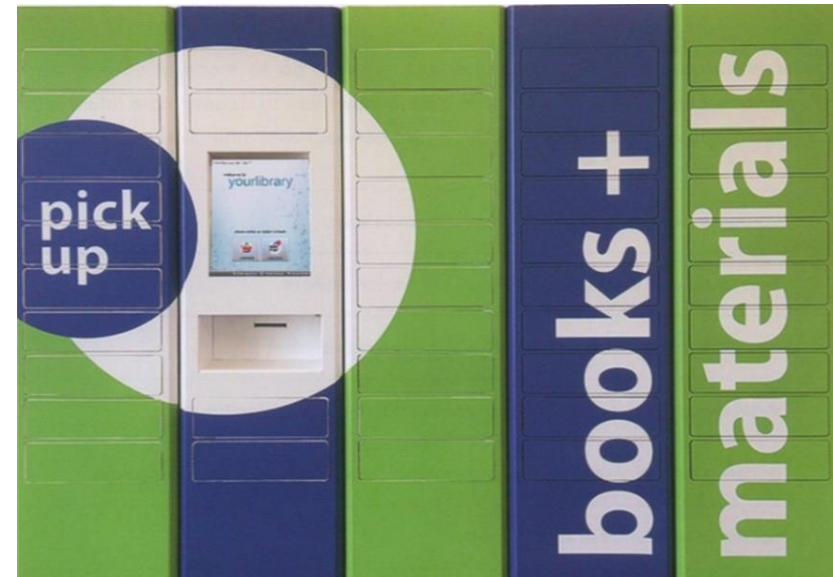
**Improve Access to Catalog Computers.** The Public Access Catalog (PAC) is the backbone of the Library's collection of library materials, be it for check-out or browsing the collection within the building. It is with the Catalog that customers almost always consult to make certain that the Library has a specific title or author within the collection. PACs should be distributed throughout the building, near service points and the shelving that house the collections. An ideal location is on the end panels of the shelving ranges. In addition, there should be one or two sit-down stations for those customers who elect to use the PAC while not standing. The majority of PACs in Children's Services should stand on tables with age-appropriate seating for kids and adults.

**Implement Touch Screens for PAC Computers.** Touch screen technology would make it easier and quicker for customers to navigate the catalog computers they use to locate specific books in the shelving ranges. Adjustable height work surfaces would also be user-friendly, allowing access by all people, regardless of age, height, or mobility.

**Provide Lending Lockers for 24-Hour Customer Service.** In any new location, consider the installation of a lending locker system for after-hours pick-up of items placed on hold by Library customers. These lockers could be located in the building Lobby secured from the Library proper, or on an exterior wall of the Library. Ideally, these lockers could be loaded through the back of each unit by staff from inside a Staff Workroom. Consider established products from vendors such as *International Library Systems' Intelligent Locker* and *Bibliotheca's remoteLocker*. See the photo of one example at right.

**Install Electronic/Digital Signage.** Install and make use of exterior digital/electronic signage at each new Library. These signs not only identify the Library location, but can be used to advertise upcoming events at the Library. Consider partnering with a sponsor(s) whose name(s) can appear on the sign in exchange for ongoing funding.

Television signage should be prominently installed inside the Library, with a clear standard for signage that informs the public what events will occur and what technology is available. For instance, every location advertises the availability of loaner laptops for public use within that Library. There could also be a clear message indicating how to install and configure the mobile printing app required for customers to print from their personal device to the public-facing printers.



An example of lending lockers that allow for potential after-hours use for commuters who cannot get to a library during normal business hours. Similar systems are currently in use by Amazon & Home Depot.

**Technology Plan.** Update the VCL Technology Plan to reflect any and all adopted recommendations, as well as other technology improvements supported by City of Victorville staff. A two- or three-year Technology Plan should be foundational to the Victorville City Library. Ideally, it would include a three-year refresh rate for all staff and public computers – a five-year refresh at the longest.

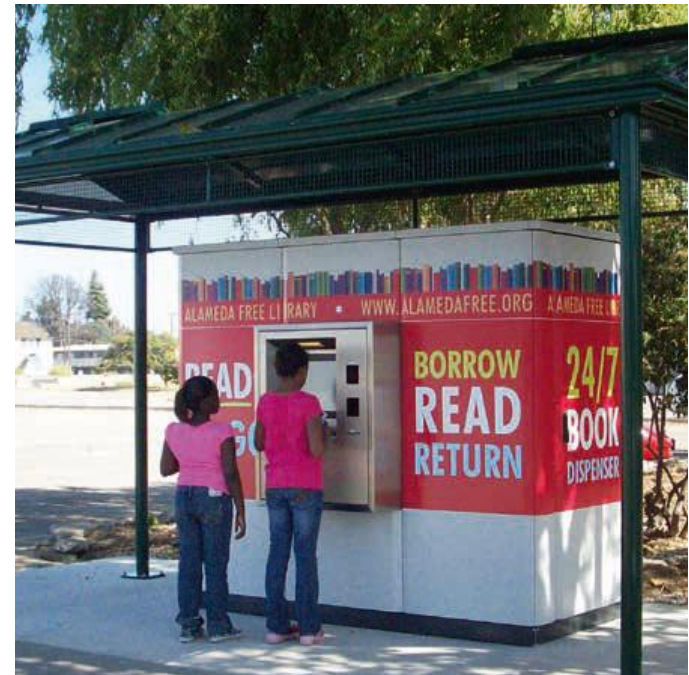
**Expand Library Services in the Near-Term.** A Library Kiosk at the Victor Valley Mall would bring limited library service to another section of the City. The Kiosk could be located within the Mall entrance adjacent to Barnes & Noble, or outside. The start-up cost could start as low as \$75,000 and could run upwards to \$300,000 to \$400,000, depending upon the size – determined by the number of items that could be housed in the unit – and whether it is suitable for an outdoor location. There would be minimal staff costs, primarily to pick up returned items and insert/replace titles to the Kiosk. There would be an annual maintenance/service fee from the manufacturer. Such a Kiosk(s) could be a long-term investment and service, or a short-term one. However, a Library Kiosk is **not a substitute** for a bigger, better Victorville Central Library. It is one way to bring service to more residents in a relatively short timeline, as compared to constructing a new building. And a Library Kiosk is portable, so it can be relocated as needs for library service change.

### Administration Recommendations

In addition to all other recommendations made in this Section – each of which affect the administration of VCL – the Consultants recommend the City of Victorville consider raising the prioritization of Library operations within the Community Services Advisory Committee (CSAC). For example, the description of CSAC on the City's webpage mentions recreation activities and park facilities, but not the Library. CSAC could focus more attention on the administration of the Library through any number of means, such as splitting their quarterly report to City Council into two reports – one for the Library and one for Recreation and Parks.

### Funding Recommendations

Staffing always absorbs the largest share of funding for the operations of a public library. It is no different in Victorville. Per the FY2020/2021 budget, staffing costs including benefits account for 69 percent of the total \$1,090,249 budget. Contract services currently absorb 15 percent and library materials take seven percent.



*Drive-up exterior library kiosk, Alameda Free Library, Alameda, California*

**Budgeting in Line with Peers.** The Consultants recommend a budget for the initial year of opening a new 73,200 square foot Central Library at its earliest possible timeline, in FY2025/2026, in case the City wants to move as swiftly as possible. In support of such an expedited effort, it is advantageous for the City to hire and train all new staff prior to opening the new Central Library. Therefore, this budget assumes an incremental addition of personnel over five years. Based on such a scenario, a breakdown of the proposed budget is:

- Staffing – \$1,442,370.
- Staff training, recruitment, etc. – \$15,000.
- Library Materials – \$200,000.
- Contract Services including outsourcing – \$250,000.
- Utilities for a 50,000 square foot, single-level building – \$230,000. This portion of the budget assumes a contingency for the Library if it will be in an existing building in the near-term. The Consultants assume a new Central Library would be designed as a net-zero energy consumption building.
- Building and Grounds maintenance – \$67,500.
- Moving to New Building and Unplanned expenses – \$50,000.

The total budget comes to \$2,254,870, or \$17.72 per capita, based on the year 2024 population estimate of 127,247. The current FY2020/2021 budget, with a population estimate of 123,764, equates to \$8.52 per capita. Staff salaries are based on information provided to the Consultants by the Victorville City Library and fringe/work benefits at 22 percent of salaries/wages.

The Library Materials budget of \$200,000 would purchase approximately 13,300 items and have shelf-ready for the new Library.

Appendix 8.2 includes two pages of detail on these recommended staffing levels. Regardless of the timing of a new Central Library coming online, there would be an increase of 8.50 FTE if the currently proposed Children's Librarian position is filled immediately, or 9.50 FTE above current staffing levels. Therefore, if the new Central Library was not ready until FY2028, for example, a few of these recommended new staff positions could be delayed until a year before the new building opened. However, the Consultants recommend that many of the new professional Librarian positions come online by 2024 at the very latest.

**Federal Funds.** COVID-19 relief monies for public libraries are significant. In addition, Senate Bill 127 is the Build American's Libraries Act, with the stated purpose "... to support long-term improvement to library facilities in order for libraries to better serve underserved and distressed communities, low-income and rural areas, and people with disabilities and vulnerable library users including children and seniors."

If passed, the Consultants understand the minimum allotment for each State would be \$10 million. Given California's size it may well receive considerably more than the minimum. Therefore, the Consultants recommend that the City immediately contact the two offices of your District's U.S. House of Representatives to seek guidance and assistance in obtaining appropriations or a grant(s) for the following:

1. Funds to complete the acquisition of the property near City Hall as the site of a new Central Library to replace the vastly undersized existing City Library.
2. Funds to engage an experienced Library Building Consultant to prepare a detailed Building Program Statement for the new Central Library, developed from extensive community input regarding the needed services and technologies that would be accommodated in the new Library.
3. Funds to retain the services of an experienced Library Building Consultant and a registered California Architect to hold a Community Design Charrette that will yield computer modeling of the new Library – highly useful for:
  - a) Passage of capital improvements bond issue.
  - b) A private-sector fundraising campaign.

*Section 9:*  
*Implementation Plan*

## Section 9: Implementation Plan

By organizing the recommendations of Section 8 into a sequential timeframe, the Consultants have developed a detailed action plan to guide implementation of the Library Master Plan for the Victorville City Library (also referred to as VCL or the Library). Recommendations have been based on priorities of the community, VCL, and the City of Victorville (also referred to as the City).

This Implementation Plan is intended to be a roadmap – a guide to restart programs and services after the Pandemic with an eye to a series of long-term improvements to the Victorville City Library – all with specific chronological achievements identified, beginning in the year 2021. This Plan is also predicated on delivering multicultural and multilingual customer service.

With this Plan as a foundation, VCL can take realistic, manageable actions to provide ongoing direction for Library Leadership via specified objectives and performance and outcome measures.

This Implementation Plan is a starting point – a living document that will need to be periodically refined by the City Librarian, based on his own perspectives and experiences. Ideally, the Library Master Plan will help to create opportunities to expand the overall role of the Library in the City of Victorville within the first three years and beyond.

Consultant observations, findings, and recommendations are based upon a national library perspective and a snapshot in time of local VCL operations. Local residents' familiarity with the historic arc of the city must be applied to the Library Master Plan to ensure it best meets community needs.

### Victorville City Library Implementation Plan

This Implementation Plan is framed as an outline with periodic accomplishments to be made at specific times – short-term, mid-term, and long – starting with the City Librarian extolling the advantages of the Library Master Plan to all City staff and the general public. Meetings and updates with Library and City staff units will be essential to good communications, so everyone is kept informed on progress, issues, and steps in the Master Plan – so everyone contributes.

Relationships and alliances throughout any city often drive support for initiatives, so knowledge and understanding of the inner-workings of Victorville will be vital. Just as vital are the issues being discussed by residents and the assumptions that govern the city's development.

This Implementation Plan will rely on an understanding by Library staff, City staff, and the Community Services Advisory Committee (CSAC) that the first two to three years are ones of change, improvement, and expansion in areas described in this Master Plan. There will need to be a consensus on what is working well, what needs rethinking, and what needs redevelopment. The Master Plan assumes redirection of some Library and City staff towards customer service – meaning that Library staff will spend a minimum of 60% of their time working directly with the public on services, programs, and outreach – or at least on services that impact the public directly. It will be essential that the Recreation and Library Manager and Executive Management be involved, and that all key players understand precisely what VCL wants to accomplish in the first year and each year thereafter.

The Consultants believe the Implementation Plan described herein is achievable. With the cooperation and involvement of the staff, appropriate City employees, CSAC, and the Friends of the Library, all of the following actions – considered basic for many modern public libraries – can be accomplished in the first three years – *IF* the Library can move into a larger space by 2022.

Terminology unique to this Section of the Report that is used on the following pages to differentiate between the three locations/buildings VCL will occupy in the coming years:

- Old Town Library, the current library building.
- Interim Library, a leased space of 20,000 to 25,000 square feet.
- Central Library, a newly constructed building and ultimate home for VCL.

### Organization of the Implementation Plan

The components that structure this Plan include:

- **Proposed Timeline Tiers:** The City established two planning horizons in the RFP for the Library Master Plan – five years (short-term) and ten years (long-term). In order to distinguish immediate priorities, the Consultants suggest using three planning horizons:
  - The near-term, the first two to three years, 2021 to 2023.
  - The mid-term, three to five years, 2023 and 2025.
  - Long-term, five to ten years, 2026 to 2030.
- **Priorities:** Because most of VCL's current shortfalls are due to lack of space, the top priority is moving to a larger building. Subsequent actions are and should be prioritized based on primary community concerns, City government goals, and/or ease of implementation – juxtaposing tasks with the greatest potential impact against low-hanging fruit.
- **Funding for Capital Projects:** The Master Plan suggests but does not recommend specific funding sources for implementation, but does suggest budgeted capital expenditures according to conceptual timelines, beginning with FY2021/2022 – dependent upon corresponding operational budgeting.
- **Measuring Outcomes & Performance.** With goals and objectives clearly delineated, there is a next step by VCL of identifying the most applicable tools to measure success and applying them to the priorities.

Proposed timelines and funding options should remain fluid as variables fall into place. Implementation schedules can be adjusted as needed to bring each action online, based on available funding, population growth, economic factors, and other triggers. Specific objectives for implementation are based on Consultant recommendations in Section 8, organized and sequentially numbered across each of the three timeline tiers, and along with VCL operational categories, coded as follows:

- Administration, coded as A objectives.
- Customer Base, CB objectives.
- Staffing, S objectives.
- Facilities, F objectives.
- Technology, T objectives.
- Programs and Services, PS objectives.
- Collections, C objectives.
- Budgeting and Funding, BF objectives.



*Interior of the Half Moon Bay Library  
San Mateo County Libraries, Half Moon Bay, California*

## Near-Term Priority Recommendations

The dominating need of the Victorville City Library is to have more space. The recommended solution is to lease a retail space as an interim location while planning, design, and funding for a new Central Library are assembled. The fastest timeline to achieve a significant increase in Library space would be to occupy the Interim Library by 2022 under a five-year lease agreement, then move to a new Central Library in 2027. Advantages to acting quickly include better library service sooner and a reduction in capital costs due to inflation.

In this Section, the Consultants suggest a priority order of first-wave recommendations for consideration by VCL and the City. These actions are a combination of urgent priorities, long lead-time projects, and/or opportunities to show early success and build momentum for the Master Plan and the Library. They include:

- Because it is a critical long lead time item that will allow for many improvements once completed, **commission a Building Program Statement** for the space to be leased as the Interim City Library.
- In order for the VCL personnel to be at full strength, **fill all vacant and recommended new positions**, stressing multilingual and cultural skills.
- To begin to cultivate philanthropy in a locale with capacity to give and generate support for the library, **form a 501(C)(3) Library Foundation**.
- In order to get books in the hands of customers more quickly and shift some staff to public service, **streamline collection processing** through the purchase of shelf ready materials from established vendors.
- To address currently unserved and underserved communities, especially focusing on early childhood education, **establish an Outreach Services Plan** to be implemented when staffing levels are at full strength.
- To facilitate easier browsing so as to increase circulation and collection turnover, continue weeding the collections and **incorporate wider aisles and lower shelves** in the interim City Library.
- As a means to promote the good work of VCL and its staff work, with the City Public Information Officer (PIO) to begin to **develop a comprehensive Marketing Plan** that is ready to roll-out once staffing, facilities, programs, and services are in place to deliver new offerings.

There are a number of other potential near-term recommendations that could be considered, but many of the Section 8 recommended actions are embedded in the facilities projects envisioned, as described on the following pages.



Example page from a Marketing Plan, Appleton Public Library, Appleton, Wisconsin

### Administration Near-Term

After a year of review, study, and assessment of the City Library, there should be a consensus for improvement of facilities, services, and programs that will yield an inclusive VCL that is focused on a better future for everyone. Initial objectives to be accomplished include a focus on Administrative span across all Library operations, as follows:

- A1. Meet with Library Staff** about the new Library Master Plan so that everyone is aware of the data, and is familiar with the Report findings. Staff support is vital to the success of any new strategies. Discuss implementation of the Master Plan. Establish concentric priorities with assignments on who will work on what aspect of the Plan with the understanding that there is a role for everyone. Use graphic and digital charts to assign responsibilities and monitor the details of the Implementation Plan. Reinforce that the Master Plan can be changed, added to, or items eliminated if not needed. Identify potential staff and volunteers to assist with dissemination of Master Plan objectives to the community.
- A2. Meet with City staff** on the new Library Master Plan. Identify who can assist with any proposed changes, such as recruitment of partnerships and multilingual/ multicultural staff. Verify reporting channels required to keep everyone informed on issues and progress.
- A3. Meet with CSAC** on the details of the new Library Master Plan. Identify ways that the members can assist, such as maintaining support for the Library within City government circles and the public at large.
- A4. Meet with the Friends** about the Master Plan and priority funding resources the Friends might be interested in providing, such as 1) books or stipends for community outreach to families with newborns, 2) materials for a Homework Center, and 3) potential technology upgrades. The support of the Friends is critical, as they represent members of the community who have invested in the Library as a major community service and have the potential to advocate for new programs and services.
- A5. Develop a Marketing Plan** through collaboration by Library staff, the City's Public Information Office (PIO), and pro bono community experts.
- A6. Soliciting Public Feedback.** Develop a methodology for acquiring customer comments about the successes or failures of VCL programs and services, as judged by the participants. This is an integral step in determining VCL's performance in meeting the goals outlined in this Library Master Plan.



*Group Study Rooms are one of the most popular amenities in most libraries*

### Customer Base Near-Term

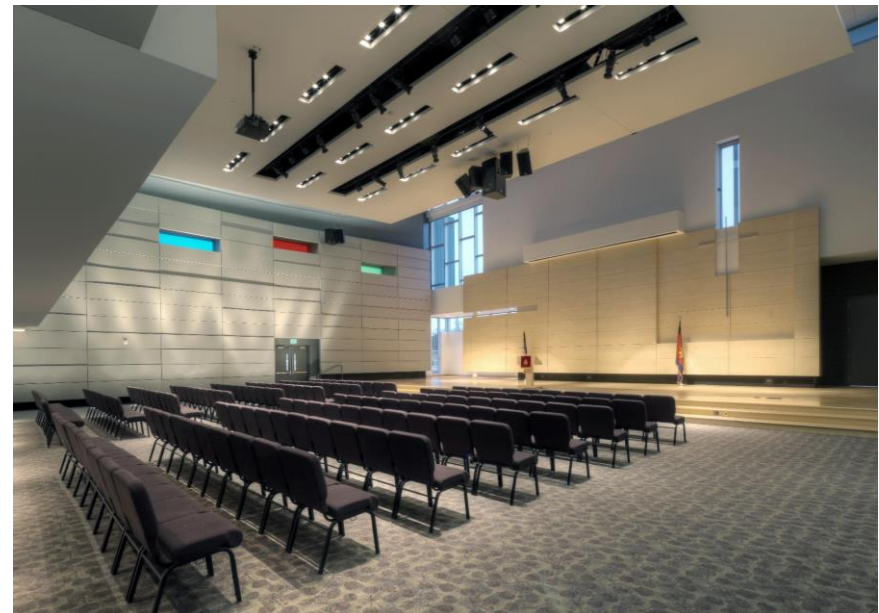
- CB1. Inform Residents** about upcoming plans for new programs and services using all forms of media, then issue invitations to meetings with the City Librarian at “open community events.”
- CB2. Discuss with Local Public Schools** a plan to provide all Third Grade students library cards at the beginning of each school year while promoting September as National Library Card Month.

### Staffing Near-Term

- S1. Develop a Staffing Plan.** Assess personnel talent, assets, impediments, potential reassignments, and public service/professional interests. Establish a budget for professional development activities for all staff. Identify multicultural/multilingual staff and recruitment priorities.
- S2. Staff to Full Strength.** Fill any vacant and recommended new positions, stressing multilingual and cultural skills ahead of the move to leased interim Library space, if possible:
- Librarian for Children’s Services, continuation from existing staff as recommended in 2021.
  - Library Aide for Library Administration, part-time (28 hours) to assist with Outreach Services which will be a primary responsibility of one of the Library Coordinators by 2022.
  - Library Aide for Children’s Services, full-time by 2022.
  - Library Aide for Children’s Services, part-time, initially 16 hours by 2022.
  - Library Clerk for Digital Services, full-time by 2023.

### Facilities Near-Term

- F1. Begin Planning the Interim Library.** Commission a Building Program Statement – detailed performance specifications for the design of the space to be leased as the interim City Library. Consider forming a Teen Advisory Board (TAB) to assist with planning and design of Teen/Tween space, programs, and services.
- F2. Consider Immediate Library Service Expansion** by way of one or more Library Kiosks, potentially in Old Town or the Victor Valley Mall.
- F3. Identify Long-Term Capital Projects.** These could include planning for the new Central Library, renovating the City Library, a Tax Measure for stable funding, facility improvements, or new ideas that surface during the year.



Example of a Multi-Purpose Meeting Room

### Technology Near-Term

- T1. Update the Technology Plan.** Review technology resources and areas for improvement. Meet with technology vendors to improve performance and/or negotiate new contracts. Identify tech partners in the community who might act as advisors or pro bono contributors. Identify cost and budget needs.
- T2. Implement RFID** following vendor contract negotiations, and purchase of tags and equipment.
- T3. Implement Improvements to Technology** upon relocating to the Interim Library, and ultimately to the Central Library. Purchase recommended new equipment with capital funds, including but not limited to:
- Self-check equipment and software.
  - Automated materials handling system.
  - Lending laptops, tablets, hot spots, and power packs.
  - Lending locker system for after-hours pick-up.
  - Digital signage.
  - Collaborative computer stations.

### Programs & Services Near-Term

- PS1. Focus on Early Childhood Education** in-Library and through an Outreach Services Plan to address unserved and underserved neighborhoods – implemented when staffing levels are at full strength.
- PS2. Establish a Homework Center** with dedicated space at the Library on Mondays through Thursdays from 3:00 to 6:00 PM, in partnership with local Public Schools. Request that the Friends provide supplies and snacks.
- PS3. Identify Potential Service Partners.** Establish a target list of potential pro bono partnerships. As the face of the community, potential partners could be School District liaisons and/or supporters of STREAM curriculum and the afterschool Homework Center. They can provide resources to assist the homeless through the Library, or speakers for a wide variety of public programs. County government has business experts with expertise in technology, marketing, and speakers for public programs on topics of interest. Businesses and food vendors can provide snacks for youth afterschool programs. Consider partnerships with arts exhibitors and in-residence artists, collaborators for literacy classes onsite, and sponsors for filmmaking classes and film festivals.
- PS4. Establish Coding & Robotics Programs** for youth ages 7 to 17 at the Library or a Recreation Center. Solicit community and college tech experts to provide oversight. Request that the Friends supply materials.



*An automated materials handling system sorting books into bins, Champaign Public Library, Champaign, Illinois*

## Collections Near-Term

- C1. Update the Collection Development Plan.** Reallocate the Book Budget toward new priorities of Spanish language materials, Teen resources, Early Childhood priorities, a potential Library of Things, and identified future collection needs.
- C2. Outsource Technical Processing.** Streamline collection processing through the purchase of shelf-ready materials from established vendors via an RFI/RFP process.
- C3. Procure New Industry-Standard Shelving** for the Interim Library based on guidelines presented in the Library Master Plan, Appendices 2.

## Budgeting &amp; Funding Near-Term

- BF1. Develop a Two-Year Budget Plan** for continued enhancements and future needs, including technology improvements and staffing increases. Consider how to prioritize use of Measure P funds.
- BF2. Implement Changes in Budget Allocation** toward Spanish language materials, Early Childhood, and Teen priorities.
- BF3. Identify & Pursue Additional Funding Sources.** Contact Victorville's two House of Representatives members to request they help appropriate Federal funds intended public libraries to Victorville as allocated in COVID-19 relief and other legislation. Identify potential grants VCL would be well positioned to receive for new facilities and technology. Consider non-traditional means of private-sector fundraising.
- BF4. Plan a New & Improved Friends of the Library Bookstore** for the Interim Library. Investigate the legal possibilities of renting the vacated City Library building to the Friends as their base of operations.
- BF5. Form a Library Foundation.** Cultivate philanthropy in a locale with capacity to financially support the Library through a 501(C)(3) Library Foundation using paid professional employees to raise funds. A Library Foundation's mission will be to seek substantial grants and private donors from numerous sources. Consider establishing a Foundation endowment for VCL collections.



*Merchandising new books in the collection, Santa Monica Public Library Central Library, Santa Monica, California*

### End of Year One: Report on the Library

This will be an exciting time of celebration for the accomplishments of everyone involved during the first year to improve, redesign, and redirect VCL toward a highly effective community-based, multilingual and multicultural public library. Changes to the Implementation Plan will have surfaced and should be made. Roles and staff assignments can be addressed.

Staff should be focused on assisting customers in finding what they need, providing them with better technology, collections that matter for learning and enjoyment, and the knowledge that the public library is their resource – a place for everyone. Additional administrative tasks include:

- A7. Identify Achievements** of the Implementation Plan and the status of Library Master Plan recommendations.
- A8. Tell the Library Story** and solicit public comments. Focus on a city-wide community effort, and use all media and languages.
- A9. Assess Status of Plans for Staffing, Collection Development & Technology.** Make changes, additions, and incorporate new ideas. Inform all stakeholders.
- A10. Update Implementation Plan** as necessary. Incorporate changes, suggestions, ideas from Staff, City employees, CSAC members, Friends, and community.

### Plan for Year Two: Ideas for Expansion of Services

Once the Library relocates to the Interim Library, it will become the place where the community is empowered to plan their own programs, suggest ideas, find technology resources, and assist with collection development. The role of the Library should continue to be inclusive, comfortable, and familiar. This is especially important for multicultural communities of all ages. Visible progress with programs and services should be noticeable after six months of occupying the new space.

Then will be the time for the City, CSAC, Friends, and various VCL allies to increase the conversation about the Library throughout the community. It will be important to acknowledge and thank all partners and collaborators – to be excited about a future with a place that solicits, implements, and wants ideas. It becomes a time to dream big about the future with the Library while representing the voices of the entire community.



Multilingual signage at the Vancouver Public Library

## Mid-Term Priority Recommendations

The Consultants suggest these recommendations for consideration for the Victorville City Library by the Victorville City Council. These actions are largely in preparation for moving into the new Central Library.

### Administration Mid-Term

**A11. Outcomes via Public Feedback.** Refine the methodology for acquiring customer comments about successful outcomes for VCL programs and services. Track VCL's performance trends in meeting the goals.

### Staffing Mid-Term

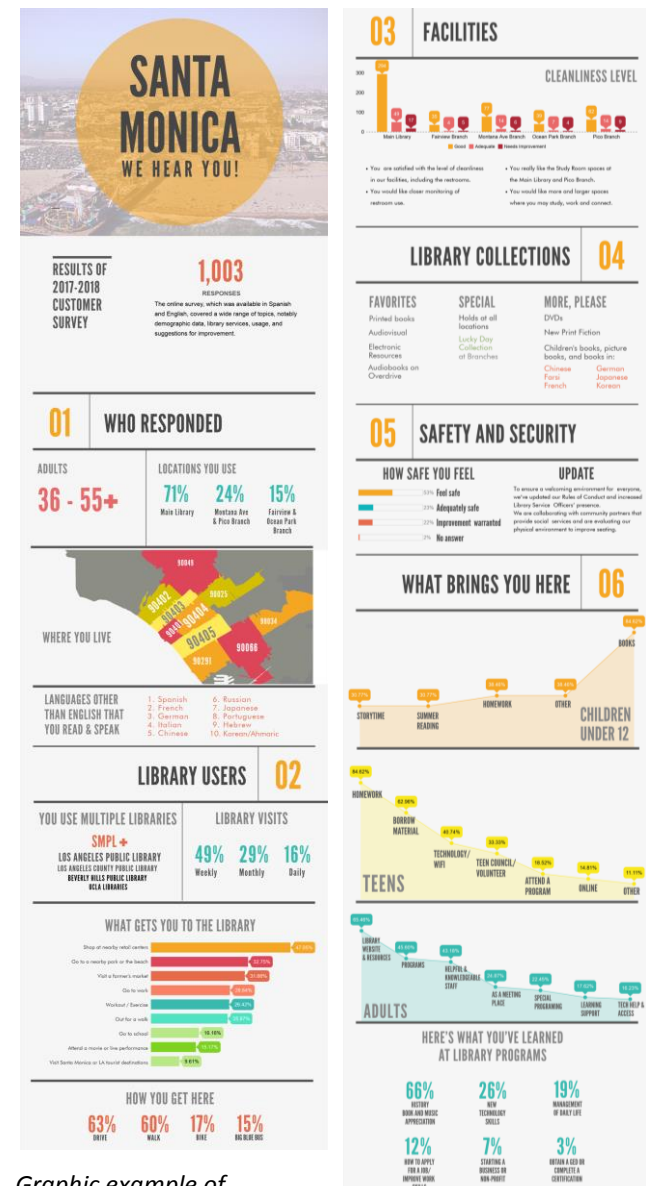
**S3. Establish an Internship Program** to develop homegrown multicultural Librarians via an accredited Master's Degree program in Library Science.

**S4. Staff Up for the Central Library.** Fill all recommended positions, stressing multilingual and cultural skills, ahead of the move to the new Central Library:

- Library Aide for Library Administration, full-time, to serve the City Librarian and the Coordinators as Administrative Assistant for, by 2024.
- Library Assistant for Teens/Tweens Services, full-time new position with experience working with teens by 2024.
- Librarian for Adult Services, new position, part-time with qualifications of a Children's Librarian but with experience working with adults by 2024.
- Library Aide for Circulation Services, two positions, full-time by 2024.
- Library Pages for Circulation Services, part-time, 40 hours in 2024.
- Librarian for Technical Services Manager, new position, full-time with qualifications of Children's or Adult Librarians but with applicable experience in a medium-sized public library by 2024.
- Library Aide for Technical Services acquisitions, part-time, 28 hours to work with public services units to select new materials by 2024.
- Library Aide for Teens/Tweens Services, part-time, 16 hours by 2025.
- Library Assistant for Adult Services, full-time, new position by 2025.
- Library Pages for Circulation Services, part-time, 20 hours in 2025
- Library Aide for Technical Services acquisitions, part-time, 28 hours to work with public services units to select new materials by 2025.

### Collections Mid-Term

**C4. Reorganize Adult Non-Fiction** shelving in a bookstore format for the Interim Library as a pilot project prior to moving to the new Central Library.



Graphic example of reporting outcomes via public feedback, Santa Monica Public Library, Santa Monica, California

### Customer Base Mid-Term

**CB3. Inform Residents** about new programs and services using all forms of media, then issue invitations to meetings with the City Librarian at open community events.

### Facilities Mid-Term

- F4. Plan & Design the Central Library.** This includes soliciting a Building Program Statement and a potential design charrette for the new Library.
- F5. Identify Long-Term Projects.** Consider renovating the City Library, securing stable capital funding for facility improvements, or any new ideas that surface.

### Technology Mid-Term

- T4. Update the Technology Plan.** Continually review technology resources and areas for improvement. Identify cost and budget needs.
- T5. Plan for Improvements to Technology** by using pilot project data from the Interim Library to help recommend purchases of technologies for the new Central Library.

### Programs & Services Mid-Term

- PS5. Service Partners.** Continue to cultivate pro bono partnerships as the needs of the community and existing partners evolve.
- PS6. Develop a Response for the Homeless in the Library** in coordination with City resources and policies. Consider effective solutions pioneered by other public libraries in the U.S.
- PS7. Create a Small Business Center** in the Interim Library.
- PS8. Create a Workforce Development Center** in the Interim Library, with classes on completing job applications, resume prep, and interviewing skills.
- PS9. Develop a Digital Arts Lab** in partnerships/collaborations with a local digital tech company and/or Victor Valley College.
- PS10. Explore an Artist-in-Residence Program.** Consider a partnership with the California Arts Council (CAC) for this new program, which could entail providing space for individual artist fellowships offered by CAC.

### Budgeting & Funding Mid-Term

**BF6. Refine the Two-Year Budget Plan** for continued service enhancements and future priorities.



*The Auditorium at the Cedar Rapids Public Library*

### Long-Term Priority Recommendations

By this juncture, the Master Plan will have shown its value for VCL. Introduce new offerings two months after the opening of the new Central Library to ensure every stakeholder and the general public are informed about VCL – thereby cultivating supporters and maintaining momentum for the new Library's first year.

#### Administration Long-Term

- A12. Standardize Public Feedback.** Codify methodologies for determining VCL's performance in satisfying customers' expectations via outcomes.
- A13. Five-Year Review of CSAC's Role.** After taking on a more significant role in advising VCL, refine policies and procedures as needed.

#### Customer Base Long-Term

- CB4. Inform Residents** about the Library in an ongoing dialogue designed to gain feedback on customer satisfaction regarding VCL-provided programs and services – as a means for measuring outcomes while marketing VCL.

#### Staffing Long-Term

- S5. Staff Up for the Central Library.** Fill all recommended new positions, stressing multilingual skills, ahead of the move to the new Central Library.
- Library Aide for Children's Services, part-time, by 2026. Increase to 28 hours during the second or third year in the new building.
  - Library Aide for Circulation Services, part-time, 28 hours in 2026.
  - Library Pages for Circulation Services, part-time, 20 hours in 2026.

#### Technology Long-Term

- T6. Update the Technology Plan.** Continually review technology resources and areas for improvement. Meet with technology vendors to improve performance and/or negotiate new contracts. Identify tech partners in the community who might act as pro bono advisors or contributors.
- T7. Implement Improvements to Technology** following vendor contract negotiations. Plan for relocation of technologies from the Interim to the new Central Library. Purchase recommended new equipment, including:
- A meeting room reservation system.
  - Collaborative computers with high-end software.
  - Audio-video capabilities in all gathering spaces.
  - Update VCL's mobile Library app.



Computers in the Library Lobby

### Facilities Long-Term

- F6. Design & Construct the Central Library.** Design the new Central Library to include an amphitheater, a teaching garden, and outdoor seating options designed to host festivals – in addition to all of the amenities prescribed by the Library Master Plan and in Section 2 Appendices.
- F7. Retool Maker Spaces.** For the new Central Library, make improvements on the Interim Library Makerspace to include current market technologies. Consider multiple spaces each geared to different tools and technologies.

### Programs & Services Long-Term

- PS11. Library Film Festival.** Seek a collaboration for an annual Victorville film festival held indoors and outdoors at the Central Library, with speakers, filmmaker labs for youth, and productions.
- PS12. Compile Local History & Archives,** with video histories of local residents of all ages and their stories.
- PS13. Food Cultures & Stories.** Collaborate with local restaurants and chefs on programs for children and adults, with history and stories about foods and their cultural origins. Provide areas for meals with families and friends, outdoors, in the Library, even between the book stacks.
- PS14. Develop New Programs** in partnerships with residents, as new customers are attracted to the ample spaces and amenities of the new Central Library.

### Collections Long-Term

- C5. Employ Evidence-Based Selection Software.** Procure software such as *Collection HQ* or equivalent to help select materials for Adults, Teens, school kids, Early Childhood, Spanish language, and all other formats. Optimize the use of ILS data in tracking customer preferences for books and media.

### Budgeting & Funding Long-Term

- BF6. Refine the Two-Year Budget Plan** for continued service enhancements and future needs – based on evolving priorities of the City, the community at-large, and trends in public library service delivery.
- BF7. Support the Library Foundation** by planning office space in the new Central Library for paid Foundation staff and volunteers. Continually collaborate with the Foundation Board on a list of viable candidate programs for subsidy.



*A Makerspace that can convert for multiple uses*

### Capital Project Funding

Given the amount of money involved and the rarity of funding opportunities for large scale expenditures, the Consultants recap the primary facilities recommendations for VCL, as originally detailed in Section 8. Of importance is that the stated 2021 cost estimates for these projects contain a schedule for cost escalation due to price inflation. Table 9.1 contains data originally presented in Section 8 but escalated for inflation to the mid-point of construction.

**New Central Library.** The ultimate recommendation is to replace the Old Town Library with a new 73,200 square foot, two-story Central Library, possibly at the City Hall campus. The approximate cost is estimated to escalate to \$51.9 million by year 2026 dollars, assuming no site acquisition costs are required. The minimum lead time for this project would be approximately three years – one year for programming and design and two years for construction. Variations in these numbers compared to those in Section 8 are based on the specific timelines cited in this Section for bringing each project online. Estimates capture total project costs, including any building construction, site development, interior finish-out, furniture, fixtures, equipment, new books, planning and design fees, owner's costs, contingencies, moving from one Library to the next, and all technology costs – equipment and infrastructure.

**Central Library Location.** The Consultants recommend the City of Victorville identify a prominent parcel of land as the intended site for a new Central Library. The new Library should be easily viewed from the primary thoroughfare leading to the building.

**Old Town Library.** Despite its significant limitations on public library service delivery, the current City Library is still a useful resource as a building potentially utilized for a variety of uses including as a home for a Library kiosk. One recommendation for extending the life of this building is to modernize and retool the current Library into a Friends of the Library administrative headquarters, at an estimated cost of at least \$870,509 when escalated to 2023 dollars. The City might consider leasing the retrofitted building to the Friends for \$1.00 per year.

Also of note, a one-story Interim Library will be less expensive to staff than a renovated and expanded two-story Old Town Library of similar square footage (see Appendix 8.1). The ongoing operational cost savings will pay back the increase in capital cost of the new Library.

**Table 9.1**

Victorville City Library Master Plan – Escalated Capital Project Costs

<i>option</i>	<i>NASF</i>	<i>BGSF</i>	<i>efficiency</i>	<i>project cost</i>	<i>cost/SF</i>
Interim Library <sup>1</sup>	21,250	25,000	85.0%	\$6,920,087	\$276.80
Central Library <sup>2</sup>	58,560	73,200	80.0%	\$49,715,892	\$679.18
SUBTOTAL				\$56,635,979	
Old Town Library <sup>3</sup>	7,242	8,229	88.0%	\$870,509	\$105.79
TOTAL				\$57,506,488	

**Notes:**

<sup>1</sup> Lease finish-out project costs escalated to time of building occupancy in 2022.

<sup>2</sup> New construction project costs escalated to mid-point of construction in 2026.

<sup>3</sup> Building retrofit costs escalated to earliest time of building occupancy in 2023.

### Measurement of Quantifiable Outcomes

VCL might consider a proven library industry platform for quantifying and measuring outcomes – Project Outcome. Measuring outcomes helps libraries answer the question, “*What good did we do?*” It also allows libraries to see what can be learned about the impact of VCL programs, and how the data can be used to demonstrate VCL’s value to the community.

#### Project Outcome

Project Outcome is an initiative of the Public Library Association (PLA) that equips libraries with short, easy-to-use, customer-focused surveys designed to measure the impact of library services such as childhood literacy, computer training, and workforce development. The project focuses on measuring the outcomes of the programs that many public libraries have in common, thereby minimizing the work for each library in developing measures. The platform also maximizes its impact by giving libraries a shared language and the ability to aggregate data. A Project Outcome toolkit is provided by PLA and includes measures that are flexible so as to be useable by libraries of all sizes and demographics.

Project Outcome can help VCL measure four key customer outcomes – application, knowledge, confidence, and awareness – in seven key areas of library service:

- Civic/Community Engagement.
- Digital Learning.
- Economic Development.
- Education/Lifelong Learning.
- Early Childhood Literacy.
- Job Skills.
- Summer Reading.

Project Outcome is based on research that helped develop seven surveys that are extended to the library community for input. For more information, see:

<https://www.projectoutcome.org>

**Alternative Measurement Tools.** A results-based accountability framework for planning and action might include primary and secondary performance measures for the Library. VCL staff could collaborate to conceive and codify a set metrics as a means to measure the impacts and outcomes of Library offerings. An example set of metrics are listed in Table 9.2. It is important for staff to take ownership of this process.

**Table 9.2**

Primary & Secondary Measures for Library Master Plan Performance

<b>primary performance measures</b>	<ol style="list-style-type: none"> <li>1) Number of library cards issued.</li> <li>2) Number of Items circulated.</li> <li>3) Number of customer visits, all ages.</li> <li>4) Number of customer interactions providing general library information/services.</li> <li>5) Number of programs held.</li> <li>6) Number of participants served by children, family &amp; adult programming.</li> <li>7) Number of customers utilizing computer services.</li> <li>8) Number of reference transactions in person/by phone/by email.</li> </ol>
<b>secondary performance measures</b>	<ol style="list-style-type: none"> <li>1) Number of active cardholders to total cards issued.</li> <li>2) Rate of utilization during operational hours – workload to staffing ratios.</li> <li>3) Percentage of users who report satisfaction with library programs/services.</li> <li>4) Percentage of parents/caregivers who better understand how to help their child with reading, get access to books, and see improved reading habits.</li> <li>5) Number of/percentage of parents who report online resources are helpful to children.</li> <li>6) Number of/percentage of funds raised to meet targets at Friends fundraising events.</li> </ol>
<b>data development agenda</b>	<ol style="list-style-type: none"> <li>1) Rate of customer satisfaction with library programs/services (percentage).</li> <li>2) Parents/caregivers who report that they better understand how to help their child with reading, have access to books and report increase in reading habits for their child(ren) (percentage).</li> <li>3) Teachers who report they use the databases available to them to help students (number/percentage).</li> <li>4) Cost savings each customer saves due to library materials/resource (value in dollars).</li> <li>5) User support requests for online resources (number).</li> </ol>

*Section 10:*  
*Appendices*

## Section 10: Appendices

Additional data was compiled, supporting the analyses, findings, and conclusions for each Section of the Final Report. This data was organized into Appendices for each Section using a similar numbering sequence i.e. Appendix 1.1 correlates to Section 1, Appendices 2.1 and 2.2 correlate to Section 2, etc. A list of all of the Appendices included in the Final Report is as follows:

Appendix 1.1 City of Victorville Strategic Plan

Appendix 2.1: Definition of Terms

Appendix 2.2: Library Facility Standards

Appendix 2.3: Library Space Standards

Appendix 2.4: Library Parking Guidelines

Appendix 2.5: Library Site Evaluation Criteria

Appendix 3.1: Aspirational Peer Library Statistics

Appendix 3.2: Inland Empire Peer Library Statistics

Appendix 3.3: Single Library Peer Statistics

Appendix 4.1: Victorville Population Projections

Appendix 4.2: Victorville Demographic Comparison

Appendix 4.3: Victorville Detailed Demographics

Appendix 4.4: Detailed Demographics-Adelanto, Hesperia, Apple Valley

Appendix 4.5: Detailed Demographics-Lucerne Valley, Oak Hills

Appendix 4.6: Detailed Demographics-Phelan, Wrightwood

Appendix 5.1: Stakeholder Interview Questions & Notes

Appendix 5.2: Focus Group Notes

Appendix 5.3: I Want My Library To . . . Survey Instructions & Results

Appendix 5.4: Combined Online Survey Results

Appendix 5.5: English Online Survey Results

Appendix 5.6: Spanish Online Survey Results

Appendix 5.7: Survey Results Analysis-Library Use

Appendix 5.8: Survey Results Analysis-Library Users

Appendix 5.9: Survey Results Analysis-Electronic Resources

Appendix 5.10: Survey Results Analysis-Other Resources

Appendix 5.11: Survey Deviation-Spanish to English

Appendix 6.1: Cardholder Household Locations

Appendix 6.2: Drive Time Service Area Maps

Appendix 6.3: Victorville City Library Functional Assessment

Appendix 6.4: Victorville City Library Physical Assessment Retrofit Costs

Appendix 6.5: Victorville City Library Space Inventory & Future Space Projections

*There are no Appendices for Section 7*

Appendix 8.1: Capital Cost Estimates

Appendix 8.2: Projected Staffing Costs

Appendix 8.3: Collection Development Plan Guidelines

Appendix 8.4: Policies & Procedures Manual Suggestions

Appendix 8.5: Friends of the Library Suggestions

*There are no Appendices for Section 9*

## Appendix 1.1

City of Victorville Strategic Plan 2020-2023

# City of Victorville Strategic Plan 2020 – 2023

Adopted By  
City Council  
October 2020



*Prepared for the City of Victorville by Management Partners*



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## Message from the City Manager

Victorville is fortunate to have elected officials, staff and community members who continually work together to make our community a great place for people to raise families, run their businesses, gather with friends, and enjoy life. I am pleased to present this Strategic Plan. We created the plan through a process involving input from employees, our community, the City Council, and our staff leadership team.

This three-year Strategic Plan sets forth the mission of our city, a vision for the future, a set of values, and seven goals for the future. Each of the goals has a set of strategies for achieving the goals. Our plan focuses on City Council priorities of financial sustainability, public safety, infrastructure, homelessness, community and economic development, communication, and organization sustainability.

I look forward to working in partnership with our terrific team in implementing this Strategic Plan to make Victorville even better in the future.

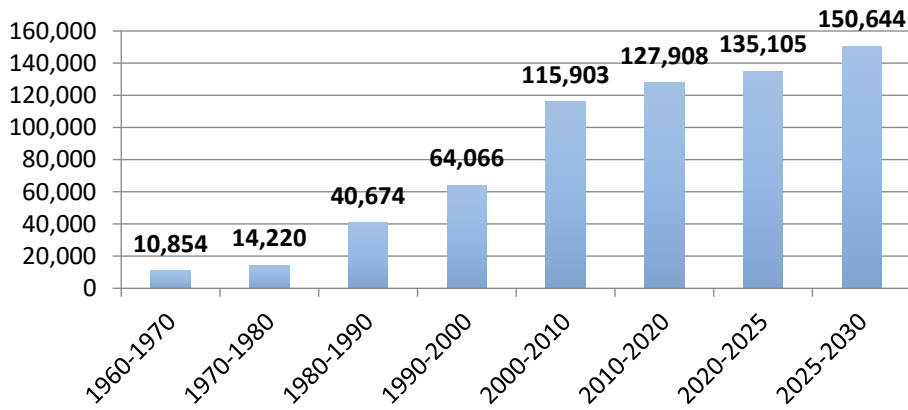
Keith C. Metzler  
City Manager



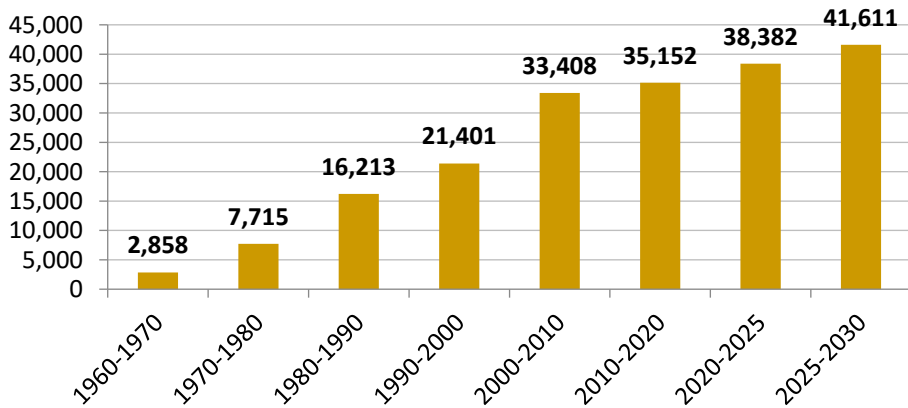
# About the Victorville Community



**Population History and Projections**



**Number of Dwellings by Decade**



*Population*  
**122,385**

*Race/Ethnicity*  
**54% Hispanic or Latino**  
**22% White**  
**17% Black**  
**4% Asian**

*Median Household Income*  
**\$50,691**

**Fifth Largest City in San Bernardino County**

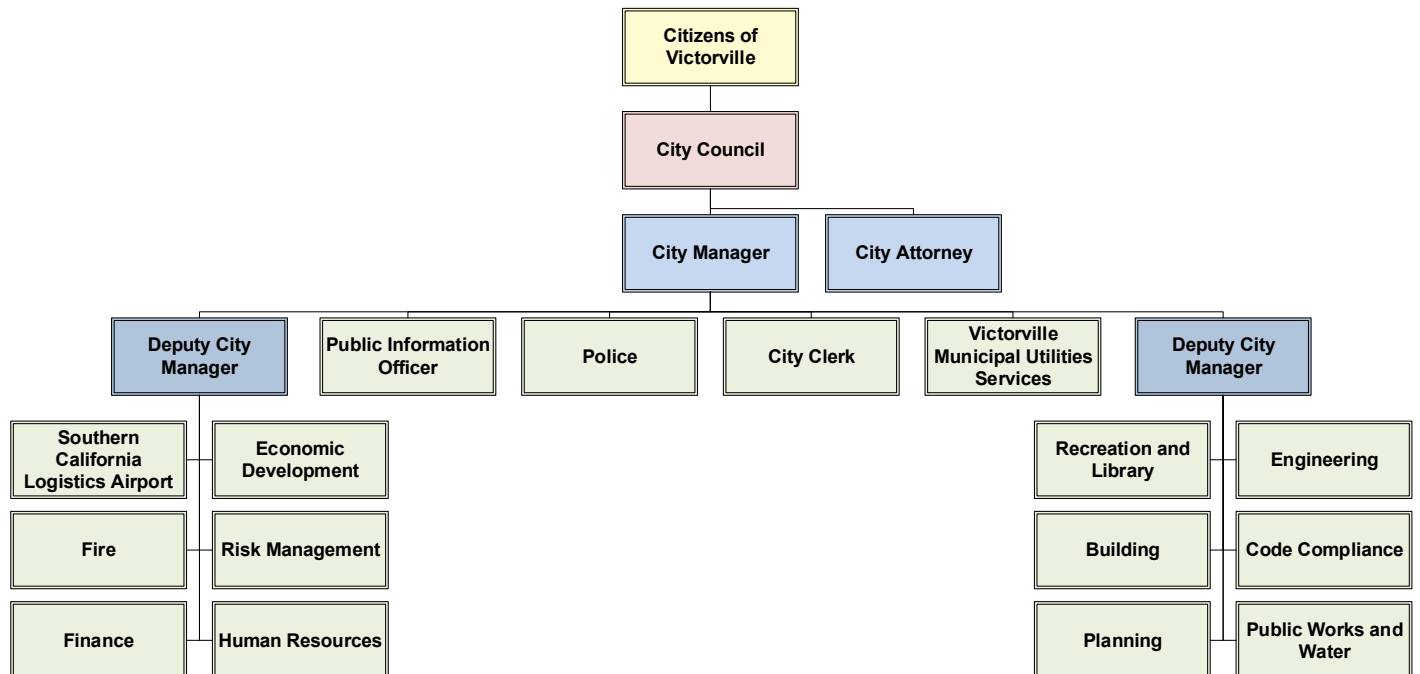
*Source: US Census Bureau 2019*



# About Our City Government



The City provides a wide range of services, including parks and recreation, police, fire, public works, water utilities, economic development and community development services. The City of Victorville also operates the Southern California Logistics Airport, the former George Air Force Base that now serves as a regional industrial airport.



# Mission, Vision and Values



The **mission** states the purpose of the organization.

The **vision** is about the future of the City of Victorville.

This strategic plan includes a **mission, vision and values** for the City of Victorville. These were developed through collaborative discussions of City Council and the staff leadership team.

## Mission

*Enhancing the lives of those who live and work in Victorville through commitment, engagement and transparency, providing high quality public services so all may thrive.*

## Vision

*The key city of the High Desert for opportunity, inclusiveness and prosperity leading to a bright future.*



Our organizational **values** provide the basis for how we work to achieve our mission and vision.

## Values

**Excellent Customer Service:** We commit to being responsive to individuals, listening to the community, and serving all with compassion and excellence.

**Integrity:** We model ethical behavior in our words and actions. We lead by example to positively represent the city and community.

**Accountability:** We work to the highest standards of proficiency and expertise. We are accountable to the public, the City of Victorville and ourselves.

**Transparency:** We safeguard the public trust through open communication and honest business practices. Our credibility depends on our conduct and stewardship of all resources.



# City Council Norms for Effective Governance



*Effective governance is enhanced by agreed upon norms*

As the first part of the strategic planning process, the City Council held a Council governance workshop on February 25, 2020 to establish operating norms, review roles and responsibilities of city leaders, develop a shared understanding of best governance practices, and strengthen teamwork. The Council agreed to a set of 13 norms for effective governance.

1. We conduct ourselves in a **professional manner**.
2. We respect **open government**.
3. We value **civil, intelligent public discourse**.
4. We seek to be **efficient** in our meetings.
5. We treat all members of the public with **respect**.
6. We understand our role in contributing to a **positive workplace** environment.
7. We respect the **Council-Manager** form of government, and Councilmembers do not interfere with the role of the City Manager or any professional duties of City staff.
8. We keep **confidential** matters confidential.
9. We know that a **good working relationship** between Councilmembers and with staff fosters good goal setting, policy making and service delivery.
10. We understand that the **Council acts as a body**, all members are equal, and policy direction is only given by a majority vote of the Council.
11. We understand that **staff is obligated** to implement decisions made by the Council, even if one of us doesn't agree with the Council's decision.
12. We are **prepared for Council** meetings and ask our questions of staff in advance so we can avoid surprising staff at the meetings. We know this is good teamwork.
13. We act with **high integrity** in all matters and follow our code of ethics.



# Multi-Year Goals



## Seven Multi-Year Goals

For each goal, a number of strategies have been identified.

Those are shown on subsequent pages.

### Goal A. Financial Sustainability

*Foster fiscal health through disciplined long-term planning, cost control, increased revenues, and cost recovery.*

### Goal B. Public Safety

*Implement public safety strategies to support a thriving and growing community.*

### Goal C. Community and Economic Development

*Support the economic vitality and preservation of the community for all its members.*

### Goal D. Reduce Homelessness

*Implement effective solutions to reduce homelessness.*

### Goal E. Invest in Infrastructure

*Create a healthy and livable community by maintaining the city's assets through investment in infrastructure and innovations.*

### Goal F. Communication and Outreach

*Build strong connections with community partners, residents, and employees.*

### Goal G. Organizational Effectiveness and Sustainability

*Provide high-quality services through a commitment to local government best practices and employee development, support, and retention.*



# Council's Priorities for FY 2020-21



**Each year,  
the Council and  
staff will update  
the Strategic Plan.  
The City Council  
will identify its  
top priorities  
for the next year.**

**At its July 2020 strategic planning workshop, the City Council identified its priorities for FY 2020-21.**

## Nine Priorities

Goal A, Strategy 2. Maintain adequate reserves in the general fund in order to protect against fluctuations in the economy, unexpected expenses and to meet or exceed the Government Finance Officers Association recommended standard.

Goal A, Strategy 3: Identify new revenue opportunities and cost control measures.

Goal B, Strategy 1. Propose a tax measure (general purpose transactions and use tax) on the November 2020 ballot to support public safety and other community needs.

Goal D, Strategy 2. Provide leadership and support through the Homelessness Solutions Task Force.

Goal D, Strategy 5. Strengthen collaborations with the County and other entities to identify new funding opportunities and expand partnerships for homelessness services.

Goal E, Strategy 3. Complete the Library Master Plan and develop implementation strategies to improve and enhance Library services in the community.

Goal E, Strategy 8. Complete the Parks and Recreation Master Plan and determine priorities for implementation.

Goal F, Strategy 4. Launch "Victorville 101" to educate employees and residents about their City government and work towards customer service enhancements.

Goal F, Strategy 5. Increase and expand community events and activities (such as movies and concerts in the park and pop-up activities), public health orders and guidelines permitting.



# Goal A. Financial Sustainability



***Foster fiscal health through disciplined long-term planning, cost control, increased revenues, and cost recovery.***

## Strategies

*This strategic plan is a three year plan.*

*A year has been assigned for each strategy, shown in parenthesis.*

1. Maintain a long-term financial model for the General Fund which includes anticipated consequences of the pandemic on City revenues and expenditures. (Year 1)
2. Maintain adequate reserves in the general fund in order to protect against fluctuations in the economy, unexpected expenses and to meet or exceed the Government Finance Officers Association recommended standard. (Year 1)
3. Identify new revenue opportunities and cost control measures. (Year 1)
  - a. Develop a multi-year plan and specific strategies to address pension obligations in light of increasing pension costs and resulting pressures on the general fund. (Year 2)
  - b. Develop and implement a storm drain rate plan to support operating and capital needs. (Year 2)
  - c. Update all development impact fees. (Year 2)
  - d. Conduct a citywide fee study to determine if fees are covering costs or require a subsidy. (Year 1)
  - e. Implement proactive business licensing activities in order to increase revenue opportunities. (Year 3)



## Goal B. Public Safety



***Implement public safety strategies to support a thriving and growing community.***

### Strategies

*This strategic plan is a three year plan.*

*A year has been assigned for each strategy, shown in parenthesis.*

1. Propose a tax measure (general purpose transactions and use tax) on the November 2020 ballot to support public safety and other community needs. (Year 1)
  - a. Prepare a Fire Department Master Plan, including a Community Risk Assessment, to set a strong foundation for the future, which includes service levels, resources needed, funding options, and a communication plan. (Year 1)
  - b. Transition the operating focus of code enforcement to proactive enforcement with the addition of human resources to allow the additional work. (Year 2)
  - c. Transition the focus of animal services to include active public information and outreach, and increase services to reflect higher needs in the community. (Year 2)
  - d. Increase police resources to reduce response times, engage in proactive policing and enhance the level of traffic enforcement within the community. (Year 2)
2. Assess the feasibility and cost of achieving accreditation for the Victorville Fire Department, and if determined to be feasible, initiate the process. (Future Years)



# Goal C. Community and Economic Development



***Support the economic vitality and preservation of the community for all its members.***

## Strategies

*This strategic plan is a three year plan.*

*A year has been assigned for each strategy, shown in parenthesis.*

1. Develop and implement strategies to assist businesses in re-opening following State guidelines related to COVID-19. (Year 1)
2. Implement the Community Revitalization and Investment Authority (CRIA) for Old Town. (Year 1)
3. Implement an Old Town façade improvement program. (Year 3)
4. Complete the 7th Street – Old Town streetscape to provide an upgraded appearance for the area. (Year 2)
5. Complete next phase of airport runway reconstruction projects, and complete the design and construction of substation to support the growth at the airport. (Year 1)
6. Utilize incentive of Opportunity Zones to bring investment in the city. (Year 1)
7. Implement the vacant property registration system. (Year 1)
8. Attract new businesses to the community. (Year 1)



## Goal D. Reduce Homelessness



***Implement effective solutions to reduce homelessness.***

### Strategies

*This strategic plan is a three year plan.*

*A year has been assigned for each strategy, shown in parenthesis.*

1. Establish a wellness and recuperative care center as a navigation, resource and shelter for homeless and at-risk population. (Year 1)
2. Provide leadership and support through the Homelessness Solutions Task Force. (Year 1)
3. Expand on the existing homelessness outreach network in order to effectively engage the homeless community in services. (Year 1)
4. Evaluate the effectiveness of coordination of homelessness services. (Year 1)
5. Strengthen collaborations with the County and other entities to identify new funding opportunities and expand partnerships for homelessness services. (Year 1)
6. Pursue a balance between enforcement and services. (Year 3)



## Goal E. Invest in Infrastructure



***Create a healthy and livable community by maintaining the city's assets through investment in infrastructure and innovations.***

### Strategies

*This strategic plan is a three year plan.*

*A year has been assigned for each strategy, shown in parenthesis.*

1. Implement the city's Capital Improvement Program to meet the community needs. (Year 1)
2. Develop a comprehensive facilities and maintenance master plan and include the technology necessary to implement and track progress. (Year 1)
3. Complete the Library Master Plan and develop implementation strategies to improve and enhance Library services in the community. (Year 2)
4. Implement advanced metering infrastructure (AMI) to improve water efficiency and reduce costs over the long term. (Year 3)
5. Continue progress on the citywide bikeway network as planned/modified, enhancing the livability of the city. (Year 3)
6. Design and construct the new recycled water reservoir to enhance water resources. (Future Years)
7. Site, design and construct a consolidated recycling center to ensure compliance with State requirements. (Future Years)
8. Complete the Parks and Recreation Master Plan and determine priorities for implementation. (Year 2)



## Goal F. Communication and Outreach



***Build strong connections with community partners, residents, and employees.***

### Strategies

*This strategic plan is a three year plan.*

*A year has been assigned for each strategy, shown in parenthesis.*

1. Implement engagement efforts (including GovDelivery) to increase information about City services, receive input from the public, and build relationships. (Year 1)
2. Develop and implement a plan for branding and communicating, including the progress and outcomes from the City's Strategic Plan to the community at large and to the organization. (Year 1)
3. Implement a city app using Tyler 311 to better respond to resident requests regarding code enforcement, public works and other items. (Year 1)
4. Launch "Victorville 101" to educate employees and residents about their City government and work towards customer service enhancements. (Year 1)
5. Increase and expand community events and activities (such as movies in the park and pop-up activities), public health orders and guidelines permitting. (Year 3)



# Goal G. Organizational Effectiveness and Sustainability



***Provide high-quality services through a commitment to local government best practices and employee development, support, and retention.***

## Strategies

*This strategic plan is a three year plan.*

*A year has been assigned for each strategy, shown in parenthesis.*

1. Develop comprehensive workplace safety standards (physical, environmental, other) for employees in light of changing conditions. (Year 1)
2. Utilize the formal exit interview process to learn reasons employees are leaving as feedback for organizational improvement. (Year 1)
3. Establish an ongoing training program that is standardized across the organization. (Year 2)
4. Establish meaningful ways to recognize outstanding employee performance. (Year 2)
5. Establish a City of Victorville intern program to provide learning and skill building opportunities for local students and be part of a “grow our own talent” initiative for City positions. (Year 3)
6. Establish professional development plans for each employee to support their growth and demonstrate commitment to employees’ careers. (Year 3)



# Conclusion



This three-year strategic plan provides a clear path forward for the City of Victorville.

Successful implementation will require a collective effort of all City departments. It will also require good communication with members of our Victorville community about what City government is doing, we are going about our work, and how people can connect with us.

## Strategic Planning Direction Provided by the City Council and City Manager in Collaboration with City Staff

**Gloria Garcia**  
Mayor

**Rita Ramirez**  
Mayor Pro Tem

**Jim Cox**  
Council Member

**Blanca Gomez**  
Council Member

**Debra Jones**  
Council Member

**Keith C. Metzler**  
City Manager



# Attachment A: Strategic Plan Approach



Developing this Strategic Plan was a collaborative effort involving the City Council and staff leadership team with input from the community and City of Victorville employees.

**City Council Interviews.** The process began with individual interviews with members of the Council to hear their priorities for the future.

**Community and Employee Surveys.** An online survey was conducted of community members, and 203 individuals responded. An online survey was conducted of City employees, and 256 individuals responded.

**SWOT/Gap Analysis.** Each City department completed a strengths, weaknesses/limitations, opportunities and threats (SWOT) and gap analysis to provide insights about current plans, needs for the future, and possible goals.

**Strategic Planning Workshops.** Two City Council workshops and one staff leadership team session were held as part of the overall strategic planning process. The first Council workshop focused on effective governance and was held on February 25, 2020. The outcome was a set of 13 norms as shown in Attachment B. The second Council workshop was held on July 28, 2020, which focused on establishing mission, vision, values, goals and strategies. A session with the staff leadership team was held on June 3, 2020 to discuss components of the strategic plan. All workshops were facilitated by Management Partners.

**Environmental Scan.** City staff prepared several slides highlighting trends and factors relevant to planning for the future of the City. Attachment B contains highlights.

**Implementation Action Plan.** An implementation action plan is a companion document that includes a timeline for the strategies contained in the Strategic Plan. City staff will provide regular progress reports to City Manager, City Council and community.

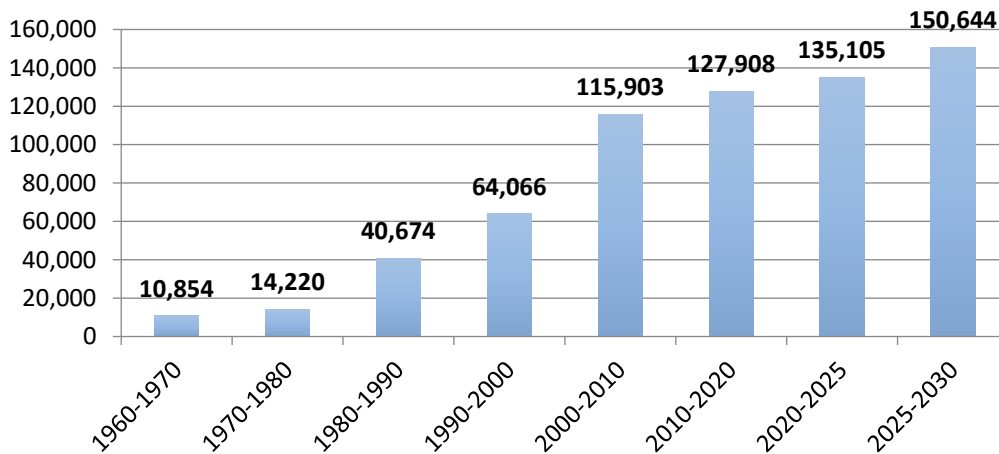


# Attachment B: Environmental Scan Highlights

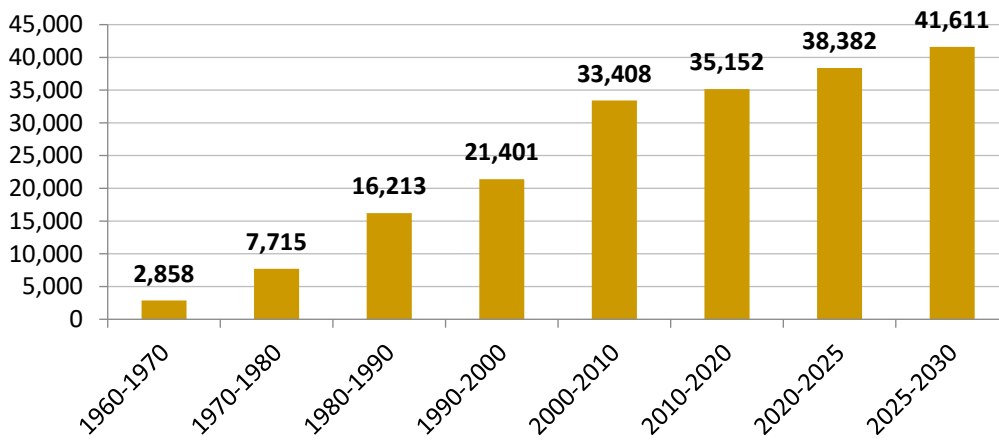


*Multiple factors will affect Victorville over the next few years*

### Population History and Projections



### Number of Dwellings by Decade



### Purpose of Environmental Scan

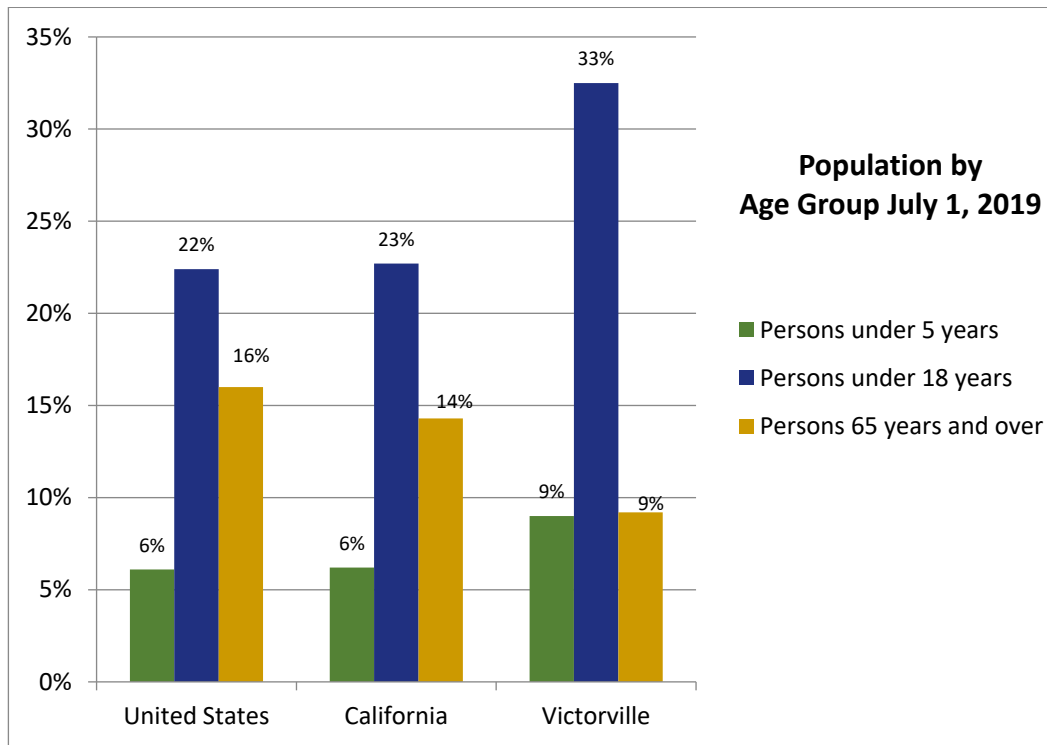
- To provide an overview of current and anticipated factors that impact the community and the organization
- Provide critical data for the creation of goals and strategies

### Many Factors to Consider, such as:

- Demographics
- Growth and Development
- Public Safety
- Financial Conditions
- Capital and Operational Needs
- Homelessness
- Cyber Security
- Retiring Workforce
- Regulatory Changes

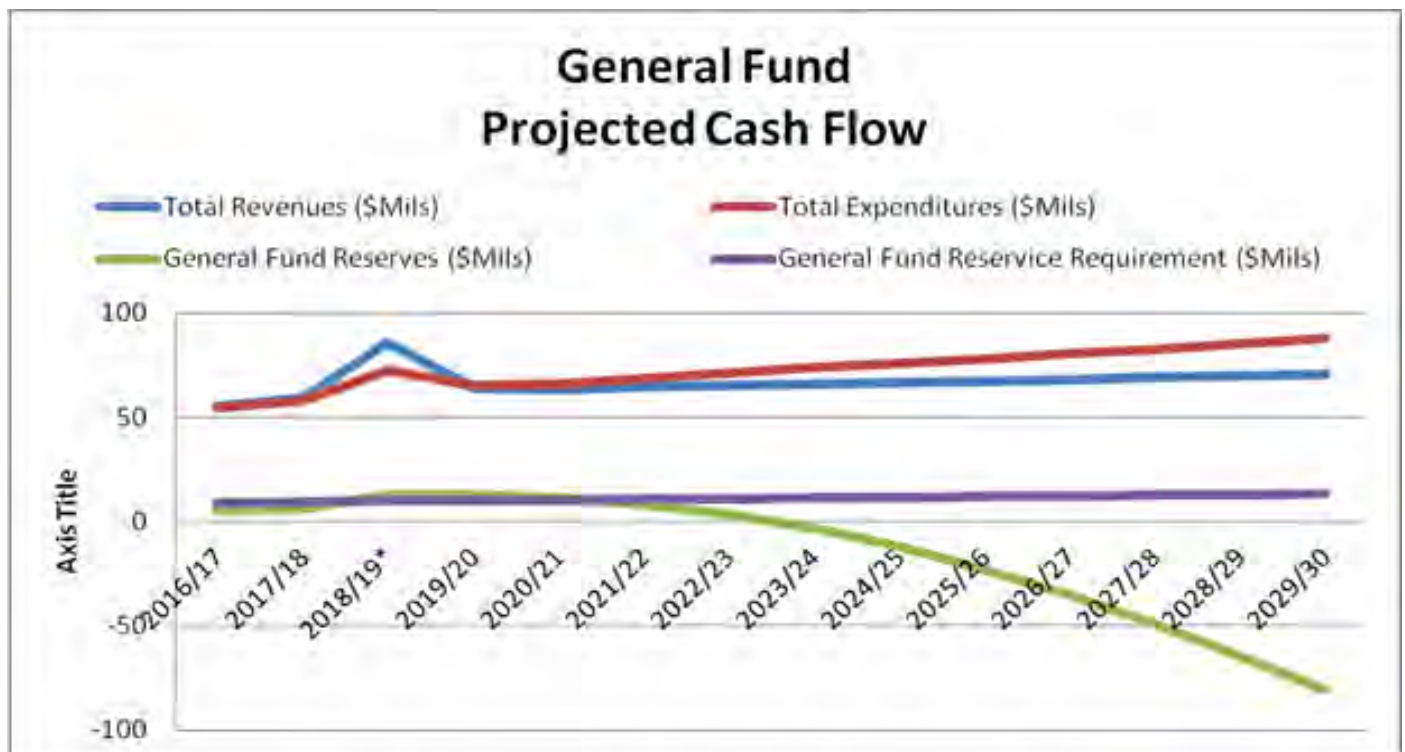
Source: U.S. Census Bureau with Victorville Staff Projections

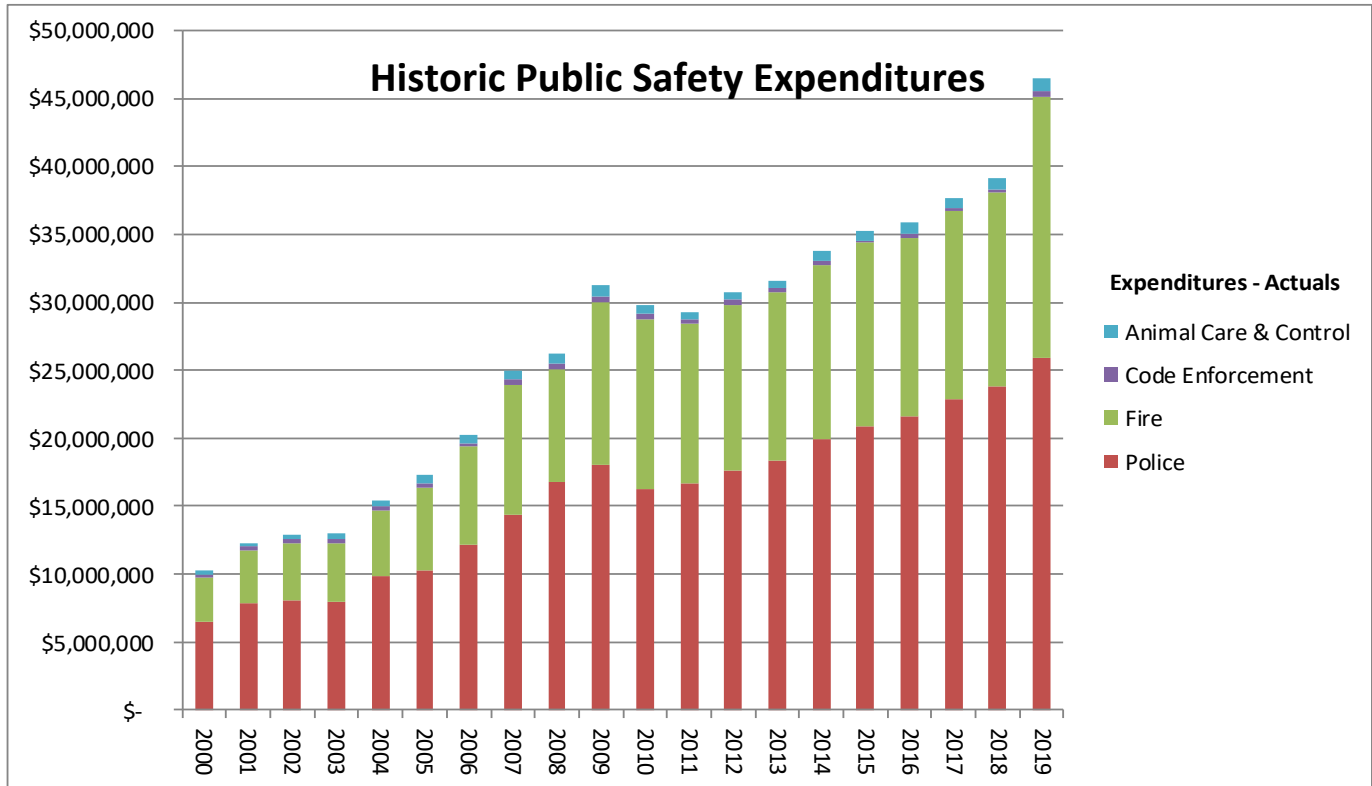




Population Source: U.S. Census Bureau Quick Facts

Financial Information Source: City of Victorville



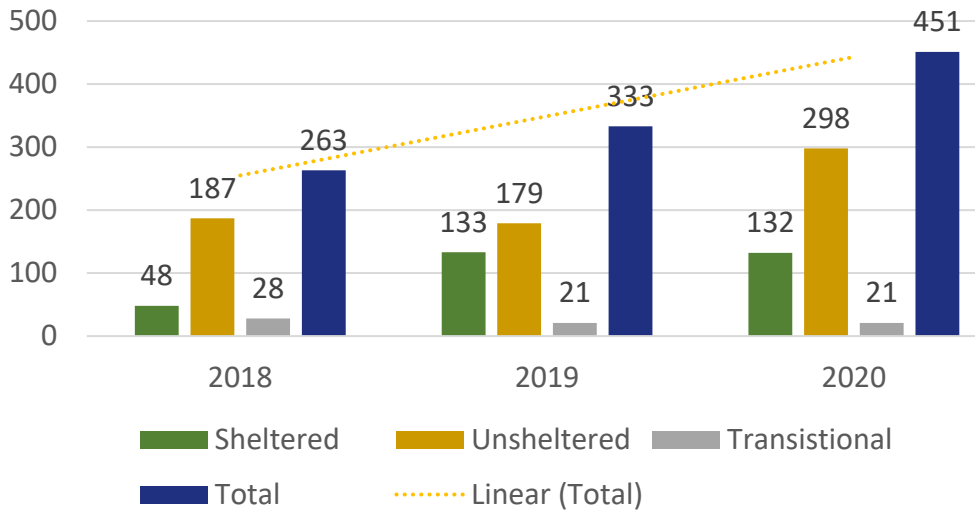


### Capital and Operational Needs

- Road Infrastructure, Traffic signals, Signage, Street Lights
- Water System, Sewer System, Storm Drain System
- Deferred Maintenance on Parks and Facilities (Unfunded)
  - More than \$1 Million in roof repairs across multiple facilities
  - Nearly \$5.8 Million in Americans with Disabilities Act (ADA) renovations across parks/facilities
  - Energy efficiency upgrades needed across parks/facilities
- New or Expanded Facilities Needed for Police, Library (Study Underway), and Parks and Recreation (Study Underway)



### Victorville's Homelessness Data Comparison 2018 to 2020



Victorville has the second highest concentration of homeless persons in the County for a third year in a row. Compared to 2019, the City has experienced a 35.4% increase in homelessness.

### Homelessness Response

Victorville has several outreach teams trained to engage with homeless persons. These teams continually coordinate with Victorville City Police and use proactive methods to address “hot spots” and chronic issues related to homeless encampments, trespassing and vandalism.

### Retiring Workforce

Almost a third of City employees have reached the minimum retirement age of 50. It is not necessarily an indication that we will lose 32% of our workforce in the next year or two, but it is likely that it will happen in the next 5-10 years. This will bring a variety of challenges, including:

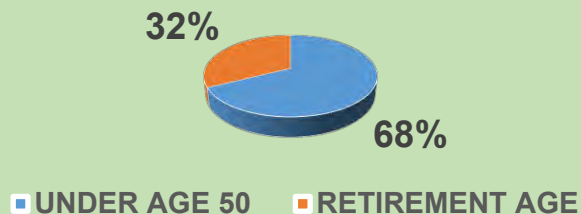
- Attraction of qualified candidates
- Retention of qualified employees
- Escalation of recruitment costs
- Rising cost of benefits to remain competitive
- Loss of institutional knowledge

### Response Teams

#### Include:

- Sheriff's H.O.P.E. Team
- City Code Enforcement
- Victorville Police MET Team
- Homelessness Solutions Task Force

### EMPLOYEES AT RETIREMENT AGE



In order to establish a common language for future facility planning, the Consultants define key terms to be used throughout this document.

### Square Footage Definitions

Square footage, though only a two-dimensional measurement, is a common tool in assessing the space enclosed in public library facilities. There are three types of space in any facility. Here are definitions the Consultants use:

*Net Usable Square Footage (NSF).* Net square footage represents the actual unobstructed usable floor area or square footage assigned to a primary use for an individual unit, contained within a defined perimeter. In effect, net area is the actual area of book stacks, offices, computer workstations, support areas, or special function areas *exclusive* of partitions, exterior walls, public and private corridors, columns, pipe chases, stairs, mechanical and electrical space, and all similar areas that are not usable for library functions.

*Net Assignable Square Footage (NASF).* Net assignable square footage includes all net areas assigned to a given unit, as well as related corridor space for movement between areas, interior partitions, and other areas incidental to the spatial organization or construction. The internal corridor (people movement) space shared by units or connecting units to each other is included in this total area, for space planning purposes. Net assignable area *excludes* the area required for exterior walls, mechanical and electrical spaces and distribution shafts, stairs, restrooms, elevators, and other common building elements. In effect, this is the total area *assigned* to a use, functional unit or department, and is comparable to the amount of area occupied for a specific tenant as if it were leased from a landlord.

This area includes a numerical factor to account for internal partitions, corridors and allowances for columns, chases, etc., which penetrate the space. These efficiency factors added to the pure net square footage to accommodate these other assignable spaces might range from 10 to 30 percent of the total net area. When analyzing existing facilities, this assignable factor is calculated by dividing the net usable area (NSF) by the total unit net assignable area (NASF) to determine the overall efficiency of the unit. The net-to-net assignable square footage relationship is primarily a factor of the size, type, configuration, number of individual spaces, and the anticipated width of internal personnel movement pathways.

Generally, units comprised of larger individual spaces will require less space for inter- and intra-unit movement. Units comprised of many smaller workstations, especially private offices, require a higher degree of intra- and inter-unit movement and wall space. Experience has shown the efficiency of older facilities is generally less than new construction due to the area required for structure, and walls.

*Building Gross Square Footage (BGSF).* Building gross square footage reflects the total area of the building, including all net and net assignable areas as defined above, plus any additional area occupied by restrooms, vertical movement, janitorial/custodial closets, central mechanical and electrical space, chases, and other spaces related to primary air and power distribution, columns, and exterior walls.

When forecasting space requirements for new facilities, the total building gross area is estimated by applying an overall facility grossing factor to the total programmed net assignable area. Typically, these factors range from 15 to 20 percent in single-level buildings up to 30 percent in larger, multi-level facilities.

When analyzing existing buildings, the grossing factor, which is a measure of overall efficiency, can be calculated by dividing the total net assignable area by the total building gross area. As a general rule, higher efficiency factors are used for public library facilities due to the amount of open space that accommodates horizontal movement.

In a multi-story building however, this is partially offset by the vertical movement required for public access as well as the movement of staff, books, and other library materials from floor to floor.

### Types of Libraries

**In the planning of future library facilities, it is important to “right-size” the facility** for the geographic and demographic population the given library is to serve. Different sizes of libraries, and thus types, are described below. First, we define the types of service provided, dependent on size.

*Library Service Outlet:* Staffed or unstaffed location from which customers **may receive library services, such as a “bricks and mortar” building, pop-up library, kiosk, library materials dispenser, lending lockers, etc.**

*Library System:* A group of library service outlets operated under a single administration.

*Library Service Area:* The geographical area around a given library service outlet location with a prescribed population of residents served by that location.

*Library Trade Area:* The geographical area around a given library service outlet location, identified by 75% of the customers who live or work within a maximum convenient drive-time to that location.

A *Full-Service Library* provides a variety of services and spaces, as follows:

- Collections for all ages, including print, non-print, and digital circulating and reference materials;
- Seating scaled appropriately for all ages
- A full array of technology (express internet, one-place, two-place, and collaborative computer stations, wireless access, self-check, e-commerce, audio-visual equipment);
- Multi-purpose meeting room seating at least 75 people;
- Conference rooms seating from eight or more persons each;
- Four- and six-place group study rooms; and
- Tutoring/research rooms for one to three people.

*21<sup>st</sup> Century Library Service* would include current, up-to-date collections of materials in all formats plus selected classic titles, a wide array of technology for public and staff use, meeting rooms of different sizes and for different ages, each with state-of-the-art technology. Youth services would be geared toward the evolving age strata of early childhood, elementary, tweens, and teens. The modern library would employ a building infrastructure that both protects and enhances the library experience for all who use and work in the facility, maintainable landscaping, effective interior and exterior signage, sustainability in design, furnishings, and construction, and adequate parking for vehicles, motorcycles, scooters, and bicycles.

*Sizes of Library Service Outlets.* For purposes of the discussion of different sized libraries that might exist within an urban library system, the Consultants define terms related to size, from smallest to largest, including:

- Vending Library;
- Express Library;
- Neighborhood Library;
- Community Library;
- Regional Library; and
- Central Research Library.

*Vending Library.* A Vending Library is service outlet with a very small collection of books and/or media dispensed from a vending machine, located in a place with considerable pedestrian traffic.

*Express Library.* A small facility, potentially housed in a leased space, in or near an underserved area with a small collection of popular materials for all ages, limited technology, and a staff of two or three. An Express Library will range in size from approximately 600 to 2,999 BGSF. Limited space results in an Express Library not being able to provide a full range of services.

*Neighborhood Library.* A Neighborhood Library is defined as a modern but less than full-service facility. Its collections and technology, although partially shaped by the neighborhood(s) it serves, is not intended to provide the depth of a Community Library. The collection is determined by the demographics within the neighborhoods. The materials for children and young people provide support for the school service through middle school. The service offered for children, young people, and teens – designed with the demographics in mind – may be provided in a special room with the Youth area.

The collections for adults include circulating and very limited reference materials, a popular materials collections, and large print books. There is also a space with **materials and seating for teens. There are adult, teen, and children's media** collections, e.g. CDs, audiobooks, and DVDs. The size of the media collection will depend upon the demographics of the neighborhood(s) being served.

A Neighborhood Library will range in size from approximately 3,000 to 15,999 square feet, and would expect to serve persons with a drive time of five to seven minutes to the facility, i.e. a customer would typically drive between 5 and 7 minutes from home or business to reach a Neighborhood Library.

*Community Library.* A Community Library is defined as a modern, full-service facility whose collections and technologies are shaped by the community it serves and its demographics. The materials for children and young people provide support for the school service through high school. The service offered is designed with the demographics in mind, and many are provided in an arts and crafts/storytelling room with the Youth section. The collections for adults include circulating and limited reference materials, a popular materials collections, and large print books.

There is also a special space with materials and seating for teens. There are **adult, teen, and children's media collections, e.g. CDs, audiobooks, and DVDs.** The size of the media collections will depend upon the demographics of the community being served.

A Community Library will range in size from approximately 16,000 to 30,000 square feet (BGSF), and would expect to serve persons who live and/or work within eight- to ten-minute drive time of the facility.

*Regional Library.* A Regional Library is defined as a modern, full-service facility with collections shaped by the population and geographic size of the region it serves. This type of library will also serve as a hub for Community and Neighborhood libraries within its 12 to 15 minute drive time sphere of influence.

The collections and technologies are determined by regional population and demographics. The materials provide support for school services through the community college level. The service offered to children is also designed with the demographics in mind, and many are provided in an arts & crafts/storytelling room within the Youth area. The collections for adults include in-depth circulating and reference materials, a popular materials collections and periodicals, and large print books. There is also a space with materials and **seating for teens. There are large adult, teen, and children's media collections, e.g. CDs, audiobooks, and DVDs.**

Regional libraries will normally range in size from 30,000 to 60,000 square feet (BGSF).

*Central (Main) Library.* A Central (of Main) Library is defined as a modern, full-service facility that serves as both the headquarters of a library system and a library with specialized collections, research, and services not found in branch facilities of the system. A portion of a Central Library may also serve as an Express, Neighborhood, Community, or Regional Library for the residents living in its vicinity.

The size of a Central Library will vary, with square footage based upon the functions housed within the building.

## Other Facility-Related Terms

*Charrette.* An interactive, focused planning process used to bring stakeholders together to make decisions in a short, intensive time frame.

*Conceptual Design.* An initial architectural design process used to develop new plans for a building.

*Hours of Customer Service.* The number of hours per week a library is open for public use.

*Office System Furniture.* Staff office, workroom, and/ or public workstations built using a modular panel system, often referred to as cubicles. An acoustical panel system encloses a work area perimeter in a semi-private manner, while supporting work surfaces and storage compartments. The panel system also serves as a conduit for wiring of electrical power, task lighting, and data systems at each workstation.

*Population.* For the purposes of planning, the Consultants use three distinct definitions for population, based on what is being measured, as follows:

- *Actual Population:* Population for the City of Victorville, San Bernardino County, and the Metropolitan Statistical Area (MSA) using the respective US Census figures, last updated in July 1, 2017. These figures include estimated populations for 2017. As the **"official"** City, County, and MSA populations, these figures are applied to library system-wide planning parameters only, such as square feet per capita; and
- *Service Area Population:* The number of people within the service (trade) area of a given library as computed by the market analysis consultant, Buxton Company. The boundaries of service area populations for existing branch libraries may overlap, thereby accounting for those persons who use more than one library. Therefore, the total of all trade area populations does not necessarily equal the actual population.
- *Demographic-Based Population:* Demographic profiles for specific geographic locations, typically within 1- to 5-mile rings around the given location, produced by third party market research firms the Consultants utilize. These projections are typically made for up to five years.

*Per Capita Measures.* For planning purposes, the Consultants use two primary measures based on population. These measures apply the actual total City/County/MSA populations to total library system-wide planning parameters. Service area population figures (see above) are used for branch-by-branch per capita measures. These two measures are:

- *Collections per Capita:* The number of collection items (books, periodicals, CDs, DVDs) that a library houses for each person served. As an example, if a library were serving 42,356 persons and had a total collection of 109,345, its collections per capita would be 2.58 (109,345 divided by 42,356); and
- *Square Footage (BGSF) per Capita:* The total amount of enclosed library space a library system has for the total population of the area to be served. As an example, if a library system were serving 323,793 persons and had a total BGSF of 335,750, it would have 1.04 BGSF per capita (335,750 divided by 323,793).

*Public Seating Types.* For planning purposes, the Consultants use the following definitions for various types of seating for the public, based on net square feet (NSF) per seat:

- *Reader Chair:* Chair, likely un-upholstered, four legs, placed at tables;
- *Lounge Chair:* Soft seat, fabric-covered, with or without a tablet arm that swivels or is retractable. Usually one side table accompanies every two lounge chairs if no tablet arm is provided;
- *Task Chair:* Ergonomic office chair with casters, adjustable seat height and arm rests – for public use with computers, staff use at workstations, desks, and worktables. NSF is typically included with workstations;
- *Bench:* Usually seats two persons per unit square footage;
- *Read Aloud:* Lounge chair or love seat sized for an adult and one or two young children;
- *Floor Seat:* Cushion/pillow on the floor for very young children; and
- *Café Booth:* Banquet seating with a table, similar to a restaurant booth, usually for teen or café spaces.

*Public-Use Computers.* Public use computers are defined as those computers available to the general public as a service at each library, including online *public access computers* (PACs), *Internet access* computers, and *productivity* computers (Word, Excel, PowerPoint, etc.) which could accommodate one or multiple users.

*Display Case* is a free-standing or wall-mounted, glass-encased, lockable cabinet with internal lighting, for display of 2- and 3-dimensional items. Provide environmental control if used for valuable or rare special collections.

*Map Case.* A free-standing file cabinet for flat storage of large format maps, drawings, and/or art materials

*Literature Rack* is a free-standing, desk-mounted, or wall-mounted dispenser for informational and/or promotional pamphlets.

*Service Desk* is a prominently placed and highly visible point of public service, designed to accommodate persons of various ages and physical capabilities.

#### Other Library-Related Terms

**For the purposes of this study, Godfrey's Associates offers these definitions for words used within.**

*Community:* A place within the City of Victorville considered together with its inhabitants.

*Community Forums:* focus group, community summit, town hall meeting, world café, or similar planned gathering of community members.

*Customer:* An individual who uses a given library, regardless of type of transaction – physical or virtual, by recorded or unrecorded transaction.

*Drive-Time* refers to the maximum convenient driving time to a given location, based on the particular street network leading to that location.

*Household:* Per City of Victorville, a single occupied housing unit and all of its occupants. A household may be comprised of one or more families, one or more unrelated individuals, or a combination of families and unrelated individuals.

*Integrated Library System (ILS)* is a computerized catalog of library holdings, library cardholder database, and statistical database capable of analyzing library usage, such as the circulation of library collections.

*Market Segment* is one of many discrete groups of households in the United States, as determined by **Experian's Mosaic of Esry's Tapestry systems**. For example, Mosaic® USA is a household-based consumer lifestyle segmentation system that classifies all U.S. households and neighborhoods, providing a **detailed view of consumers' choices, preferences, and habits**.

*Plan, The:* The five-year Library Master Plan spanning from 2020 to 2025 that is the focus of this project. Any other plan is referred to by its full name, such as the City of Victorville's General Plan.

*Predictive Customer Model:* An analytical tool that models library customer behavior based on thousands of historic transactions by customers in a given market segment.

*Resources:* Tangible funds, physical assets and/or labor that can be applied to the Strategic Planning process.

*Service, or Service Category:* A single library component or affiliated group of components that are offered to library customers. Services can be tangible items such as books, virtual items such as computer usage, or interactive items such as a program, class, or seminar.

*Service Mix:* The mixture of collections, programs, and services at a given library service outlet location directed at customers served by that outlet.

*Staffing Profiles:* Appropriate staffing models for services recommended in the Strategic Plan.

*Standards:* Codified set of adopted criteria or guidelines related to a particular industry or endeavor intended to guide and/or measure performance.

*Tools:* Physical or electronic implements designed for a specific application or task.

*Service Area:* The geographical area around a given library service outlet location with a prescribed population of residents served by that location.

Some Library Facility Standards are considered industry-wide standards, and **some are proprietary to Godfrey's Associates. In this Appendix, we include** standards of relevance for the Victorville City Library (VCL) applied to your current facility over the course of developing the Library Master Plan.

### Library Building Standards

Based upon years of experience in library planning, the Consultants have developed a list of characteristics we believe determines if an existing library is capable of housing and delivering 21<sup>st</sup> century library services.

*Modern Library Factors.* The Consultants believe there are eight factors that need to be present in any public library facility for it to be judged a modern library. The eight factors are:

1. *Adequate Size.* We believe the size should be whatever is required to offer a range of services and spaces that are responsive to community needs. Square footage for each space should be built using the Library Space Planning Standards presented in Appendix 3 to satisfy the functional needs of each given space.
2. *User-Friendly Housing of Collections.* We believe no book stack should **be taller than 72 inches (66 inches for Children's Services)**, have 48-inch clear aisles, and be no more than 80 percent capacity (80% means there would be no less than seven inches of clear space at the end of each 36-inch book shelf). Sloped (also known as tilted) shelves should be deployed for the two lowest rows, with the lowest shelf at least 12 inches above the floor.
3. *Proper Ratio of Seating to Collections.* Neighborhood Library ratio of 1:1500 to 1:1800; Community Library ratio of 1:1200 to 1:1500; Regional Library ratio of 1:1000 to 1:1200; and 1:800 to 1:1000 for a Central (Main) Library exclusive of special collections, such as Government Documents, Local History, Genealogy, and/or Archives.
4. *Significant Technology for Public & Staff.* It is not only the numbers of computers, but also what they are capable of doing, where they are located, and how they are organized. Stand-up Internet Express and PAC stations, productivity (with word processing, spreadsheet, presentation, etc. software capabilities), collaborative spaces, laser color printers, gaming stations for children, tweens, teens, adults, seniors, etc.
5. *Age-Specific Spaces.* Spaces that are inviting to the age groups: e.g. **Children's** Services with good space and furniture/ equipment for very young

- (0 to 5 years old) and older children (5 to 10), tweens (10 to 13), teens (13 to 17), adults, and seniors (chairs they can easily get in and out of) and adequate daylighting for all ages.
6. *Public Meeting Spaces.* A variety – multi-purpose meeting rooms, conference rooms, group study rooms, individual/two/ three-person rooms for tutoring and/or research, each outfitted with good technology and good visual access to the rooms. The size of the building will determine how many rooms and their capacities.
  7. *Adequate Staff Work Space.* Minimum space in a range of 150 to 200 NASF per FTE staff member.
  8. *Efficient Building Infrastructure.* Excellent lighting, comfortable HVAC systems, ADA-compliant rest rooms, water-efficient plumbing fixtures, insulated-glass windows with exterior shading devices, fire suppression system, etc.

### Building Infrastructure Design Guidelines

The assessments of current library facilities, and the cost estimates for new modern library buildings will be developed based on the following guidelines, many of which are considered sustainable architecture:

- *Single-Level Building:* Staffing efficiencies;
- *Adaptable to Future Change:* Open spaces with minimal partitioning, glass partitions where appropriate, accessible infrastructure distribution systems;
- *Elevated Floor Slab:* Adaptability to future changes, mitigates expansive soil problems;
- *Long-Span Superstructure:* Fewer columns, making space more adaptable in accommodating shelving and responding to future change;
- *Sloped Standing Seam Metal Roof:* Lasting quality, facilitates rainwater harvesting;
- *Operable Windows:* Energy conservation, user comfort;
- *Multi-Zoned HVAC System:* Energy conservation, user control and comfort, potentially a ductless system;
- *Plumbing Fixtures in Rest Rooms:* Water conservation, ease of maintenance;
- *Xeriscape Landscaping:* Water conservation, ease of maintenance
- *Drip Lawn Irrigation System:* Water conservation;
- *Fire Suppression System:* For safety of people, materials, and building;
- *Controlled Daylighting:* Exterior sunshades, energy conservation;

- *Task/Ambient Lighting:* Lighting the task with user control;
- *LED Lighting:* Low-voltage fixtures and wiring using Power over Ethernet (PoE);
- *Electrical Power Distribution:* Separate line and low-voltage wiring using accessible wire ways and PoE where appropriate;
- *Consistent Signage:* User-friendly and attractive, with illuminated exterior signage with messaging capabilities and high-contrast interior applications;
- *Commercial Grade Carpet Tile:* Ease of maintenance and replacement, antimicrobial treatment; low volatile organic compound (VOC) material content;
- *Durable Finishes:* Lifetime cost savings through ease of maintenance, improved appearance; and
- *Drive-Up Library Materials Return (Drive-In Pick-Up):* Customer convenience, parking efficiency.

*Shelving Specifications.* Square footage requirements and collection capacities are based on the following:

- 48-inch clear aisles throughout public spaces;
- 66-inch high maximum for all adult collections; and
- 48-inch high for easy/picture books and 66-inch high for the balance of youth collections.

*Seating Specifications.* Seating quantities are based on the following:

- Age-appropriate, diverse mix of seating types and meeting spaces;
- No fabric on reader chairs for ease of maintenance and cleanliness;
- Ergonomic seating for all computer and machine stations; and
- Office systems furniture for staff workstations and some public computer stations.

*Technology Specifications.* Information technology considerations are based on these primary goals:

- Fiber to the Desktop, wireless for the public, as practical;
- A minimum broadband speed of 100 megabits per second (Mbps) downstream and 35 Mbps upstream; and
- PCs networked to multi-function Laser printer/photocopy/ scanner/fax machines.

*Square Feet (BGSF) per Capita.* The Consultants recommend VCL strive to establish a standard approaching 1.00 BGSF of library space per capita. VCL now utilizes approximately 8,000 BGSF for an U.S. Census-estimated 2018 population of 122,312, which equates to about 0.07 BGSF per capita.

*Collections.* The Consultants recommend that a reasonable standard for VCL is a total collection of no less than two items per capita (2.00). This number would exclude special collections such as Genealogy.

*Hours of Customer Service.* The Consultants recommend hours of operation total a minimum of 62 hours per week, as a means to improve service delivery and obtain greater value from the capital investments in library facilities. Hours should be consistent at all facilities, so as not to confuse the public.

*Staffing.* The Consultants recommend a branch library and/or Central Library support division deploys the following mix of staff:

- *Manager:* Assign one manager in each branch library and each support division. A manager will typically be a professional, as defined below. For public services units the Manager should spend at least 25 percent of his/her time assisting customers. The balance of his/her time will be devoted to managerial and/or library system responsibilities.
- *Professional:* Assign a minimum of two professionals in each branch library and each support division. A professional will **usually have a master's degree in library services or a master's degree in an appropriate field related to his/her primary responsibilities.** For public services units, a professional should spend at least 50 percent of his/her time assisting customers. The balance of his/her time will be devoted to collection development, program planning/execution, outreach, and/or library system responsibilities.
- *Paraprofessional:* Assign a minimum of two para-professionals in each branch library and/or support division. A paraprofessional will usually have a **Bachelor's or Associate's degree or at least 10 years of library experience.** For public services units, a paraprofessional should spend at least 50 percent of his/her time assisting customers. The balance of his/her time will be devoted to library system responsibilities.
- *Clerical:* Assign a minimum of at least one clerical position in each branch or support division. Clerical staff will usually have a high school education, and preferably an associate (two-year) college degree or at least five years of library experience. For public services units, a clerical staff person should

spend at least 25 percent of his/her time assisting customers. The balance of his/her time will be devoted to library system responsibilities.

- *Page:* Assign a minimum of at least one full-time equivalent (FTE) page (shelver) in each public services branch or support division. For public services units, the standard for determining the number of page hours required should be determined by the formula illustrated by the following example:
  - Assume Department X has an annual circulation of 300,000.
  - Assume Department X has in-library use of materials equal to 25 percent of annual circulation.
  - Assume Department X has new acquisitions each year equal to five percent of annual circulation.
  - Therefore, the total number of items to be shelved equals  $300,000 + 0.25 \times 300,000 + 0.05 \times 300,000 = 390,000$  items.
  - One Page should be able to sort, shelve, and conduct a quick shelf read at a rate of 75 collection items per hour. If the library has an automated materials handling system (AMHS) one Page should be able to shelve at a rate of 85 items per hour.
  - Assuming a standard work week is 40 hours, or 2,080 hours per year, then one page should be able to shelve 156,000 items per year (75 collection items per hour x 2,080 hours per year without an AMHS).
  - Therefore, there is a need for 5,200 page hours per year (390,000 items divided by 75 items per hour), or 2.50 FTE (5,200 page hours divided by 2,080 hours per year = 2.50 FTE).

The equation can be summarized as follows:

$$\text{Page FTE} = (\text{annual circulation} \times 1.30) / 156,000$$

OR

$$0.83 \text{ Page FTE per } 100,000 \text{ items circulated annually}$$

- *Staffing a Public Services Unit:* See operating costs based upon these recommended staffing levels for future branch libraries.

*Public-Use Computer Space Allocations.* The Consultants recommend VCL allocate net square footage (NSF) for various sizes of public computer stations, as follows:

- *Public Access Computer (PAC):* Stand-up station, 24 NSF.
- *Express Computer Station:* Stand-up station, 24 NSF.

- *Computer Station:* One seat, 36 NSF for adults and teens, and 30 NSF for children (seat and table heights vary, depending upon age).
- *Dual Computer Station:* Two seats for two persons at one computer or perhaps two persons at two computers, 48 NSF for adults and teens, and 40 NSF for children (seat and table heights vary, depending upon age).
- *Collaborative Computer Station:* Three to six persons at one or two computers, with a large wall-mounted monitor, 24 NSF per seat.

Public-use computers would require reservations, with the following time limits placed on usage:

- Express computer stations (15 minutes);
- Computer stations (60 minutes);
- Dual computer stations (60 minutes); and
- Collaborative computer stations (as reserved).

*Public Seating Capacities.* The Consultants recommend VCL provide total quantities of public seating based on the following library building sizes:

- *Neighborhood Library:* Provide one seat for every 1,200 to 1,400 items;
- *Community Library:* Provide one seat for every 1,100 to 1,200 items;
- *Regional Library:* Provide one seat for every 1,000 to 1,100 items;
- *Central Research Library:* Provide one seat for every 800 to 1,000 items, exclusive of Local History, Genealogy, Special Collections, and Archives; and
- *Local History, Genealogy, Special Collections & Archives:* Seating quantity would be determined by function.

*Public Seating Space Allocations.* The Consultants recommend each Library allocate net square footage for the various types of seats as outlined below. Seating is based on one seat per person unless otherwise noted.

- *4-Place Table:* One table with 4 reader chairs, 100 NSF.
- *2-Place Table:* One table with 2 reader chairs, 70 NSF.
- *1-Place Table:* One table with 1 reader chair, 35 NSF, or a study carrel, as an alternative to a table.
- *Lounge Chair:* One seat, 30 NSF, per lounge chair with a tablet arm or sharing one side table.
- *Bench:* Two persons, 10 NSF.
- *Read Aloud:* Lounge chair sized for an adult and one or two young children, 40 NSF.

- *Floor Seat*: Cushion/pillow on floor, for young children, 8 NSF.
- *Café Booth/Banquet*: One table with 4 seats, usually for teen or café spaces, 80 NSF.

*Gathering Spaces*. The Consultants recommend each Library provide the following types of gathering spaces, with total quantities of seating based on library building sizes:

- *Multi-Purpose Meeting Room(s)*: Provide a large, sub-dividable room that accommodated – when divided into multiple rooms – a *minimum* seating capacity for the given sized divided rooms, allocated as follows:
  - *Neighborhood Library*: Provide one room of at least 50-seat capacity when not divided;
  - *Community Library*: Provide one room of at least 75 seats when not divided;
  - *Regional Library*: Provide one room of at least 150 seats when not divided;
  - *Central Library*: Provide a total capacity of 250 seats dividable into three rooms (75 seats + 75 seats + 100 seats = 250 seats).
- *Classrooms*: Provide a range of seating capacities as follows:
  - 25-seat capacity to
  - 35-seat capacity.
- *Conference Rooms*: Provide a variety of rooms, depending on the size of the Library, with minimum seating capacities as follows:
  - 8-seat capacity;
  - 14-seat capacity, or up to
  - 24-seat capacity.
- *Collaborative Group Study Rooms*: Provide a number of glass-enclosed group study rooms, in at least two sizes as follows:
  - 4-seat capacity;
  - 6-seat capacity.
- *Tutoring/Research Stations*: Each room should accommodate one to three persons. These rooms can be built using office system furniture, and easily reconfigured.

## Library Space Planning Standards

Based upon years of experience in library planning, programming, designing, furnishing, equipping, and monitoring construction, the Consultants have developed a set of Library Space Planning Standards that we firmly believe result in a 21<sup>st</sup> century library facility that is ADA-compliant, user-friendly, and can be designed and built economically. The standards are organized into four categories:

- Personnel Offices & Workstations;
- Library Collections;
- User Seating & Gathering Spaces; and
- Library Support Spaces, i.e. spaces required for a library-specific function, as opposed to support functions for any building such as restrooms, electrical rooms, stairs, etc.

For each of the four sections, the Standards provide the following:

- A brief description of the occupancy, activity, or task associated with the standard;
- A space code, designated by the Consultants for shorthand reference to specific items;
- The net square feet (NSF) required to adequately accommodate each item, occupant, activity, and/or task; and
- Notes that provide additional information.

The square footage projections for each Library are based upon the ability to accommodate the square footages recommended below and the planning guidelines recommended in Appendix 2.

## Personnel Offices &amp; Workstations

PO = Private office with door\*

SPO = Semi-Private Office (office systems furniture workstation/cubicle)

\* The Consultants recommend no private office be less than 150 square feet.

<i>position</i>	<i>space code</i>	<i>NSF per office</i>	<i>notes</i>
Library Director	PO-A	300	Privacy & security required, host group meetings
Assistant Library Director	PO-B	250	Privacy & security required, host group meetings
Services Supervisor	PO-C	200	Privacy & security required, host group meetings
Department Supervisor	PO-D	180	Privacy & security required, host group meetings
Branch Manager	PO-E	150	Privacy & security required, host group meetings
Secretary	SPO-F	96	Cubicle, too large, not recommended
Technical Services Librarian	SPO-G	64	Cubicle, accommodate two book trucks
Public Services Librarian	SPO-H	48	Cubicle, presumed limited time at workstation
Library Associate	SPO-H	48	Cubicle, presumed limited time at workstation
Library Assistant/Specialist	SPO-H	48	Cubicle, presumed limited time at workstation
Library Clerk	SPO-I	36	Cubicle, presumed limited time at workstation
Custodian/Building Maintenance	SPO-I	36	Cubicle, presumed limited time at workstation
Library Shelver (Page)	SPO-J	24	Cubicle, shared workstation with other shelvers
Volunteer	SPO-J	24	Cubicle, shared workstation with other volunteers

## Library Collections

SHLV = Cantilevered steel units with adjustable shelves, maximum upright height determined by material format

<i>materials format</i>	<i>space code</i>	<i>NSF per item</i>	<i>notes</i>
Current Periodicals	SHLV-A	1.00	66" high, face-out display, hinged tilt shelf over flat shelf
Youth Kits	SHLV-A	1.00	66" high, hanging bags
Popular Display	SHLV-B	0.33	60" high, combination face-out and spine-out display, minimum items per shelf
Reference/Research (all ages)	SHLV-B	0.33	48" high, spine-out
Backfile Periodicals	SHLV-C	0.15	66" high, spine-out; bound, in "Princeton" boxes, or lying on flat shelf
Oversize	SHLV-C	0.15	66" high, spine-out, some very large may lay flat
Special Collections	SHLV-D	0.12	66" high, spine-out
Adult Fiction	SHLV-E	0.10	66" high, spine-out
Adult Non-Fiction	SHLV-F	0.09	66" high, spine-out
Large Print	SHLV-F	0.09	66" high, spine-out
Teen Fiction/ Non-Fiction	SHLV-F	0.09	66" high, spine-out
Youth Non-Fiction	SHLV-F	0.09	66" high, spine-out
Videocassettes	SHLV-F	0.09	66" high, spine-out
Books-on-CD	SHLV-F	0.09	66" high, spine-out or special housing to be determined
Youth Fiction	SHLV-G	0.08	66" high, spine-out
Easy/Picture Books	SHLV-H	0.07	48" high, in bins face-out or spine-out
Music CDs	SHLV-I	0.05	66" high, face-out display, or 48" high, in bins or special housing
DVDs	SHLV-I	0.05	66" high, face-out display, or 48" high, in bins or special housing
Artwork Display/Storage	SHLV-X	2.00	60" high, size varies, display of circulating flat art

## User Seating &amp; Gathering Spaces

<i>seat/ station type</i>	<i>space code</i>	<i>NSF per seat*</i>	<i>notes</i>
Collaborative Computer Station	SPO-G	64	Systems furniture workstation, number of ergonomic task chairs varies from 3 to 6
Two-Place Computer Station	SPO-H	48	Systems furniture workstation, 2 ergonomic task chairs
One-Place Computer Station	SPO-I	36	Systems furniture workstation, ergonomic task chair, CPU mounted under work surface
Tutoring Station	SPO-I	36	Systems furniture workstation, 2 ergonomic task chairs
Microform Machine	SEAT-A	45	"Microform" includes microfilm & microfiche, ergonomic task chair
Read Aloud Lounge Seat	SEAT-B	40	Two-passenger unit
Study Carrel	SEAT-C	35	Square feet per person, conventional study carrel not recommended

\* Unless otherwise noted.

User Seating & Gathering Spaces *(continued)*

<i>seat/ station type</i>	<i>space code</i>	<i>NSF per seat*</i>	<i>notes</i>
One-Place Table	SEAT-C	35	Square feet per person
Two-Place Table	SEAT-C	35	Square feet per person, reader chair
Lounge Seat	SEAT-D	30	One-passenger unit, includes shared side table or tablet arm
Visual Magnifier	SEAT-D	30	Square feet per person
Conference Room	SEAT-D	30	Square feet per person, conference room includes credenza
Collaborative Study Room	SEAT-D	30	Square feet per person, ergonomic task chair
Tutoring Room	SEAT-D	30	Square feet per person, ergonomic task chair
Four-Place Table	SEAT-E	25	Square feet per person, reader chair
Computer Lab	SEAT-F	20	Square feet per person, ergonomic task chair at training table
Café Booth & Table	SEAT-F	20	Square feet per person, banquet seating at table
Children's Four-Place Table	SEAT-F	20	Square feet per person, reader chair or stool
Multi-Purpose Meeting Room	SEAT-G	15	Square feet per person, stack chair at training table
Children's Classroom Room	SEAT-H	12	Square feet per person, combination floor & chair seats
Multi-Purpose Meeting Room	SEAT-H	12	Square feet per person, stack chair only, no tables
Multi-Purpose Meeting Room	SEAT-I	10	Square feet per person, stack chair only, no tables, no presentation area
Youth Floor Seat	SEAT-J	8	Square feet per person
Bench Seat	SEAT-K	5	Square feet per person, two-passenger recommended for efficiency

\* Unless otherwise noted.

## Library Support Spaces

<i>item/ space</i>	<i>space code</i>	<i>NSF per item</i>	<i>notes</i>
Customer Service Desk	SVDSK-A	120	Per station, Check-out desk, seated or stand-up work space, public queuing
Public Service Desk	SVDSK-B	80	Per station, <b>Research/Teen/Children's</b> desk, seating & work space, public queuing
Reference/Research Station	SVDSK-C	64	Research desk, stand-up work space for 1 staff & public
Information Desk	SVDSK-D	48	Seating & work space for 1 staff & public
Self-Check Station	SVDSK-E	30	No staff, public queuing
Information Kiosk	INFO-A	30	Electronic station, no staff
Shared Computer Station	SPO-I	36	Systems furniture workstation, ergonomic task chair
PAC Station	SPO-J	24	Public access computer, systems furniture workstation, stand-up, no seat
Express Internet Station	SPO-J	24	Stand-up, systems furniture workstation, no seat
Printer/Scanner Station	SPO-K	16	Table-top machine, systems furniture workstation
Printer/Scanner/Fax Station	COPY-A	48	Free-standing machine

## Library Support Spaces (continued)

item/ space	space code	NSF per item	notes
Paper Cutter	TOOL-A	12	Table-top unit
Laminator	TOOL-A	12	Table-top unit
Binding Machine	TOOL-B	8	Table-top unit
Art or Youth Feature	ART-X	50	Size varies, minimum size recommended
Literature Rack	LIT-X	24	Size varies, free-standing, wall-mounted, or Service Desk mounted
Atlas Case/Stand	ATLS-X	12	Size varies, not recommended, best to house atlases on steel book stack shelving
Dictionary Stand	DICT-X	8	Size varies, not recommended, best to house dictionaries on book stack shelving
Globe	GLOB-X	9	Size varies
Display Case	CASE-X	50	Size varies, freestanding, wall-mounted, or recessed
Map Case/Flat File Cabinet	FILE-F	40	Space allows for extended drawer & user
Microform Cabinet	FILE-M	30	"Microform" includes film and fiche, space allows for drawer extended & user
File Cabinet	FILE-L	20	Lateral-pull cabinet
File Cabinet	FILE-V	18	Vertical front-pull cabinet, not recommended
Library Materials Return	MDRP-A	225	Includes drive-up return & drive-up checkout, includes fire suppression
Library Materials Room	MDRP-B	64	Walk-up return room, includes fire suppression
3-Bin Automated Sorter	AMHS-3	56	RFID-based automated materials handling system, sorting conveyor with parking for 3 bins
7-Bin Automated Sorter	AMHS -7	78	RFID-based automated materials handling system, sorting conveyor with parking for 7 bins
9-Bin Automated Sorter	AMHS -9	90	RFID-based automated materials handling system, sorting conveyor with parking for 9 bins
Book Bin Parking	BKTRK-A	10	Book bin, in Library Materials Return Room or at Customer Service Desk
Book Truck Parking	BKTRK-B	8	Large truck; double-sided, 3 shelves each side
Book Truck Parking	BKTRK-C	5	Small truck, single-sided, 3 shelves
Baby Stroller Parking	STRLR-A	8	Two-passenger covered stroller
Work Counter	CNTR-A	48	Up to 12 linear feet of countertop, base and/or wall cabinets for storage are optional
Work Counter with Sink	CNTR-AS	48	Up to 12 linear feet of countertop & sink, base and/or wall cabinets for storage are optional
Work Counter	CNTR-B	32	Up to 8 linear feet of countertop, base and/or wall cabinets for storage are optional
Work Counter with Sink	CNTR-BS	32	Up to 8 linear feet of countertop & sink, base and/or wall cabinets for storage are optional
Workroom Shelving	SHLV-DF	20	Double-face section
Workroom Shelving	SHLV-SF	10	Single-face, wall-mounted section
Worktable	WKTBL-A	96	Up to 4 ergonomic task chairs
Worktable	WKTBL-B	75	Up to 2 ergonomic task chairs
Staff Locker	LKR-A	6	Per locker, full-height units
Staff Locker	LKR-B	3	Per locker, half-height units
Public Lending Locker	LKR-C	1	Per locker, five units high, for after-hours lending or special purpose use
Coat Rack	COAT-X	4	Size varies by capacity

## Library Support Spaces (continued)

item/ space	space code	NSF per item	notes
Storage/Supply Room	STOR-X	150	Size varies, minimum size recommended, convertible to PO-E
Supply Cabinet	STOR-A	20	Size varies, minimum size recommended
Recycle Station	STOR-E	9	Four sorting bins
Trash Receptacle	STOR-F	4	Single trash can
Safe	SAFE-X	8	Size varies, in floor-mount recommended
Card Catalog	CARD-X	16	Size varies, only recommended for housing legacy files
Performance Area	STAGE-X	100	Size varies, within Multi-Purpose Meeting Room or Teen area
Lectern	STAGE-C	10	Co-locate with Multi-Purpose Meeting Room
Green Room	VEST-C	64	Minimum size recommended
Kitchen	KIT-A	120	<b>10' x 12' room</b>
Kitchen	KIT-B	80	<b>8' x 10' room/space</b>
Kitchenette	KIT-C	32	Up to 8 linear feet of countertop & sink
Kitchenette	KIT-D	20	Up to 5 linear feet of countertop & sink
Vending	VEND-A	25	Large machine
Vending	VEND-B	15	Medium machine
Vending	VEND-C	10	Small machine
Vestibule	VEST-X	84	Size varies, minimum size recommended – ADA requirements apply
Entrance Lobby	LOB-X	200	Size varies, minimum size recommended
Display/Gallery	GAL-X	200	Size varies, minimum size recommended
Building Directory	DIR-X	12	Electronic monitor, size varies, minimum size recommended
Computer Data Center	DATA-X	400	Size varies, based on number of servers accommodated over time
Computer Equipment Room	DATA-A	80	Minimum closet size recommended
Telecomm Equipment Room	TELE-X	81	Size varies, minimum size recommended
AV Equipment Room	EQUIP-X	64	Rack-mounted equipment only, size varies, minimum size recommended
Loading Room/Dock	LOAD-X	64	Size varies, minimum size recommended
Maintenance Room	MAINT-X	200	Workbench & supply storage, size varies, minimum size recommended
Janitor Closet	MAINT-A	55	Includes sink/mop basin, storage shelving, rolling cart parking
Public Toilet	TLT-3	120	ADA-compliant, 3 toilets/urinal & 2 lavatories in room
Staff Toilet	TLT-1	50	Uni-sex, ADA-compliant, single toilet & lavatory in room
Library Café	CAFÉ-X	500	Size varies, prep/serving area only, seating specified in User Seating & Gathering
Library Coffee Cart	CAFÉ-C	64	Mobile cart
Library Store	STORE-X	225	Size varies, minimum for Friends of the Library or Outside Vendor

With most public libraries, adequate off-street parking – accessible and convenient to the entrance of the library building – is a principal factor in user satisfaction, as well as the amount of use a library will receive. Without adequate parking, there is every reason to anticipate usage of the library will not reach its **full potential**. Godfrey's Associates believes this is true of both Central (Main) and branch libraries. The Consultants recognize that ride-share services such as Lyft and Uber are increasingly being used by people for short trips. We also recognize that the autonomous (driverless) vehicle is on the horizon and will have an impact, along with ride-sharing, on the need for parking spaces at public libraries.

### Parking Determination Factors

There are different ways to determine the number of spaces required. A review of the different factors follows.

*Ratio of Square Footage to Parking.* In the zoning ordinances of many municipalities, parking requirements for public use and commercial facilities are often expressed as a ratio of the square footage of the building. For example:

- One parking space for every four hundred square feet of building space; or
- One square foot of parking area (not parking spaces) for one square foot of building space.

*Ratio of Parking to Seating.* Another factor relates needed parking to seating requirements. Assuming a vehicle typically carries two people, the ratio of one parking space for every two reader seats within the library building is one factor. This number must be supplemented with parking for the meeting rooms in the building. The latter are often covered by local ordinance, even if library buildings are not specifically covered.

*Parking for Staff.* Parking for staff may also be regulated by local ordinance. Failure to provide adequate staff parking may become a source of staff frustration and discontent. Staff parking should be provided in a quantity of one parking space for every 1.5 full-time equivalent (FTE) staff.

*Parking for Volunteers.* Parking for volunteers should also be provided. Local ordinances for staff may include volunteers. If not, volunteers should be included as part of staff on a FTE basis for the purposes of calculating total parking needs.

### Main Library Parking Requirements

There are no standardized parking calculation for a Main Library. In a survey of several major urban libraries conducted by Godfrey's, the amount of parking available for users and the staff ranged from 55 spaces to over 2,000. In every case, except the 2,000 plus spaces, the library indicated that the number of parking spaces was inadequate.

Parking provided for many of these libraries was determined not by what was needed, but by the available space on site that could be allocated for parking. Other factors that influenced these projects were the availability of public transit, the corresponding number of customers expected to drive to the library, the number of seats in meeting rooms, and planning for subsequent expansion of the library building.

In developing library parking requirements for a typical Main Library building, we base our recommendations on the following:

- The total size of the facility; and
- A likelihood of between 70 to 90 percent of library users will arrive by vehicle.

Three alternative calculations for determining Main Library parking spaces are proposed:

1. One parking space per every 400 to 500 square feet (SF) of building, stated as:

$$\frac{\text{XXX,XXX square feet}}{400 \text{ or } 500\text{SF}} = \text{YYY parking spaces}$$

2. One parking space per every two adult reader seats plus every five seats in a multi-purpose meeting room, stated as:

$$\frac{\text{XXX reader seats}}{2} = \text{YYY spaces}$$

Plus

$$\frac{\text{XXX seats in meeting room(s)}}{5} = \text{YYY spaces}$$

= YYY total parking spaces

3. One Parking space for every 150 square feet of public curriculum space, plus every 400 square feet of staff offices/workroom space, plus every five seats in meeting room(s), stated as:

$$\frac{XXX,XXX \text{ SF public space}}{150 \text{ SF}} = \text{YYY space}$$

Plus

$$\frac{XX,XXX \text{ SF staff space}}{400 \text{ SF}} = \text{YYY spaces}$$

Plus

$$\frac{XXX \text{ seats in meeting room(s)}}{5} = \text{YYY spaces}$$

= Y,YYY total parking spaces

#### Branch Library Parking Requirements

To provide adequate parking, based upon the factors described above, we recommend:

- One parking space for every 300 building gross square feet (BGSF) is necessary for Neighborhood Libraries up to 15,999 BGSF;
- One space for every 350 BGSF for Community Libraries up to 29,999 BGSF; and
- One space for every 400 BGSF for Regional Libraries up to 60,000 BGSF.

For buildings above 60,000 BGSF, we recommend the Main Library factors be applied.

#### Land Requirements for Parking

To provide for each parking space, points of access and egress, turning spaces, and landscaping, the standard for square feet per parking space is 350. Thus, for a 20,000 square foot community library with 67 parking spaces, the land required for the parking would be 23,450 square feet.

#### Shared Parking

Depending upon where the new facility is located, it may be possible to share parking with an adjacent building(s). For instance, a public library's greatest need for parking is typically:

- Morning, when many senior citizens use the building and/or story hours are held;
- Noon hour, when many persons visit during their lunch break;
- After school until about 5:30 or 6:00 PM; and
- Mid-evening from 7:30 to 8:30 PM.

Of course, there are also great demands for parking on weekends, and when there is a special event featuring a well-known author, or popular class planned for the meeting room. These times sometimes conflict with the needs of other buildings, especially in the afternoon and weekends. Therefore, shared parking while feasible, should not be viewed as an answer to more than 15 to 20 percent of the library's total needs.

*Electric Vehicle Recharging Stations.* A case could be made that electric vehicle (EV) recharging stations are a form of shared parking, as recharging is a temporary function reserved for specific vehicles. One trend appears to be a move toward more EVs, whether they be used for ride-share or personal use.

If not already in place, consider future zoning requirements that will allocate a number of parking stalls for EV recharge, similar to the quotas for reserved parking for the handicapped.

#### Conclusion

Lack of adequate parking is a frequent complaint expressed by persons who frequently use public libraries. There are also reported instances when the absence of safe, convenient parking has been a principal reason for persons not using their public library.

The public library is a service business. As for any successful business, adequate parking must be provided – parking that is convenient and safe – if library policy-makers expect their public library facility(s) to be utilized to maximum potential.

### Library Site Evaluation Criteria

Once the general location of any future library is determined by Service Area Drive-Time analysis, any new parcel of land identified as a potential library site should be selected based on a list of criteria that reinforces the goals of Victorville City Library (VCL). It is critical to approach the site selection process for a new public library with care. The ultimate success of any new library facility will be largely determined by where it is located. Acquiring anything less than a good site will prove a false economy in terms of the life-cycle costs of the facility. The wrong site will hinder public use of this important community resource.

*Criteria for Site Evaluation.* A principal tenet of real estate for centuries has been to determine the highest and best use” of the land. In keeping with this tenet, the criteria listed below should be taken into account as each candidate site is evaluated, in the following order of priority:

1. *Site Capacity, Now & Future:* The site *must* be large enough to provide sufficient land for:
  - The projected library footprint;
  - Required parking for users, staff, and volunteers, on- or off-site. Any restrictions to having an adequate number of parking spaces will prove to be detrimental;
  - Necessary allowances for zoning-required setbacks and suitable landscaping; and
  - Future expansion.
2. *Legal Matters:* If a candidate site proves to be large enough, then legal impediments to site ownership and/or development *must* be identified, such as:
  - The existence of easements, restrictive covenants, or other restrictions can serve to limit the amount of land on which a building can be **located, i.e. the “buildable” area of the site; or**
  - A site owned by several persons and/or entities could be difficult to acquire and/or take an extended period of time.
3. *Development Cost:* Once the above figurative hurdles have been cleared, the costs to develop a given site become a driving factor in the selection process. Issues to consider include:
  - The dollar value of the site;
  - Revenue loss if tax- or income-producing property is replaced;

- Demolition costs;
  - Relocation costs for any existing site occupants;
  - The cost of providing or extending utility service;
  - Construction of drives and roads needed to fully access the site;
  - Any unusual site development and/or extra construction costs such as:
    - Poor soil conditions;
    - Limitations of the site such as requiring underground versus above grade parking,
    - Excessive drainage and/or earthwork; and
    - Site configuration resulting in a less efficient layout and a corresponding more expensive operational solution.
4. *Physiography:* Issues such as the topography of the site and solar orientation are important considerations when considering operational costs. Orientation considerations include excessive heat gain from the west sun, and/or entrances exposed to prevailing winter winds or ice build-up.
  5. *Accessibility:* The site should be easily accessible by automobile and public transit, and within walking distance of some potential users.
  6. *Visibility by Passersby:* A highly visible site, along a major street (but *not* a major highway), along with easy accessibility, is ideal.
  7. ***Building “Fit” into the Fabric of the Community:*** How will the library fit into the community and its neighborhoods, now and in the future?
  8. *Views, Distant & Close:* What does one see from the library site looking outward, across the street, and several blocks away?

*Ranking the Sites.* Once the site selection criteria have been agreed upon, the next step in the process is to assign a point value to each of the above criteria. Each factor and sub-factor should be given a point value. The Consultants suggest the sum total of points should be 100. The site that receives the most points is determined to be the best site. If the development costs of two or more sites were within close proximity of each other, then the total site scores should be taken into consideration.

*Tie-Breaking Factors.* The last five criteria can serve as tie breakers. Purchase price of the site should not be the first consideration, inasmuch as the cost of the site will most likely be a fraction of the project costs for a new or replacement library. Property cost could be considered in addition to the 100 points of the other criteria, as a tie-breaking factor.

**Appendix 3.1**
**Victorville City Library**
**Additional FY2018 Peer Analysis**

Benchmark Libraries added

Godfrey's Associates, Inc.

<i>Location</i>	<i>Legal Service Area Population</i>	<i>Hours Open, All Outlets</i>	<i>Size in Square Miles</i>	<i>Children Borrowers</i>	<i># of Facilities (Central + Branches)</i>	<i>Total Square Footage</i>	<i>Square Footage per Capita</i>
BERKELEY PUBLIC LIBRARY	123,328	13,624	11	13,168	5	137,665	1.12
BURBANK PUBLIC LIBRARY	105,952	7,650	17	8,172	3	79,190	0.75
CARLSBAD CITY LIBRARY	115,241	9,776	40		3	99,993	0.87
DALY CITY PUBLIC LIBRARY	109,122	5,816	8	8,549	4	38,300	0.35
DOWNEY CITY LIBRARY	114,212	1,898	13	25,030	1	27,400	0.24
ESCONDIDO PUBLIC LIBRARY	152,739	4,212	37	12,851	3	85,000	0.56
FULLERTON PUBLIC LIBRARY	142,824	2,877	22	9,527	1	62,553	0.44
HAYWARD PUBLIC LIBRARY	159,433	3,052	56	28,008	2	33,567	0.21
INGLEWOOD PUBLIC LIBRARY	112,549	4,524	9	14,800	2	84,900	0.75
MURRIETA PUBLIC LIBRARY	118,125	2,303	28	9,509	1	25,000	0.21
ORANGE PUBLIC LIBRARY	141,691	5,967	24	7,681	3	62,261	0.44
PALMDALE CITY LIBRARY	157,854	2,968	103	11,035	1	12,787	0.08
POMONA PUBLIC LIBRARY	154,310	1,508	23	9,774	1	57,000	0.37
RICHMOND PUBLIC LIBRARY	110,436	4,423	55	28,610	3	34,972	0.32
ROSEVILLE PUBLIC LIBRARY	139,643	6,314	31	23,743	3	54,300	0.39
SANTA CLARA CITY LIBRARY	128,717	8,124	19	13,187	3	105,122	0.82
SIMI VALLEY PUBLIC LIBRARY	127,716	2,860	41	8,438	1	35,000	0.27
SUNNYVALE PUBLIC LIBRARY	155,567	3,290	25	11,037	1	60,800	0.39
THOUSAND OAKS LIBRARY	129,557	5,309	56	14,604	2	106,460	0.82
<b>VICTORVILLE CITY LIBRARY</b>	<b>126,543</b>	<b>3,100</b>	<b>74</b>	<b>3,797</b>	<b>1</b>	<b>8,023</b>	<b>0.06</b>
<b>TOTALS</b>	2,625,559	99,595	692	261,520	44	1,210,293	
<b>AVERAGES</b>	131,278	4,980	35	13,764	2.2	60,515	0.46
<b>VCL as percentage of average</b>	96.4%	62.3%	213.9%	27.6%	45.5%	13.3%	13.8%

**Appendix 3.1**
**Victorville City Library**
**Additional FY2018 Peer Analysis**

Benchmark Libraries added

Godfrey's Associates, Inc.

<i>Location</i>	<i>Legal Service Area Population</i>	<i>Hours Open, All Outlets</i>	<i>Local Government Income</i>	<i>State Income</i>	<i>Federal Income</i>	<i>Other Operating Income</i>	<i>Total Operating Income</i>	<i>Literacy Income</i>
BERKELEY PUBLIC LIBRARY	123,328	13,624	\$19,670,116	\$57,852	\$0	\$292,136	\$20,020,104	\$57,852
BURBANK PUBLIC LIBRARY	105,952	7,650	\$6,993,901	\$27,709	\$0	\$104,065	\$7,125,675	\$27,709
CARLSBAD CITY LIBRARY	115,241	9,776	\$13,700,250	\$54,907	\$0	\$0	\$13,755,157	\$54,907
DALY CITY PUBLIC LIBRARY	109,122	5,816	\$3,386,467	\$0	\$0	\$45,000	\$3,431,467	\$0
DOWNEY CITY LIBRARY	114,212	1,898	\$2,165,364	\$38,606	\$16,848	\$0	\$2,220,818	\$38,606
ESCONDIDO PUBLIC LIBRARY	152,739	4,212	\$2,795,000	\$106,991	\$0	\$35,441	\$2,937,432	\$106,991
FULLERTON PUBLIC LIBRARY	142,824	2,877	\$3,871,416	\$0	\$0	\$554,098	\$4,425,514	\$0
HAYWARD PUBLIC LIBRARY	159,433	3,052	\$5,261,639	\$101,600	\$82,335	\$82,289	\$5,527,863	\$101,600
INGLEWOOD PUBLIC LIBRARY	112,549	4,524	\$4,264,989	\$0	\$0	\$0	\$4,264,989	\$0
MURRIETA PUBLIC LIBRARY	118,125	2,303	\$2,158,971	\$6,551	\$0	\$103,146	\$2,268,668	\$0
ORANGE PUBLIC LIBRARY	141,691	5,967	\$5,672,176	\$50,490	\$0	\$159,257	\$5,881,923	\$41,000
PALMDALE CITY LIBRARY	157,854	2,968	\$1,322,033	\$0	\$0	\$85,778	\$1,407,811	\$0
POMONA PUBLIC LIBRARY	154,310	1,508	\$957,412	\$0	\$0	\$0	\$957,412	\$0
RICHMOND PUBLIC LIBRARY	110,436	4,423	\$5,580,873	\$178,096	\$47,163	\$328,979	\$6,135,111	\$152,810
ROSEVILLE PUBLIC LIBRARY	139,643	6,314	\$4,697,332	\$30,523	\$0	\$201,876	\$4,929,731	\$30,523
SANTA CLARA CITY LIBRARY	128,717	8,124	\$10,426,621	\$104,744	\$0	\$214,282	\$10,745,647	\$98,791
SIMI VALLEY PUBLIC LIBRARY	127,716	2,860	\$2,428,129	\$0	\$0	\$86,863	\$2,514,992	\$0
SUNNYVALE PUBLIC LIBRARY	155,567	3,290	\$8,016,319	\$6,453	\$0	\$264,007	\$8,286,779	\$0
THOUSAND OAKS LIBRARY	129,557	5,309	\$7,596,267	\$7,289	\$0	\$218,597	\$7,822,153	\$0
<b>VICTORVILLE CITY LIBRARY</b>	<b>126,543</b>	<b>3,100</b>	<b>\$787,587</b>	<b>\$7,500</b>	<b>\$0</b>	<b>\$117,530</b>	<b>\$912,617</b>	<b>\$0</b>
<b>TOTALS</b>	<b>2,625,559</b>	<b>99,595</b>	<b>\$111,752,862</b>	<b>\$779,311</b>	<b>\$146,346</b>	<b>\$2,893,344</b>	<b>\$115,571,863</b>	<b>\$710,789</b>
<b>AVERAGES</b>	<b>131,278</b>	<b>4,980</b>	<b>\$5,587,643</b>	<b>\$38,966</b>	<b>\$7,317</b>	<b>\$144,667</b>	<b>\$5,778,593</b>	<b>\$35,539</b>
<b>VCL as percentage of average</b>	<b>96.4%</b>	<b>62.3%</b>	<b>14.1%</b>	<b>19.2%</b>	<b>0.0%</b>	<b>81.2%</b>	<b>15.8%</b>	<b>0.0%</b>

### Appendix 3.1

#### Victorville City Library

#### Additional FY2018 Peer Analysis

Benchmark Libraries added

Godfrey's Associates, Inc.

<i>Location</i>	<i>Population of The Legal Service Area</i>	<i>Hours Open, All Outlets</i>	<i>Capital Outlay Income from Local Sources</i>	<i>Total Capital Outlay Income</i>
BERKELEY PUBLIC LIBRARY	123,328	13,624	\$0	\$0
BURBANK PUBLIC LIBRARY	105,952	7,650	\$0	\$70,620
CARLSBAD CITY LIBRARY	115,241	9,776	\$0	\$0
DALY CITY PUBLIC LIBRARY	109,122	5,816	\$0	\$0
DOWNEY CITY LIBRARY	114,212	1,898	\$8,400,000	\$8,400,000
ESCONDIDO PUBLIC LIBRARY	152,739	4,212	\$30,000	\$60,000
FULLERTON PUBLIC LIBRARY	142,824	2,877	\$0	\$0
HAYWARD PUBLIC LIBRARY	159,433	3,052	\$1,520,599	\$1,520,599
INGLEWOOD PUBLIC LIBRARY	112,549	4,524	\$0	\$0
MURRIETA PUBLIC LIBRARY	118,125	2,303	\$0	\$0
ORANGE PUBLIC LIBRARY	141,691	5,967	\$390,000	\$414,593
PALMDALE CITY LIBRARY	157,854	2,968	\$77,481	\$77,481
POMONA PUBLIC LIBRARY	154,310	1,508	\$0	\$0
RICHMOND PUBLIC LIBRARY	110,436	4,423	\$173,736	\$173,736
ROSEVILLE PUBLIC LIBRARY	139,643	6,314	\$0	\$0
SANTA CLARA CITY LIBRARY	128,717	8,124	\$220,000	\$345,000
SIMI VALLEY PUBLIC LIBRARY	127,716	2,860	\$0	\$0
SUNNYVALE PUBLIC LIBRARY	155,567	3,290	\$0	\$0
THOUSAND OAKS LIBRARY	129,557	5,309	\$0	\$0
<b>VICTORVILLE CITY LIBRARY</b>	<b>126,543</b>	<b>3,100</b>	<b>\$2,858</b>	<b>\$2,858</b>
<b>TOTALS</b>	<b>2,625,559</b>	<b>99,595</b>	<b>\$ 10,814,674</b>	<b>\$ 11,064,887</b>
<b>AVERAGES</b>	<b>131,278</b>	<b>4,980</b>	<b>\$ 540,734</b>	<b>\$ 553,244</b>
<b>VCL as percentage of average</b>	<b>96.4%</b>	<b>62.3%</b>	<b>0.5%</b>	<b>0.5%</b>

**Appendix 3.1**
**Victorville City Library**
**Additional FY2018 Peer Analysis**

Benchmark Libraries added

Godfrey's Associates, Inc.

<i>Location</i>	<i>Legal Service Area Population</i>	<i>Salary &amp; wages expenditures</i>	<i>Employee Benefits expenditures</i>	<i>Total staff expenditures</i>	<i>Total persons employed</i>	<i># of ALA MLS Librarian FTEs</i>	<i># of Librarian FTEs</i>	<i>FTE All other paid staff</i>	<i>Staff FTE</i>	<i>FTE Volunteer s</i>
BERKELEY PUBLIC LIBRARY	123,328	\$8,642,508	\$5,278,219	\$13,920,727	155.00	37.30	37.30	76.80	114.10	0.53
BURBANK PUBLIC LIBRARY	105,952	\$3,476,302	\$1,500,321	\$4,976,623	94.00	24.64	24.64	39.95	64.59	6.75
CARLSBAD CITY LIBRARY	115,241	\$5,134,162	\$1,888,611	\$7,022,773	211.00	25.78	25.78	76.02	101.80	9.50
DALY CITY PUBLIC LIBRARY	109,122	\$1,528,712	\$783,163	\$2,311,875	40.00	7.30	7.30	14.20	21.50	0.10
DOWNEY CITY LIBRARY	114,212	\$982,980	\$346,934	\$1,329,914	41.00	2.30	3.30	19.00	22.30	4.00
ESCONDIDO PUBLIC LIBRARY	152,739	\$1,287,146	\$0	\$1,287,146	31.00	7.00	7.00	16.00	23.00	15.15
FULLERTON PUBLIC LIBRARY	142,824	\$1,550,892	\$587,602	\$2,138,494	60.00	10.00	11.00	23.00	34.00	8.00
HAYWARD PUBLIC LIBRARY	159,433	\$2,138,030	\$824,426	\$2,962,456	60.00	9.00	11.00	24.80	35.80	5.00
INGLEWOOD PUBLIC LIBRARY	112,549	\$2,395,156	\$1,162,741	\$3,557,897	41.09	9.00	10.00	9.00	19.00	0.00
MURRIETA PUBLIC LIBRARY	118,125	\$963,213	\$446,213	\$1,409,426	26.00	5.00	5.00	13.50	18.50	1.00
ORANGE PUBLIC LIBRARY	141,691	\$2,317,322	\$1,181,299	\$3,498,621	55.00	13.00	13.00	27.45	40.45	7.78
PALMDALE CITY LIBRARY	157,854	\$0	\$0	\$0	16.00	3.00	3.00	9.00	12.00	0.61
POMONA PUBLIC LIBRARY	154,310	\$450,440	\$43,560	\$494,000	20.00	2.00	2.00	10.45	12.45	2.00
RICHMOND PUBLIC LIBRARY	110,436	\$2,353,066	\$1,755,098	\$4,108,164	56.00	10.00	10.00	46.00	56.00	2.50
ROSEVILLE PUBLIC LIBRARY	139,643	\$1,850,235	\$916,844	\$2,767,079	82.00	6.75	12.25	26.95	39.20	2.02
SANTA CLARA CITY LIBRARY	128,717	\$5,202,035	\$2,473,282	\$7,675,317	112.00	18.00	18.00	47.85	65.85	6.92
SIMI VALLEY PUBLIC LIBRARY	127,716	\$609,639	\$225,763	\$835,402	19.00	4.00	4.00	12.70	16.70	5.00
SUNNYVALE PUBLIC LIBRARY	155,567	\$2,898,676	\$789,461	\$3,688,137	85.00	17.90	17.90	29.84	47.74	0.77
THOUSAND OAKS LIBRARY	129,557	\$3,368,418	\$1,488,269	\$4,856,687	106.00	17.13	17.13	46.98	64.11	13.19
<b>VICTORVILLE CITY LIBRARY</b>	<b>126,543</b>	<b>\$368,393</b>	<b>\$61,109</b>	<b>\$429,502</b>	<b>16.00</b>	<b>1.00</b>	<b>1.00</b>	<b>10.18</b>	<b>11.18</b>	<b>0.00</b>
<b>TOTALS</b>	<b>2,625,559</b>	<b>\$47,517,325</b>	<b>\$21,752,915</b>	<b>\$69,270,240</b>	<b>1,326.09</b>	<b>230.10</b>	<b>240.60</b>	<b>579.67</b>	<b>820.27</b>	<b>90.82</b>
<b>AVERAGES</b>	<b>131,278</b>	<b>\$2,375,866</b>	<b>\$1,087,646</b>	<b>\$3,463,512</b>	<b>66.30</b>	<b>11.51</b>	<b>12.03</b>	<b>28.98</b>	<b>41.01</b>	<b>4.54</b>
<b>VCL as percentage of average</b>	<b>96.4%</b>	<b>15.5%</b>	<b>5.6%</b>	<b>12.4%</b>	<b>24.1%</b>	<b>8.7%</b>	<b>8.3%</b>	<b>35.1%</b>	<b>27.3%</b>	<b>0.0%</b>

**Appendix 3.1**
**Victorville City Library**
**Additional FY2018 Peer Analysis**

Benchmark Libraries added

Godfrey's Associates, Inc.

<i>Location</i>	<i>Population of The Legal Service Area</i>	<i>Hours Open, All Outlets</i>	<i>Print Materials Expenditures</i>	<i>Electronic Materials Expenditures</i>	<i>Total Collection Expenditures</i>	<i>Total Operating Expenditures</i>	<i>Total Capital Expenditures</i>
BERKELEY PUBLIC LIBRARY	123,328	13,624	\$1,030,653	\$499,432	\$1,776,439	\$18,748,299	\$49,132
BURBANK PUBLIC LIBRARY	105,952	7,650	\$250,200	\$124,710	\$453,255	\$6,513,033	\$0
CARLSBAD CITY LIBRARY	115,241	9,776	\$490,092	\$338,520	\$1,091,889	\$12,518,881	\$0
DALY CITY PUBLIC LIBRARY	109,122	5,816	\$161,530	\$40,913	\$238,623	\$3,670,433	\$0
DOWNEY CITY LIBRARY	114,212	1,898	\$167,800	\$96,500	\$264,300	\$2,220,818	\$923,000
ESCONDIDO PUBLIC LIBRARY	152,739	4,212	\$146,831	\$53,745	\$238,095	\$2,148,523	\$89,199
FULLERTON PUBLIC LIBRARY	142,824	2,877	\$185,216	\$118,343	\$316,743	\$3,972,347	\$0
HAYWARD PUBLIC LIBRARY	159,433	3,052	\$118,876	\$39,615	\$223,330	\$4,435,978	\$11,515,077
INGLEWOOD PUBLIC LIBRARY	112,549	4,524	\$112,800	\$108,236	\$431,436	\$4,239,459	\$0
MURRIETA PUBLIC LIBRARY	118,125	2,303	\$75,688	\$10,697	\$100,843	\$2,238,174	\$78,840
ORANGE PUBLIC LIBRARY	141,691	5,967	\$135,745	\$90,935	\$266,735	\$5,309,334	\$323,258
PALMDALE CITY LIBRARY	157,854	2,968	\$99,883	\$58,474	\$220,161	\$1,322,033	\$77,481
POMONA PUBLIC LIBRARY	154,310	1,508	\$47,131	\$6,481	\$58,306	\$956,201	\$0
RICHMOND PUBLIC LIBRARY	110,436	4,423	\$282,042	\$42,849	\$387,961	\$5,128,235	\$0
ROSEVILLE PUBLIC LIBRARY	139,643	6,314	\$137,562	\$57,587	\$224,907	\$4,700,331	\$33,664
SANTA CLARA CITY LIBRARY	128,717	8,124	\$539,805	\$307,448	\$1,001,174	\$10,109,442	\$2,011,255
SIMI VALLEY PUBLIC LIBRARY	127,716	2,860	\$112,725	\$122,780	\$267,865	\$2,015,194	\$0
SUNNYVALE PUBLIC LIBRARY	155,567	3,290	\$482,639	\$261,976	\$808,075	\$8,016,319	\$0
THOUSAND OAKS LIBRARY	129,557	5,309	\$288,600	\$375,835	\$812,586	\$7,463,520	\$0
<b>VICTORVILLE CITY LIBRARY</b>	<b>126,543</b>	<b>3,100</b>	<b>\$51,927</b>	<b>\$22,516</b>	<b>\$79,333</b>	<b>\$710,080</b>	<b>\$0</b>
<b>TOTALS</b>	2,625,559	99,595	\$4,917,745	\$2,777,592	\$9,262,056	\$106,436,634	\$15,100,906
<b>AVERAGES</b>	131,278	4,980	\$245,887	\$138,880	\$463,103	\$5,321,832	\$755,045
<b>VCL as percentage of average</b>	96.4%	62.3%	21.1%	16.2%	17.1%	13.3%	0.0%

**Appendix 3.1**

**Victorville City Library**

**Additional FY2018 Peer Analysis** Benchmark Libraries added

Godfrey's Associates, Inc.

<i>Location</i>	<i>Population of The Legal Service Area</i>	<i>Hours Open, All Outlets</i>	<i>Children Books Held</i>	<i>Young Adult Books Held</i>	<i>Adult Books Held</i>	<i>Total Print Materials Held</i>
BERKELEY PUBLIC LIBRARY	123,328	13,624	147,537	15,512	258,559	421,608
BURBANK PUBLIC LIBRARY	105,952	7,650	136,214	23,725	188,180	348,119
CARLSBAD CITY LIBRARY	115,241	9,776	101,818	6,990	147,723	256,531
DALY CITY PUBLIC LIBRARY	109,122	5,816	73,777	8,739	110,245	192,761
DOWNEY CITY LIBRARY	114,212	1,898	40,465	4,707	43,579	88,751
ESCONDIDO PUBLIC LIBRARY	152,739	4,212	36,142	8,289	78,324	122,755
FULLERTON PUBLIC LIBRARY	142,824	2,877	87,580	2,549	98,246	188,375
HAYWARD PUBLIC LIBRARY	159,433	3,052	60,444	4,723	97,376	162,543
INGLEWOOD PUBLIC LIBRARY	112,549	4,524	48,500	6,250	134,750	189,500
MURRIETA PUBLIC LIBRARY	118,125	2,303	30,637	3,842	40,564	75,043
ORANGE PUBLIC LIBRARY	141,691	5,967	77,373	11,126	65,400	153,899
PALMDALE CITY LIBRARY	157,854	2,968	29,614	5,731	28,157	63,502
POMONA PUBLIC LIBRARY	154,310	1,508	41,277	3,789	235,585	280,651
RICHMOND PUBLIC LIBRARY	110,436	4,423	67,410	7,084	75,728	150,222
ROSEVILLE PUBLIC LIBRARY	139,643	6,314	66,099	11,618	72,717	150,434
SANTA CLARA CITY LIBRARY	128,717	8,124	187,948	14,424	187,159	389,531
SIMI VALLEY PUBLIC LIBRARY	127,716	2,860	51,826	10,992	64,049	126,867
SUNNYVALE PUBLIC LIBRARY	155,567	3,290	98,908	8,425	115,917	223,250
THOUSAND OAKS LIBRARY	129,557	5,309	168,845	13,828	153,466	336,139
<b>VICTORVILLE CITY LIBRARY</b>	<b>126,543</b>	<b>3,100</b>	<b>28,235</b>	<b>7,618</b>	<b>32,545</b>	<b>68,398</b>
<b>TOTALS</b>	<b>2,625,559</b>	<b>99,595</b>	<b>1,580,649</b>	<b>179,961</b>	<b>2,228,269</b>	<b>3,988,879</b>
<b>AVERAGES</b>	<b>131,278</b>	<b>4,980</b>	<b>79,032</b>	<b>8,998</b>	<b>111,413</b>	<b>199,444</b>
<b>VCL as percentage of average</b>	<b>96.4%</b>	<b>62.3%</b>	<b>35.7%</b>	<b>84.7%</b>	<b>29.2%</b>	<b>34.3%</b>

**Appendix 3.1**
**Victorville City Library**
**Additional FY2018 Peer Analysis**
**Benchmark Libraries added**

Godfrey's Associates, Inc.

<i>Location</i>	<i>Legal Service Area Population</i>	<i>Hours Open, All Outlets</i>	<i># of Electronic Books in Collection</i>	<i># of Downloadable Audio Materials in Collection</i>	<i># of Downloadable Video Materials in Collection</i>	<i># of Electronic Collections through Local/Other Funding</i>	<i># of Electronic Collections in Collection</i>
BERKELEY PUBLIC LIBRARY	123,328	13,624	477,950	321,368	52,148	18	21
BURBANK PUBLIC LIBRARY	105,952	7,650	4,843	1,868	19	16	20
CARLSBAD CITY LIBRARY	115,241	9,776	15,407	7,438	0	29	31
DALY CITY PUBLIC LIBRARY	109,122	5,816	51,432	16,861	17,161	16	18
DOWNEY CITY LIBRARY	114,212	1,898	2,462	384	0	0	1
ESCONDIDO PUBLIC LIBRARY	152,739	4,212	6,715	1,040	65	17	18
FULLERTON PUBLIC LIBRARY	142,824	2,877	6,215	2,216	0	15	18
HAYWARD PUBLIC LIBRARY	159,433	3,052	39,500	15,000	10,000	2	4
INGLEWOOD PUBLIC LIBRARY	112,549	4,524	2,245	6,800	423	41	43
MURRIETA PUBLIC LIBRARY	118,125	2,303	108,422	7,499	0	39	42
ORANGE PUBLIC LIBRARY	141,691	5,967	2,877	8,634	69,124	11	15
PALMDALE CITY LIBRARY	157,854	2,968	881	86	0	6	7
POMONA PUBLIC LIBRARY	154,310	1,508	0	0	0	0	1
RICHMOND PUBLIC LIBRARY	110,436	4,423	82,505	1,547	0	2	3
ROSEVILLE PUBLIC LIBRARY	139,643	6,314	27,801	12,236	0	14	17
SANTA CLARA CITY LIBRARY	128,717	8,124	422,521	337,712	40,318	50	50
SIMI VALLEY PUBLIC LIBRARY	127,716	2,860	3,300	620	0	14	16
SUNNYVALE PUBLIC LIBRARY	155,567	3,290	445,976	314,247	38,607	48	50
THOUSAND OAKS LIBRARY	129,557	5,309	10,377	2,405	26,629	131	133
<b>VICTORVILLE CITY LIBRARY</b>	<b>126,543</b>	<b>3,100</b>	<b>0</b>	<b>7,569</b>	<b>0</b>	<b>11</b>	<b>11</b>
<b>TOTALS</b>	<b>2,625,559</b>	<b>99,595</b>	<b>1,711,429</b>	<b>1,065,530</b>	<b>254,494</b>	<b>480</b>	<b>519</b>
<b>AVERAGES</b>	<b>131,278</b>	<b>4,980</b>	<b>85,571</b>	<b>53,277</b>	<b>12,725</b>	<b>24</b>	<b>26</b>
<b>VCL as percentage of average</b>	<b>96.4%</b>	<b>62.3%</b>	<b>0.0%</b>	<b>14.2%</b>	<b>0.0%</b>	<b>45.8%</b>	<b>42.4%</b>

# Appendix 3.1

## Victorville City Library

## Additional FY2018 Peer Analysis

## Benchmark Libraries added

Godfrey's Associates, Inc.

Location	Population of The Legal Service Area	Reference Questions	Physical Item Circulation	Circulation of Childrens Materials	Circulation of Non English Materials	Circulation of Electronic Materials	Total Circulation	Total Collection Use	ILL loans to others	ILL loans received
BERKELEY PUBLIC LIBRARY	123,328	102,102	1,916,763	780,467	31,399	487,829	2,404,592	2,470,622	23,599	29,384
BURBANK PUBLIC LIBRARY	105,952	85,301	852,802	312,599	18,114	44,926	897,728	921,382	366	66
CARLSBAD CITY LIBRARY	115,241	195,258	1,030,981	555,344	8,331	122,056	1,153,037	1,235,364	248	58
DALY CITY PUBLIC LIBRARY	109,122		391,121	198,083	15,379	38,456	429,577	440,224	72,151	48,170
DOWNEY CITY LIBRARY	114,212	21,982	198,987	120,009	9,616	11,827	210,814	210,814	130	10
ESCONDIDO PUBLIC LIBRARY	152,739	92,311	421,375	170,882	20,558	44,264	465,639	483,536	0	123
FULLERTON PUBLIC LIBRARY	142,824	58,889	475,227	320,539	9,668	38,885	514,112	528,714	226	30
HAYWARD PUBLIC LIBRARY	159,433	4,450	146,498	68,922	7,187	13,308	159,806	161,661	863	3,776
INGLEWOOD PUBLIC LIBRARY	112,549	13,557	71,497	44,000	4,600	12,300	83,797	96,697	0	3
MURRIETA PUBLIC LIBRARY	118,125	45,374	452,164	267,374	2,569	0	452,164	452,164	48,522	38,273
ORANGE PUBLIC LIBRARY	141,691	29,444	415,142	237,216	9,454	211,387	626,529	721,027	303	41
PALMDALE CITY LIBRARY	157,854	35,591	178,829	91,711	8,245	1,069	179,898	179,898	23,190	10,382
POMONA PUBLIC LIBRARY	154,310	8,027	55,448	37,190	5,778	0	55,448	55,448	0	0
RICHMOND PUBLIC LIBRARY	110,436	7,753	162,481	53,477	9,999	11,682	174,163	178,343	5,352	4,906
ROSEVILLE PUBLIC LIBRARY	139,643	34,126	1,061,779	468,466	5,064	87,355	1,149,134	1,165,982	67	32
SANTA CLARA CITY LIBRARY	128,717	80,399	2,370,890	1,485,818	85,626	138,311	2,509,201	2,509,201	12,183	8,647
SIMI VALLEY PUBLIC LIBRARY	127,716	14,909	317,085	173,226	3,384	13,374	330,459	333,090	38,992	43,974
SUNNYVALE PUBLIC LIBRARY	155,567	61,004	1,866,399	1,144,096	144,431	117,932	1,984,331	2,206,741	8,500	9,695
THOUSAND OAKS LIBRARY	129,557	65,895	674,911	387,783	8,656	105,202	780,113	977,335	252	572
<b>VICTORVILLE CITY LIBRARY</b>	<b>126,543</b>	<b>10,071</b>	<b>107,336</b>	<b>59,970</b>	<b>2,214</b>	<b>8,671</b>	<b>116,007</b>	<b>116,007</b>	<b>11,103</b>	<b>11,544</b>
<b>TOTALS</b>	<b>2,625,559</b>	<b>966,443</b>	<b>13,167,715</b>	<b>6,977,172</b>	<b>410,272</b>	<b>1,508,834</b>	<b>14,676,549</b>	<b>15,444,250</b>	<b>246,047</b>	<b>209,686</b>
<b>AVERAGES</b>	<b>131,278</b>	<b>50,865</b>	<b>658,386</b>	<b>348,859</b>	<b>20,514</b>	<b>75,442</b>	<b>733,827</b>	<b>772,213</b>	<b>12,302</b>	<b>10,484</b>
<b>VCL as percentage of average</b>	<b>96.4%</b>	<b>19.8%</b>	<b>16.3%</b>	<b>17.2%</b>	<b>10.8%</b>	<b>11.5%</b>	<b>15.8%</b>	<b>15.0%</b>	<b>90.3%</b>	<b>110.1%</b>

**Appendix 3.1**
**Victorville City Library**
**Additional FY2018 Peer Analysis**
**Benchmark Libraries added**

<i>Location</i>	<i>Population of The Legal Service Area</i>	<i># of Children's Programs</i>	<i>Childrens Program Attendance</i>	<i># of Young Adult Programs</i>	<i>Young Adult Program Attendance</i>	<i># of Adult Programs</i>	<i>Adult Program Attendance</i>
BERKELEY PUBLIC LIBRARY	123,328	1,395	47,748	566	7,014	906	16,505
BURBANK PUBLIC LIBRARY	105,952	362	23,479	58	963	197	4,688
CARLSBAD CITY LIBRARY	115,241	1,211	48,354	95	1,147	963	22,409
DALY CITY PUBLIC LIBRARY	109,122	446	15,143	76	2,360	27	380
DOWNEY CITY LIBRARY	114,212	172	4,422	23	227	65	612
ESCONDIDO PUBLIC LIBRARY	152,739	303	13,957	41	487	106	2,512
FULLERTON PUBLIC LIBRARY	142,824	632	17,331	42	218	224	3,083
HAYWARD PUBLIC LIBRARY	159,433	292	12,000	80	1,128	298	5,426
INGLEWOOD PUBLIC LIBRARY	112,549	92	5,800	66	700	66	650
MURRIETA PUBLIC LIBRARY	118,125	295	14,594	41	664	95	1,243
ORANGE PUBLIC LIBRARY	141,691	415	19,057	53	328	120	3,461
PALMDALE CITY LIBRARY	157,854	372	13,601	28	783	114	874
POMONA PUBLIC LIBRARY	154,310	107	2,583	1	32	3	40
RICHMOND PUBLIC LIBRARY	110,436	633	12,903	45	560	76	660
ROSEVILLE PUBLIC LIBRARY	139,643	421	21,380	6	26	203	1,747
SANTA CLARA CITY LIBRARY	128,717	701	67,841	167	4,354	635	21,536
SIMI VALLEY PUBLIC LIBRARY	127,716	424	9,029	63	416	72	1,642
SUNNYVALE PUBLIC LIBRARY	155,567	471	36,565	105	2,531	355	8,631
THOUSAND OAKS LIBRARY	129,557	604	25,655	110	3,698	538	10,785
<b>VICTORVILLE CITY LIBRARY</b>	<b>126,543</b>	<b>352</b>	<b>4,731</b>	<b>13</b>	<b>287</b>	<b>83</b>	<b>690</b>
<b>TOTALS</b>	2,625,559	9,700	416,173	1,679	27,923	5,146	107,574
<b>AVERAGES</b>	131,278	485	20,809	84	1,396	257	5,379
<b>VCL as percentage of average</b>	96.4%	72.6%	22.7%	15.5%	20.6%	32.3%	12.8%

### Appendix 3.1

#### Victorville City Library

Godfrey's Associates, Inc.

<i>Location</i>	<i>Offsite Programs - Number</i>	<i>Offsite Programs - Attendance</i>	<i>Total # of Programs</i>	<i>Total Program Attendance</i>
BERKELEY PUBLIC LIBRARY	563	18,647	2,867	71,267
BURBANK PUBLIC LIBRARY	66	2,885	617	29,130
CARLSBAD CITY LIBRARY	179	10,406	2,269	71,910
DALY CITY PUBLIC LIBRARY	57	3,035	549	17,883
DOWNEY CITY LIBRARY	80	1,021	260	5,261
ESCONDIDO PUBLIC LIBRARY	68	6,112	450	16,956
FULLERTON PUBLIC LIBRARY	244	10,314	898	20,632
HAYWARD PUBLIC LIBRARY	27	1,516	670	18,554
INGLEWOOD PUBLIC LIBRARY	8	200	224	7,150
MURRIETA PUBLIC LIBRARY	6	0	431	16,501
ORANGE PUBLIC LIBRARY	71	2,109	588	22,846
PALMDALE CITY LIBRARY	19	6,291	514	15,258
POMONA PUBLIC LIBRARY	0	0	111	2,655
RICHMOND PUBLIC LIBRARY	50	1,336	754	14,123
ROSEVILLE PUBLIC LIBRARY	30	3,746	630	23,153
SANTA CLARA CITY LIBRARY	46	2,967	1,503	93,731
SIMI VALLEY PUBLIC LIBRARY	28	2,129	559	11,087
SUNNYVALE PUBLIC LIBRARY	131	6,321	931	47,727
THOUSAND OAKS LIBRARY	83	4,894	1,252	40,138
VICTORVILLE CITY LIBRARY	13	912	448	5,708
<b>TOTALS</b>	1,769	84,841	16,525	551,670
<b>AVERAGES</b>	88	4,242	826	27,584
<b>VCL as percentage of average</b>	14.7%	21.5%	54.2%	20.7%

**Appendix 3.1**
**Victorville City Library**
**Additional FY2018 Peer Analysis**

Benchmark Libraries added

Godfrey's Associates, Inc.

<i>Location</i>	<i>Population of The Legal Service Area</i>	<i>Hours Open, All Outlets</i>	<i>Library Visits</i>	<i>Annual Uses of Public Internet Computers</i>	<i>Virtual Visits to the library website</i>	<i>Wireless Sessions Per Year</i>	<i># of Internet Terminals</i>
BERKELEY PUBLIC LIBRARY	123,328	13,624	1,083,038	159,106	946,287	104,325	143
BURBANK PUBLIC LIBRARY	105,952	7,650	720,994	179,600	438,730	56,726	90
CARLSBAD CITY LIBRARY	115,241	9,776	668,973	93,633	492,157	138,691	125
DALY CITY PUBLIC LIBRARY	109,122	5,816	299,106	42,717	111,349	417,445	54
DOWNEY CITY LIBRARY	114,212	1,898	181,821	28,320	NR	NR	35
ESCONDIDO PUBLIC LIBRARY	152,739	4,212	396,166	53,480	309,878	158,345	96
FULLERTON PUBLIC LIBRARY	142,824	2,877	542,935	52,578	652,153	36,788	56
HAYWARD PUBLIC LIBRARY	159,433	3,052	165,372	14,834	NR	NR	55
INGLEWOOD PUBLIC LIBRARY	112,549	4,524	180,000	14,300	NR	NR	46
MURRIETA PUBLIC LIBRARY	118,125	2,303	280,642	24,476	NR	NR	44
ORANGE PUBLIC LIBRARY	141,691	5,967	422,142	80,076	229,901	173,636	93
PALMDALE CITY LIBRARY	157,854	2,968	176,483	34,818	75,177	45,553	28
POMONA PUBLIC LIBRARY	154,310	1,508	71,880	38,471	NR	NR	42
RICHMOND PUBLIC LIBRARY	110,436	4,423	NR	NR	22,806	900	47
ROSEVILLE PUBLIC LIBRARY	139,643	6,314	414,308	49,381	1,304,321	NR	99
SANTA CLARA CITY LIBRARY	128,717	8,124	1,253,587	127,658	1,009,822	342,765	203
SIMI VALLEY PUBLIC LIBRARY	127,716	2,860	142,279	23,384	246,752	NR	28
SUNNYVALE PUBLIC LIBRARY	155,567	3,290	619,978	70,412	313,037	NR	55
THOUSAND OAKS LIBRARY	129,557	5,309	574,665	49,777	936,104	81,085	46
<b>VICTORVILLE CITY LIBRARY</b>	<b>126,543</b>	<b>3,100</b>	<b>165,182</b>	<b>41,735</b>	<b>NR</b>	<b>NR</b>	<b>31</b>

**TOTALS**

2,625,559

99,595

8,359,551

1,178,756

7,088,474

1,556,259

1,416

**AVERAGES**

131,278

4,980

439,976

62,040

506,320

141,478

71

**VCL as percentage of average**

96.4%

62.3%

37.5%

67.3%

n/a

n/a

43.8%

NR = not reported

n/a = not applicable

92

## Appendix 3.2

### Peer Comparisons with Inland & California Libraries

From 2016-2017 State Library Survey

Godfrey's Associates, Inc.

October 28, 2020

<i>Inland Library System Consortium Libraries</i>	<i>Visits per Hour Open</i>	<i>Visits per Borrower</i>	<i>Circulation per Hour Open</i>	<i>Circulation per Visit</i>	<i>Circulation per Borrower</i>	<i>Registered Borrowers per Capita</i>	<i>% Operating Expenditures on Staff</i>
A.K. Smiley Public Library - Redlands	82.05	4.30	72.63	0.89	3.81	0.90	73.68%
Banning Library District	9.32	0.90	18.73	2.01	1.81	0.90	66.56%
Beaumont Library District	45.55	4.61	37.33	0.82	3.78	0.46	72.29%
Colton Public Library*	26.49	1.29	10.90	0.41	0.53	0.95	76.49%
Corona Public Library	141.14	2.82	145.23	1.03	2.90	0.78	88.04%
Hemet Public Library	152.77	2.01	154.71	1.01	2.04	1.83	48.03%
Inyo County Free Library	0.00	0.00	6.02	0.00	4.47	0.49	82.82%
Moreno Valley Public Library	83.66	3.36	124.64	1.49	5.00	0.40	75.18%
Murrieta Public Library	140.87	11.67	188.02	1.33	15.58	0.24	62.95%
Ontario City Library	86.88	5.33	99.36	1.14	6.09	0.54	60.71%
Palm Springs Public Library	42.14	11.63	63.05	1.50	17.40	0.52	71.82%
Palo Verde Valley District Library	46.97	8.24	25.49	0.54	4.47	0.29	75.56%
Rancho Cucamonga Public Library	93.15	1.92	148.41	1.59	3.06	1.69	66.12%
Rancho Mirage Public Library	89.57	8.20	140.57	1.57	12.87	1.68	73.65%
Riverside County Library System	50.24	4.52	36.62	0.73	3.30	0.63	0.00%
Riverside Public Library	41.43	3.23	41.18	0.99	3.21	0.79	74.19%
San Bernardino County Library System	42.68	4.70	80.72	1.89	8.89	0.48	39.47%
San Bernardino Public Library	47.73	6.55	25.39	0.53	3.48	0.17	71.76%
Upland Public Library	96.03	3.51	64.82	0.67	2.37	0.93	0.00%
<b>Regional Average</b>	<b>69.40</b>	<b>4.67</b>	<b>78.10</b>	<b>1.06</b>	<b>5.53</b>	<b>0.77</b>	<b>62.1%</b>
<i>State Average *</i>	<i>72.62</i>	<i>8.37</i>	<i>89.88</i>	<i>1.30</i>	<i>10.16</i>	<i>0.75</i>	<i>66.2%</i>
<b>Victorville City Library</b>	<b>65.84</b>	<b>3.94</b>	<b>45.77</b>	<b>0.70</b>	<b>2.74</b>	<b>0.42</b>	<b>65.58%</b>
Victorville % of Regional Average	94.9%	84.3%	58.6%	65.5%	49.5%	54.3%	105.7%
Victorville % of State Average	90.7%	47.1%	50.9%	53.3%	27.0%	56.1%	99.1%

\* Does not include libraries with incomplete Statistics. There are 184 Public Libraries that report statistics, 6 of which were removed from the state averages due to incomplete data.

### Appendix 3.2

#### Peer Comparisons with Inland & California Libraries

From 2016-2017 State Library Survey

Godfrey's Associates, Inc.

October 28, 2020

<i>Inland Library System Consortium Libraries</i>	<i>% of Operating Expenditures on Collection</i>	<i>Total Operating Expenditures per Visit</i>	<i>Total Operating Expenditures per Open Hour</i>	<i>Total Operating Expenditures per Circulation</i>	<i>Total Operating Expenditures per Borrower</i>
A.K. Smiley Public Library - Redlands	9.19%	\$9.66	\$792.46	\$10.91	\$41.55
Banning Library District	7.62%	\$42.73	\$398.11	\$21.25	\$38.45
Beaumont Library District	7.44%	\$8.34	\$380.02	\$10.18	\$38.50
Colton Public Library*	5.95%	\$5.35	\$141.79	\$13.01	\$6.91
Corona Public Library	5.42%	\$6.13	\$864.57	\$5.95	\$17.29
Hemet Public Library	10.22%	\$4.92	\$752.37	\$4.86	\$9.91
Inyo County Free Library	6.95%	\$0.00	\$71.10	\$11.81	\$52.76
Moreno Valley Public Library	10.08%	\$6.59	\$551.65	\$4.43	\$22.15
Murrieta Public Library	4.28%	\$6.47	\$912.09	\$4.85	\$75.59
Ontario City Library	7.70%	\$9.78	\$849.60	\$8.55	\$52.09
Palm Springs Public Library	11.04%	\$8.44	\$355.62	\$5.64	\$98.15
Palo Verde Valley District Library	4.32%	\$5.04	\$236.76	\$9.29	\$41.55
Rancho Cucamonga Public Library	11.95%	\$8.48	\$790.35	\$5.33	\$16.32
Rancho Mirage Public Library	8.59%	\$10.95	\$981.00	\$6.98	\$89.81
Riverside County Library System	4.97%	\$6.49	\$325.85	\$8.90	\$29.33
Riverside Public Library	5.04%	\$7.54	\$312.42	\$7.59	\$24.36
San Bernardino County Library System	17.73%	\$5.91	\$252.11	\$3.12	\$27.78
San Bernardino Public Library	6.18%	\$7.93	\$378.34	\$14.90	\$51.91
Upland Public Library	10.99%	\$4.49	\$430.79	\$6.65	\$15.75
<b>Regional Average</b>	<b>8.2%</b>	<b>\$8.70</b>	<b>\$514.58</b>	<b>\$8.64</b>	<b>\$39.48</b>
<i>State Average *</i>	<i>8.0%</i>	<i>\$9.93</i>	<i>\$620.64</i>	<i>\$8.45</i>	<i>\$77.29</i>
<b>Victorville City Library</b>	<b>15.54%</b>	<b>\$3.32</b>	<b>\$218.51</b>	<b>\$4.77</b>	<b>\$13.07</b>
Victorville % of Regional Average	189.7%	38.2%	42.5%	55.2%	33.1%
Victorville % of State Average	195.3%	33.4%	35.2%	56.5%	16.9%

\* Does not include libraries with incomplete Statistics. There are 184 Public Libraries that report statistics, 6 of which were removed from the state averages due to incomplete data.

## Appendix 3.2

### Peer Comparisons with Inland & California Libraries

\*Data collected from multiple sources.

Godfrey's Associates, Inc.  
October 28, 2020

Inland Library System Consortium Libraries	Hours Open	# of Branches	Average Hours Per Branch	# of FT Staff	# of PT Staff	Avg. # of FT Staff Per Branch	Ratio of FT staff to Operating Hours	Population Served	Staff FTE per 1,000 Population
A.K. Smiley Public Library - Redlands	56	1	56	12	16	12	21.43	69,851	0.36
Banning Library District	52	1	52	6	5	6	11.54	31,026	0.32
Beaumont Library District	49	1	49	8	10	8	16.33	45,349	0.15
Colton Public Library *	42	2	21	2	8	1	4.76	54,712	0.06
Corona Public Library	52	1	52	12	30	12	23.08	166,785	0.11
Hemet Public Library	38	1	38	6	8	6	15.79	84,281	0.12
Inyo County Free Library	119	6	19.83	7	7	1.17	5.88	18,260	0.32
Moreno Valley Public Library	111	2	55.5	10	13	5	9.01	205,499	0.07
Murrieta Public Library	46	1	46	11	15	11	23.91	111,674	0.16
Ontario City Library	103	2	51.5	30	45	15	29.13	173,212	0.28
Palm Springs Public Library	50	1	50	10	8	10	20	47,689	0.36
Palo Verde Valley District Library	37.5	1	37.5	4	5	4	10.67	41,643	0.14
Rancho Cucamonga Public Library	106	2	52	26	50	13	24.53	176,534	0.43
Rancho Mirage Public Library	56	1	56	15	26	15	26.79	18,194	0.71
Riverside Public Library	396	8	49.5	48	30	6	12.12	324,722	0.18
Hesperia -San Bernardino County	61	1	61	4	18	4	6.56	94,859	0.15
San Bernardino Public Library	97	4	24.25	10	18	2.5	10.31	216,239	0.10
Upland Public Library	52	1	52	11	8	11	21.15	76,684	0.23
<b>Total Average</b>	<b>48.97</b>	<b>2.06</b>	<b>45.12</b>	<b>12.89</b>	<b>17.78</b>	<b>7.93</b>	<b>16.28</b>	<b>108,734</b>	<b>0.24</b>
<b>Victorville City Library</b>	<b>61</b>	<b>1</b>	<b>61</b>	<b>1</b>	<b>14</b>	<b>1</b>	<b>1.64</b>	<b>122,265</b>	<b>0.08</b>
Victorville % of Regional Average	124.6%	48.6%	135.2%	7.8%	78.8%	12.6%	10.1%	112.4%	34.3%

## Appendix 3.2

### Peer Comparisons with Inland & California Libraries

\*Data collected from multiple sources.

Godfrey's Associates, Inc.  
October 28, 2020

<i>Inland Library System Consortium Libraries</i>	<i>Population Served per FTE Staff</i>	<i>Total # of Programs per Branch</i>	<i># of Adult Programs</i>	<i># of Young Adult Programs</i>	<i># of Children's Programs</i>	<i># of Pre School Programs</i>	<i># of School Aged Programs</i>
A.K. Smiley Public Library - Redlands	2,794	655	173	2	480	155	325
Banning Library District	3,125	327	104	37	186	59	127
Beaumont Library District	6,857	1,078	32	35	1,011	893	118
Colton Public Library *	17,960	165	92	7	66	46	20
Corona Public Library	9,218	967	101	274	592	233	359
Hemet Public Library	8,187	287	216	12	59	45	14
Inyo County Free Library	3,103	28	19	0	9	4	5
Moreno Valley Public Library	13,923	611	90	158	363	211	152
Murrieta Public Library	6,384	350	55	38	257	182	75
Ontario City Library	3,557	1,020	253	275	492	236	256
Palm Springs Public Library	2,787	259	106	36	117	41	76
Palo Verde Valley District Library	7,204	99	1	7	91	69	22
Rancho Cucamonga Public Library	2,303	1,347	173	23	1,151	1,055	96
Rancho Mirage Public Library	1,407	799	529	3	267	174	93
Riverside Public Library	5,424	204	27	31	146	63	83
Hesperia -San Bernardino County	6,775	212	56	13	143	63	80
San Bernardino Public Library	10,431	117	13	7	97	60	37
Upland Public Library	4,266	472	152	72	248	149	99
<b>Total Average</b>	<b>6,428</b>	<b>499.83</b>	<b>121.78</b>	<b>57.22</b>	<b>320.83</b>	<b>207.67</b>	<b>100.71</b>
<b>Victorville City Library</b>	<b>12,357</b>	<b>488</b>	<b>91</b>	<b>16</b>	<b>381</b>	<b>237</b>	<b>144</b>
<i>Victorville % of Regional Average</i>	<i>192.2%</i>	<i>97.6%</i>	<i>74.7%</i>	<i>28.0%</i>	<i>118.8%</i>	<i>114.1%</i>	<i>143.0%</i>

### Appendix 3.2

#### Peer Comparisons with Inland & California Libraries

From 2016-2017 State Library Survey

Godfrey's Associates, Inc.

October 28, 2020

<i>Inland Library System Consortium Libraries</i>	<i>Total Expenditures Per Capita</i>	<i>Total Collection Per Capita</i>	<i>Library Visits Per Capita</i>	<i>Circulation Per Capita</i>	<i>Population Served</i>
A.K. Smiley Public Library - Redlands	\$37.47	2.76	3.88	3.43	69,851
Banning Library District	\$34.45	4.48	0.81	1.62	31,026
Beaumont Library District	\$17.88	1.75	2.14	1.76	45,349
Colton Public Library *	\$6.55	1.53	1.22	0.50	54,712
Corona Public Library	\$13.43	1.04	2.19	2.26	166,785
Hemet Public Library	\$18.16	1.34	3.69	3.73	84,281
Inyo County Free Library	\$25.71	10.62	2.2	2.18	18,260
Moreno Valley Public Library	\$8.82	0.72	1.34	5.32	205,499
Murrieta Public Library	\$18.28	1.41	2.82	3.77	111,674
Ontario City Library	\$28.14	2.35	2.88	3.29	173,212
Palm Springs Public Library	\$51.34	4.36	6.08	9.10	47,689
Palo Verde Valley District Library	\$12.02	1.17	2.39	1.29	41,643
Rancho Cucamonga Public Library	\$27.59	2.24	3.25	5.18	176,534
Rancho Mirage Public Library	\$151.32	6.49	13.82	21.68	18,194
Riverside County Library System	\$18.46	0.95	2.85	2.07	62,128
Riverside Public Library	\$19.31	1.6	2.56	2.55	324,722
San Bernardino County	\$13.28	1	2.25	4.25	67,863
San Bernardino Public Library	\$8.80	0.97	1.11	0.59	216,239
Upland Public Library	\$14.63	1.47	3.26	2.20	76,684
<b>Total Average</b>	<b>\$27.67</b>	<b>2.54</b>	<b>3.20</b>	<b>4.04</b>	<b>104,860</b>
<b>Victorville City Library</b>	<b>\$5.48</b>	<b>0.61</b>	<b>1.65</b>	<b>1.15</b>	<b>122,265</b>
<i>Victorville % of Regional Average</i>	<i>19.8%</i>	<i>24.0%</i>	<i>51.6%</i>	<i>28.4%</i>	<i>116.6%</i>

## Appendix 3.2

### Peer Comparisons with Inland & California Libraries

From 2016-2017 State Library Survey

Godfrey's Associates, Inc.

October 28, 2020

<i>Inland Library System Consortium Libraries</i>	<i>Total Operating Income</i>	<i>Operating Income Per Capita</i>	<i>Operating Income from Local Government (e.g General Fund) Per Capita</i>
A.K. Smiley Public Library - Redlands	\$2,745,029.00	\$39.30	\$28.13
Banning Library District	\$821,900.00	\$26.30	\$26.30
Beaumont Library District	\$1,368,650.00	\$16.29	\$15.75
Colton Public Library *	\$361,633.00	\$6.71	\$5.46
Corona Public Library	\$2,558,887.00	\$15.25	\$14.35
Hemet Public Library	\$1,584,942.00	\$19.36	\$18.17
Inyo County Free Library	\$478,625.00	\$25.71	\$24.58
Moreno Valley Public Library	\$1,823,201.00	\$75.73	\$72.32
Murrieta Public Library	\$1,987,459.00	\$17.30	\$16.12
Ontario City Library	\$4,903,919.00	\$28.14	\$28.14
Palm Springs Public Library	\$2,432,448.00	\$51.34	\$51.34
Palo Verde Valley District Library	\$320,004.00	\$8.33	\$8.34
Rancho Cucamonga Public Library	\$4,919,980.00	\$27.75	\$22.79
Rancho Mirage Public Library	\$2,830,904.00	\$154.74	\$150.63
Riverside County Library System	\$24,739,183.00	\$19.52	\$12.46
Riverside Public Library	\$6,311,399.00	\$19.31	\$16.69
San Bernardino County	\$18,167,086.00	\$14.33	\$12.72
San Bernardino Public Library	\$1,908,356.00	\$8.80	\$7.57
Upland Public Library	\$1,185,000.00	\$15.43	\$15.05
<b>Regional Average</b>	<b>\$4,286,768.68</b>	<b>\$31.03</b>	<b>\$28.78</b>
<i>State Average</i>	<i>\$8,506,802.00</i>	<i>\$54.67</i>	<i>\$50.94</i>
<i>State Minimum</i>	<i>\$56,440.00</i>	<i>\$5.50</i>	<i>\$4.97</i>
<b>Victorville City Library 2016-2017</b>	<b>\$715,999.00</b>	<b>\$5.79</b>	<b>\$5.47</b>
<i>Victorville % of Regional Average</i>	<i>16.7%</i>	<i>18.7%</i>	<i>19.0%</i>

### Appendix 3.2

### Facility Hours

#### Peer Comparisons with Inland & California Libraries

Godfrey's Associates, Inc.

From 2016-2017 State Library Survey

October 28, 2020

<i>Inland Library System Consortium Libraries</i>	<i>Total Square Footage</i>	<i>Total Sq Footage Per Capita</i>	<i>Total # of Service Points</i>	<i>Hours Open, All Outlets</i>	<i>Average Hours Open Per Week Per Outlet</i>	<i>Hours Open Per 100 Population</i>
A.K. Smiley Public Library - Redlands	64,636	0.93	1	3,303	64	4.73
Banning Library District	9,583	0.31	1	2,704	52	8.65
Beaumont Library District	11,700	0.14	2	3,952	76	4.70
Colton Public Library	13,675	0.25	2	2,488	24	4.62
Corona Public Library	62,300	0.37	1	2,605	50	1.55
Hemet Public Library	34,602	0.42	2	1,976	19	2.41
Inyo County Free Library	15,793	0.85	6	6,732	22	36.16
Moreno Valley Public Library	16,000	0.08	1	3,305	64	1.60
Murrieta Public Library	25,000	0.22	1	2,303	44	2.00
Ontario City Library	72,800	0.42	2	5,772	56	3.31
Palm Springs Public Library	38,400	0.81	2	6,840	66	14.44
Palo Verde Valley District Library	6,199	0.16	1	1,950	38	5.08
Rancho Cucamonga Public Library	45,500	0.26	3	6,190	60	3.49
Rancho Mirage Public Library	45,092	2.46	1	2,822	54	15.42
Riverside County Library System	368,820	0.29	40	71,784	36	5.66
Riverside Public Library	136,579	0.42	8	20,202	49	6.18
San Bernardino County	368,894	0.29	32	66,778	40	5.27
San Bernardino Public Library	80,300	0.37	4	5,044	24	2.32
Upland Public Library	25,210	0.33	1	2,608	50	3.40
<b>Regional Average</b>	<b>75,846</b>	<b>0.49</b>	<b>6</b>	<b>11,545</b>	<b>47</b>	<b>6.90</b>
<b>VICTORVILLE CITY LIBRARY</b>	<b>8,023</b>	<b>0.07</b>	<b>1</b>	<b>3,100</b>	<b>60</b>	<b>2.51</b>
<i>Victorville % of Regional Average</i>	<i>10.6%</i>	<i>14.8%</i>	<i>17.1%</i>	<i>26.9%</i>	<i>127.8%</i>	<i>36.4%</i>
<i>Median</i>	<i>43,300</i>	<i>0.46</i>	<i>3</i>	<i>4,926</i>	<i>44</i>	<i>6.86</i>
<i>Total</i>	<i>16,852,029</i>	<i>128.12</i>	<i>1,181</i>	<i>2,382,370</i>	<i>7,806</i>	<i>2,352.33</i>
<i>Average</i>	<i>91,587</i>	<i>0.70</i>	<i>6</i>	<i>13,018</i>	<i>43</i>	<i>12.85</i>
<i>Maximum</i>	<i>1,396,361</i>	<i>6.22</i>	<i>90</i>	<i>201,792</i>	<i>76</i>	<i>254.91</i>
<i>Minimum</i>	<i>1,300</i>	<i>0.07</i>	<i>1</i>	<i>800</i>	<i>11</i>	<i>0.97</i>

## Appendix 3.2

### Peer Comparisons with Inland & California Libraries

From 2016-2017 State Library Survey

Godfrey's Associates, Inc.

October 28, 2020

			Total Square Footage per Capita	Total # of Service Points	Hours Open, All Outlets	Average Hours Open per Week per Outlet	Hours Open per 100 Population
<i>Libraries with Similar Sized Facilities to VCL</i>	<i>Service Population</i>	<i>Total Square Footage</i>					
IMPERIAL PUBLIC LIBRARY	17,550	10,725	1	1	2,504	48	13.42
BELVEDERE-TIBURON LIBRARY	2,126	10,500	1	1	3,021	58	25.86
BANNING LIBRARY DISTRICT	31,026	9,583	0	1	2,704	52	8.65
BRAWLEY PUBLIC LIBRARY	26,390	9,250	0	2	2,636	25	9.79
SIERRA MADRE PUBLIC LIBRARY	11,038	8,762	1	1	2,310	44	20.98
WILLOWS PUBLIC LIBRARY	6,041	8,662	1	3	2,704	17	19.95
IMPERIAL COUNTY LIBRARY	182,830	8,055	0	4	5,950	29	10.59
DIXON PUBLIC LIBRARY DISTRICT	20,202	8,000	0	1	2,392	46	8.44
MOORPARK CITY LIBRARY	36,802	7,700	0	1	2,914	56	7.91
MODOC COUNTY LIBRARY	8,859	6,765	1	4	2,236	11	23.34
SAN ANSELMO PUBLIC LIBRARY	12,580	6,600	1	1	2,514	48	19.43
DEL NORTE COUNTY LIBRARY DISTRICT	27,470	6,250	0	1	2,408	46	8.88
SAUSALITO PUBLIC LIBRARY	7,141	6,250	1	1	3,144	60	42.91
PALO VERDE VALLEY LIBRARY DISTRICT	171	6,199	0	1	1,950	38	5.08
ORLAND FREE LIBRARY	280,257	5,160	0	1	1,924	37	12.68
LARKSPUR PUBLIC LIBRARY	12,396	4,500	0	1	2,500	48	19.89
ALPINE COUNTY LIBRARY/ARCHIVES	1,120	3,450	3	3	2,934	28	254.91
IRWINDALE PUBLIC LIBRARY	1,461	2,831	2	1	2,316	45	162.75
SIGNAL HILL PUBLIC LIBRARY *	11,622	2,320	0	1	2,046	39	17.62
SAN JUAN BAUTISTA CITY LIBRARY	1,976	1,500	1	1	1,428	27	76.94
VERNON PUBLIC LIBRARY	113	1,300	6	1	0	0	0.00
<b>Regional Average</b>	<b>33,294</b>	<b>6,398</b>	<b>1</b>	<b>2</b>	<b>2,502</b>	<b>38</b>	<b>36.67</b>
<b>VICTORVILLE CITY LIBRARY</b>	<b>122,265</b>	<b>8,023</b>	<b>0</b>	<b>1</b>	<b>3,100</b>	<b>60</b>	<b>2.51</b>
<i>Victorville % of Regional Average</i>	<i>367.2%</i>	<i>125.4%</i>	<i>7.8%</i>	<i>65.6%</i>	<i>123.9%</i>	<i>155.7%</i>	<i>6.8%</i>

\* Currently Building a New 20,000 Square Foot Library

## Appendix 3.2

### Peer Comparisons with Inland & California Libraries

From 2016-2017 State Library Survey

Godfrey's Associates, Inc.

October 28, 2020

Inland Library System Consortium Libraries	Staff Full	Full Time	Full Time	Full Time	Full Time	Population	Number of	
	Time	Equivalents Per	Equivalents	Equivalents Per	Equivalents	Served Per	Total	Staff
	Equivalents	1,000	Per 1,000	1,000 Served	Per 1,000	Full Time	Persons	Employed Per
		Population	Visits		Circulation	Equivalent	Employed	1,000
						Staff		Population
A.K. Smiley Public Library - Redlands	25	0.36	0.09	0.40	0.10	2,794	33	0.47
Banning Library District	10	0.32	0.40	0.36	0.20	3,125	9	0.29
Beaumont Library District	12.25	0.15	0.07	0.31	0.08	6,857	22	0.26
Colton Public Library	3	0.06	0.05	0.06	0.11	17,960	10	0.19
Corona Public Library	18.2	0.11	0.05	0.14	0.05	9,218	41	0.24
Hemet Public Library	10	0.12	0.03	0.07	0.03	8,187	14	0.17
Inyo County Free Library	6	0.32	0.00	0.66	0.15	3,103	9	0.48
Moreno Valley Public Library	15	0.07	0.05	0.18	0.04	13,923	23	0.11
Murrieta Public Library	18	0.16	0.06	0.65	0.04	6,384	26	0.23
Ontario City Library	49	0.28	0.10	0.52	0.09	3,557	72	0.41
Palm Springs Public Library	17	0.36	0.06	0.69	0.04	2,787	18	0.38
Palo Verde Valley District Library	6	0.14	0.06	0.48	0.11	7,204	7	0.18
Rancho Cucamonga Public Library	77	0.43	0.13	0.26	0.08	2,303	77	0.43
Rancho Mirage Public Library	13	0.71	0.05	0.42	0.03	1,407	41	2.24
Riverside County Library System	240	0.19	0.07	0.30	0.09	5,281	356	0.28
Riverside Public Library	61	0.18	0.07	0.23	0.07	5,424	64	0.20
San Bernardino County	187	0.15	0.07	0.31	0.03	6,779	298	0.24
San Bernardino Public Library	21	0.10	0.09	0.57	0.16	10,431	33	0.15
Upland Public Library	18	0.23	0.07	0.25	0.11	4,266	19	0.25
<b>Regional Average</b>	<b>42.44</b>	<b>0.23</b>	<b>0.08</b>	<b>0.36</b>	<b>0.09</b>	<b>6,368</b>	<b>61.68</b>	<b>0.38</b>
State Average	65.55	0.43	N/A	0.64	0.08	4,011	92	0.81
State Minimum	1	0.06	N/A	0.06	0.02	307	1	0.09
<b>Victorville City Library</b>	<b>10</b>	<b>0.08</b>	<b>0.05</b>	<b>0.19</b>	<b>0.07</b>	<b>12,357</b>	<b>14</b>	<b>0.11</b>
Victorville % of Regional Average	23.6%	34.7%	59.8%	53.6%	82.8%	194.1%	22.7%	29.0%

**Appendix 3.2****Peer Comparisons with Inland & California Libraries**

From 2016-2017 State Library Survey

Godfrey's Associates, Inc.

October 28, 2020

	# of Internet Terminals	# of Internet Terminals Per 1,000 Population
<i>Inland Library System Consortium Libraries</i>		
A.K. Smiley Public Library - Redlands	24	0.34
Banning Library District	14	0.45
Beaumont Library District	8	0.10
Colton Public Library *	24	0.45
Corona Public Library	50	0.30
Hemet Public Library	38	0.46
Inyo County Free Library	21	1.13
Moreno Valley Public Library	25	0.12
Murrieta Public Library	44	0.38
Ontario City Library	62	0.36
Palm Springs Public Library	42	0.89
Palo Verde Valley District Library	13	0.34
Rancho Cucamonga Public Library	46	0.26
Rancho Mirage Public Library	32	1.75
Riverside County Library System	613	0.48
Riverside Public Library	308	0.48
San Bernardino County	795	0.67
San Bernardino Public Library	88	0.41
Upland Public Library	19	0.25
<b>Regional Average</b>	<b>119.26</b>	<b>0.51</b>
<i>State Average</i>	128	0.95
<i>State Minimum</i>	3	0.10
<b>Victorville City Library</b>	<b>33</b>	<b>0.27</b>
<i>Victorville % of Regional Average</i>	27.7%	52.8%

Appendix 3.3

Godfrey's Associates, Inc.

VICTORVILLE CITY LIBRARY - Analysis of Peers with a Single Facility - Borrowers

July 15, 2020

	Location	Population of Legal Service Area	Registered Users	Peer Group Rank	Percent of Population Registered	Peer Group Rank	Children Borrowers	Peer Group Rank	Children Percentage of Borrowers	Peer Group Rank	Total Operating Expenditures per Borrower	Peer Group Rank
1	PALMDALE CITY LIBRARY	157,854	54,635	5	34.6%	6	11,635	2	21.3%	4	\$24.20	6
2	SUNNYVALE PUBLIC LIBRARY	155,567	107,348	2	69.0%	3	11,037	3	10.3%	6	\$74.68	1
3	POMONA PUBLIC LIBRARY	154,310	42,688	7	27.7%	8	9,774	4	22.9%	3	\$22.90	7
4	FULLERTON PUBLIC LIBRARY	142,824	129,259	1	90.5%	1	9,527	5	7.4%	7	\$30.61	4
5	SIMI VALLEY PUBLIC LIBRARY	127,716	48,335	6	37.8%	5	8,438	7	17.5%	5	\$41.69	3
6	<b>VICTORVILLE CITY LIBRARY</b>	<b>126,543</b>	<b>59,311</b>	<b>4</b>	<b>46.9%</b>	<b>4</b>	<b>3,797</b>	<b>8</b>	<b>6.4%</b>	<b>8</b>	<b>\$11.97</b>	<b>8</b>
7	MURRIETA PUBLIC LIBRARY	118,125	35,425	8	30.0%	7	9,509	6	26.8%	2	\$63.18	2
8	DOWNEY CITY LIBRARY	114,212	87,458	3	76.6%	2	25,030	1	28.6%	1	\$25.39	5
<b>TOTALS</b>		<b>1,097,151</b>	<b>564,459</b>				<b>88,747</b>					
<b>AVERAGES</b>		<b>137,144</b>	<b>70,557</b>		<b>51.45%</b>		<b>11,093</b>		<b>15.7%</b>		<b>\$36.83</b>	
<b>VCL as percentage of average</b>		92.3%	84.1%		91.1%		34.2%		40.7%		32.5%	

**Consultant Analysis:** Victorville is below average in every measurement. Of note are the very low numbers related to Children Borrowers & Operating Expenditures. Encouraging is that VCL is close to average in terms of number of Registered Users & the percentage of total population they represent.

Appendix 3.3

Godfrey's Associates, Inc.

VICTORVILLE CITY LIBRARY - Analysis of Peers with a Single Facility - Facility & Hours of Service

July 15, 2020

	Location	Population of Legal Service Area	Size Square Miles of Legal Service Area	Peer Group Rank	Total Square Feet of Library Space	Peer Group Rank	Total Square Feet of Library Space per Capita	Peer Group Rank	Hours Open	Peer Group Rank
1	PALMDALE CITY LIBRARY	157,854	103.00	1	12,787	7	0.08	7	2,968	3
2	SUNNYVALE PUBLIC LIBRARY	155,567	25.00	5	60,800	2	0.39	2	3,290	1
3	POMONA PUBLIC LIBRARY	154,310	23.00	6	57,000	3	0.37	3	1,508	8
4	FULLERTON PUBLIC LIBRARY	142,824	22.00	7	62,553	1	0.44	1	2,877	4
5	SIMI VALLEY PUBLIC LIBRARY	127,716	41.00	3	35,000	4	0.27	4	2,860	5
6	<b>VICTORVILLE CITY LIBRARY</b>	<b>126,543</b>	<b>74.00</b>	<b>2</b>	<b>8,023</b>	<b>8</b>	<b>0.06</b>	<b>8</b>	<b>3,100</b>	<b>2</b>
7	MURRIETA PUBLIC LIBRARY	118,125	28.00	4	25,000	6	0.21	6	2,303	6
8	DOWNEY CITY LIBRARY	114,212	13.00	8	27,400	5	0.24	5	1,898	7
<b>TOTALS</b>		1,097,151	329		288,563				20,804	
<b>AVERAGES</b>		137,144	41.13		36,070		0.26		2,601	
<b>VCL as percentage of Average</b>		92.3%	179.9%		22.2%		24.1%		119.2%	

**Consultant Analysis:** Victorville has the smallest public library of the Peer Group, therefore, the smallest amount of public library space per capita. VCL's Hours Open (Hours of Service) are second highest among the eight libraries.

### Appendix 3.3

#### VICTORVILLE CITY LIBRARY - Analysis of Peers with a Single Facility - Expenditures

Godfrey's Associates, Inc.

July 15, 2020

	<i>Location</i>	<i>Population of Legal Service Area</i>	<i>Total Operating Expenditures</i>	<i>Peer Group Rank</i>	<i>Total Operating Expenditures per Capita</i>	<i>Peer Group Rank</i>	<i>% of Expenditures for Staff</i>	<i>Peer Group Rank</i>	<i>% of Expenditures for Total Collections</i>	<i>Peer Group Rank</i>
1	PALMDALE CITY LIBRARY	157,854	\$1,399,154	6	\$8.38	6	0.0%	8	16.7%	1
2	SUNNYVALE PUBLIC LIBRARY	155,567	\$8,016,319	1	\$51.33	1	46.1%	6	10.1%	5
3	POMONA PUBLIC LIBRARY	154,310	\$956,201	7	\$6.20	7	51.7%	5	6.1%	7
4	FULLERTON PUBLIC LIBRARY	142,824	\$3,952,347	2	\$27.81	2	53.8%	4	8.0%	6
5	SIMI VALLEY PUBLIC LIBRARY	127,716	\$2,015,194	5	\$15.78	5	41.5%	7	13.3%	2
6	<b>VICTORVILLE CITY LIBRARY</b>	<b>126,543</b>	<b>\$710,080</b>	<b>8</b>	<b>\$5.61</b>	<b>8</b>	<b>60.5%</b>	<b>2</b>	<b>11.2%</b>	<b>4</b>
7	MURRIETA PUBLIC LIBRARY	118,125	\$2,317,014	4	\$18.95	4	63.0%	1	4.5%	8
8	DOWNEY CITY LIBRARY	114,212	\$3,145,818	3	\$19.44	3	59.9%	3	11.9%	3
<b>TOTALS</b>		<b>1,097,151</b>	<b>\$22,512,127</b>							
<b>AVERAGES</b>		<b>137,144</b>	<b>\$2,814,016</b>		<b>\$19.19</b>		<b>47.0%</b>		<b>10.2%</b>	
<b>VCL as percentage of AVERAGE</b>		92.3%	25.2%		29.2%		128.6%		109.4%	

**Consultant Analysis:** Victorville lags the Peer group in total & per capita expenditures. VCL is second in terms of percentage of expenditures for Staff, and is 28.6% higher than the 47.1% average for the Peers as a whole. It also compares favorably in regard to expenditures for total collections, print collections & all other collection types.

\* Non-Print (e.g. DVDs, Audiobooks, Playaways, etc.), Digital, Serials & Other.

### Appendix 3.3

#### VICTORVILLE CITY LIBRARY - Analysis of Peers with a Single Facility - Expenditures

Godfrey's Associates, Inc.

July 15, 2020

	<i>Location</i>	<i>Population of Legal Service Area</i>	<i>% of Collections Expenditures for Print</i>	<i>Peer Group Rank</i>	<i>% of Collection Expenditures for All Other Materials*</i>	<i>Peer Group Rank</i>
1	PALMDALE CITY LIBRARY	157,854	45.4%	7	54.6%	2
2	SUNNYVALE PUBLIC LIBRARY	155,567	59.7%	5	40.3%	4
3	POMONA PUBLIC LIBRARY	154,310	80.7%	1	19.3%	8
4	FULLERTON PUBLIC LIBRARY	142,824	58.5%	6	41.5%	3
5	SIMI VALLEY PUBLIC LIBRARY	127,716	42.1%	8	57.9%	1
6	<b>VICTORVILLE CITY LIBRARY</b>	<b>126,543</b>	<b>65.5%</b>	<b>3</b>	<b>34.6%</b>	<b>6</b>
7	MURRIETA PUBLIC LIBRARY	118,125	75.1%	2	24.9%	7
8	DOWNEY CITY LIBRARY	114,212	63.5%	4	36.5%	5
<b>TOTALS</b>		<b>1,097,151</b>				
<b>AVERAGES</b>		<b>137,144</b>	<b>61.3%</b>		<b>38.7%</b>	
<b>VCL as percentage of AVERAGE</b>		92.3%	106.8%		89.3%	

**Consultant Analysis:**

Appendix 3.3

Godfrey's Associates, Inc.

VICTORVILLE CITY LIBRARY - Analysis of Peers with a Single Facility - Income

July 15, 2020

Location	Population of Legal Service Area	Total Operating Income	Peer Group Rank	Total Operating Income per Capita	Peer Group Rank	Local Income per Capita	Peer Group Rank	State Income per Capita	Peer Group Rank	Federal Income per Capita	Peer Group Rank	% of Total Income from Other Sources	Peer Group Rank
PALMDALE CITY LIBRARY	157,854	\$1,407,811	6	\$8.92	6	\$8.38	6	\$0.00	5	\$0.00	3	6.1%	3
SUNNYVALE PUBLIC LIBRARY	155,567	\$8,286,779	1	\$53.27	1	\$51.53	1	\$0.04	4	\$0.00	3	3.2%	6
POMONA PUBLIC LIBRARY	154,310	\$957,412	7	\$6.20	8	\$6.20	8	\$0.00	5	\$0.00	3	0.0%	7
FULLERTON PUBLIC LIBRARY	142,824	\$4,425,514	2	\$30.99	2	\$27.11	2	\$0.00	5	\$0.00	3	12.5%	2
SIMI VALLEY PUBLIC LIBRARY	127,716	\$2,514,992	3	\$19.69	3	\$19.01	3	\$0.00	5	\$0.68	1	3.5%	5
<b>VICTORVILLE CITY LIBRARY</b>	<b>126,543</b>	<b>\$912,617</b>	<b>8</b>	<b>\$7.21</b>	<b>7</b>	<b>\$6.22</b>	<b>7</b>	<b>\$0.06</b>	<b>2</b>	<b>\$0.00</b>	<b>3</b>	<b>12.9%</b>	<b>1</b>
MURRIETA PUBLIC LIBRARY	118,125	\$2,268,668	4	\$19.21	5	\$18.28	5	\$0.06	2	\$0.00	3	4.6%	4
DOWNEY CITY LIBRARY	114,212	\$2,220,818	5	\$19.44	4	\$18.96	4	\$0.34	1	\$0.14	2	0.0%	7

**TOTALS 1,097,151 \$22,994,611**

**Averages 137,144 \$2,874,326 \$20.62 \$19.46 \$0.06 \$0.10 5.3%**

**VCL as percentage of Average 92.3% 31.8% 35.0% 32.0% 96.0% 0.0% 241.4%**

**Consultant Analysis:** Victorville City Library receives the largest share of its total operating income from "other sources" than any of the seven peer libraries. In one sense, a positive. However, the VAST majority of public libraries receive the bulk of their funding from local tax sources. Victorville is one of four peer group libraries that receives State Income, on equal footing with Murrieta but below average (which is driven by Downey's \$0.34).

Appendix 3.3

VICTORVILLE CITY LIBRARY - Analysis of Peers with a Single Facility - Technology

Godfrey's Associates, Inc.

July 15, 2020

	Location	Population of Legal Service Area	Uses of Public Internet Computers	Peer Group Rank	Virtual Visits to Library website	Peer Group Rank	Wireless Sessions per Year	Peer Group Rank	# of Internet Terminals	Peer Group Rank
1	PALMDALE CITY LIBRARY	157,854	34,818	5	75,177	5	45,553	1	28	7 tie
2	SUNNYVALE PUBLIC LIBRARY	155,567	70,412	1	313,037	2	NR		55	2
3	POMONA PUBLIC LIBRARY	154,310	38,471	4	NR		NR		42	4
4	FULLERTON PUBLIC LIBRARY	142,824	52,578	2	652,153	1	36,788	2	56	1
5	SIMI VALLEY PUBLIC LIBRARY	127,716	23,384	8	246,752	6	NR		28	7 tie
6	<b>VICTORVILLE CITY LIBRARY</b>	<b>126,543</b>	<b>41,735</b>	<b>3</b>	<b>NR</b>		<b>NR</b>		<b>31</b>	<b>6</b>
7	MURRIETA PUBLIC LIBRARY	118,125	24,476	7	NR		NR		44	3
8	DOWNEY CITY LIBRARY	114,212	28,320	6	NR		NR		35	5
<b>TOTALS</b>		<b>1,097,151</b>	<b>314,194</b>		<b>1,287,119</b>		<b>82,341</b>		<b>319</b>	
<b>AVERAGES</b>		<b>137,144</b>	<b>39,274</b>		<b>321,780</b>		<b>41,171</b>		<b>40</b>	
<b>VCL as percentage of Average</b>		92.3%	106.3%						77.7%	

**Consultant Analysis:** Victorville's Annual Use of Computers exceeds the Peer average by just over six percent. VCL provides nine fewer Internet terminals than the average (77.7% of the peer average). With regard to virtual visits to its website & wireless sessions the City Library should begin to collect & record this data if it has not already initiated such action.

NR = not reported

## Appendix 4.1

Victorville City Library Master Plan

City of Victorville Population Projections, 2020 to 2040

Godfrey's Associates, Inc.

August 1, 2020

San Bernardino County*	2020		2030										2040		2020 to 2040	
ethnic cohort/year	2020	%	2022	2024	2026	2028	2030	%	2032	2034	2036	2038	2040	%	change	%
White	658,781	29.7%	656,165	652,415	646,287	638,473	629,211	26.3%	618,557	606,461	593,035	578,865	563,736	22.3%	-95,045	-14.4%
Black	198,886	9.0%	203,436	207,361	211,210	214,323	217,381	9.1%	220,120	222,026	224,140	225,692	227,064	9.0%	28,178	14.2%
Native American/Alaska Native	11,323	0.5%	11,617	11,919	12,142	12,370	12,602	0.5%	12,867	13,034	13,187	13,337	13,496	0.5%	2,173	19.2%
Asian	165,430	7.5%	171,275	176,991	182,710	188,502	194,297	8.1%	199,849	205,451	211,086	216,682	222,074	8.8%	56,644	34.2%
Native Hawaiian/Pacific Island	6,522	0.3%	6,577	6,624	6,692	6,714	6,749	0.3%	6,748	6,751	6,741	6,710	6,677	0.3%	155	2.4%
Multiracial	48,712	2.2%	50,498	52,346	54,180	56,124	57,894	2.4%	59,819	61,566	63,314	65,041	66,745	2.6%	18,033	37.0%
Hispanic (any race)	1,127,744	50.9%	1,156,418	1,185,084	1,214,943	1,245,880	1,277,498	53.3%	1,308,914	1,340,685	1,371,420	1,400,914	1,429,276	56.5%	301,532	26.7%
TOTALS	2,217,398	100.0%	2,255,986	2,292,740	2,328,164	2,362,386	2,395,632	100.0%	2,426,874	2,455,974	2,482,923	2,507,241	2,529,068	100.0%	311,670	14.1%
year-to-year percent change			1.74%	1.63%	1.55%	1.47%	1.41%		1.30%	1.20%	1.10%	0.98%	0.87%			

\*San Bernardino County projections prepared by Demographic Research Unit, California Department of Finance, January 2020.

\*\*Victorville projections prepared by Godfrey's using San Bernardino County ethnic cohort percentage increases calculated from data prepared by the Demographic Research Unit, California Department of Finance, January 2020.

City of Victorville**	2020		2030										2040		2020 to 2040	
ethnic cohort/year	2020	%	2022	2024	2026	2028	2030	%	2032	2034	2036	2038	2040	%	change	%
White	27,088	22.1%	26,980	26,826	26,574	26,253	25,872	19.3%	25,434	24,936	24,384	23,802	23,180	16.3%	-3,908	-14.4%
Black	20,714	16.9%	21,188	21,597	21,998	22,322	22,640	16.9%	22,926	23,124	23,344	23,506	23,649	16.6%	2,935	14.2%
Native American/Alaska Native	1,103	0.9%	1,132	1,161	1,183	1,205	1,228	0.9%	1,254	1,270	1,285	1,299	1,315	0.9%	212	19.2%
Asian	4,658	3.8%	4,822	4,983	5,144	5,307	5,470	4.1%	5,627	5,784	5,943	6,101	6,252	4.4%	1,595	34.2%
Native Hawaiian/Pacific Island	245	0.2%	247	249	252	252	254	0.2%	254	254	253	252	251	0.2%	6	2.4%
Multiracial	7,354	6.0%	7,624	7,903	8,180	8,473	8,740	6.5%	9,031	9,295	9,559	9,819	10,077	7.1%	2,722	37.0%
Hispanic (any race)	61,407	50.1%	62,968	64,529	66,155	67,839	69,561	52.0%	71,271	73,001	74,675	76,281	77,825	54.6%	16,419	26.7%
TOTALS	122,568	100.0%	124,961	127,247	129,484	131,651	133,765	100.0%	135,795	137,664	139,443	141,060	142,548	100.0%	19,980	16.3%
year-to-year percent change			1.95%	1.83%	1.76%	1.67%	1.61%		1.52%	1.38%	1.29%	1.16%	1.06%			
DecisionWhere projections:	122,568			128,043												

### US Census 2019 population/percentages

Population estimate July 1, 2019	122,385
White	22.1%
Black or African American	16.9%
American Indian/Alaska Native	0.9%
Asian	3.8%
Native Hawaiian/Pacific Islander	0.2%
Two or More Races	6.0%
Hispanic or Latino	50.1%
	100.0%

**Consultant Observations:** The California Department of Finance projected an increase of over a 14% in the population of San Bernardino County by 2040, with an increase in every ethnic cohort except Whites. By extrapolation, the Consultants forecast a greater increase in Victorville City than in San Bernardino County (16.3% to 14.1%), extending the recent trend of migration from rural areas to more urban areas in the United States. The Hispanic/Latino cohort is the current majority of the population, and forecasts show an increase in that majority, in both the County and the City of Victorville.

## Appendix 4.2

## US Census QuickFacts - Comparing Victorville with California &amp; the United States

Godfrey's Associates, Inc.

September 29, 2020

<i>Fact</i>	<i>Fact Note</i>	<i>Victorville</i>	<i>California</i>	<i>United States</i>	<i>differences between Victorville &amp; State/U.S.</i>	
Population estimates, July 1, 2019		122,385	39,512,223	328,239,523		
Population estimates base, April 1, 2010		115,899	37,254,519	308,758,105	<i>California</i>	<i>U.S.</i>
Population, % change - April 1, 2010 (estimates base) to July 1, 2019		5.6%	6.1%	6.3%	-0.5%	-0.7%
Population, Census, April 1, 2010		115,903	37,253,956	308,745,538		
Persons under 5 years, %		9.0%	6.0%	6.0%	3.0%	3.0%
Persons under 18 years, %		32.5%	22.5%	22.3%	10.0%	10.2%
Persons 65 years and over, %		9.2%	14.8%	16.5%	-5.6%	-7.3%
Female persons, %		50.2%	50.3%	50.8%	-0.1%	-0.6%
White alone, %		63.6%	71.9%	76.3%		
Black or African American alone, %	(a)	17.0%	6.5%	13.4%	10.5%	3.6%
American Indian and Alaska Native alone, %	(a)	0.9%	1.6%	1.3%	-0.7%	-0.4%
Asian alone, %	(a)	3.8%	15.5%	5.9%	-11.7%	-2.1%
Native Hawaiian and Other Pacific Islander alone, %	(a)	0.2%	0.5%	0.2%	-0.3%	0.0%
Two or More Races, %		6.1%	4.0%	2.8%	2.1%	3.3%
Hispanic or Latino, %	(b)	54.1%	39.4%	18.5%	14.7%	35.6%
White alone, not Hispanic or Latino, %		22.2%	36.5%	60.1%	-14.3%	-37.9%
Foreign born persons, %, 2014-18		17.9%	26.9%	13.5%	-9.0%	4.4%
Language other than English spoken at home, % of persons age 5 years+, 2014-18		34.8%	44.1%	21.5%	-9.3%	13.3%
Owner-occupied housing unit rate, 2014-18		54.4%	54.6%	63.8%	-0.2%	-9.4%
Median value of owner-occupied housing units, 2014-18		\$205,300	\$475,900	\$204,900	-\$270,600	\$400
Median selected monthly owner costs -with a mortgage, 2014-18		\$1,422	\$2,282	\$1,558	-\$860	-\$136
Median selected monthly owner costs -without a mortgage, 2014-18		\$442	\$569	\$490	-\$127	-\$48
Median gross rent, 2014-18		\$1,229	\$1,429	\$1,023	-\$200	\$206
Households, 2014-18		32,917	12,965,435	119,730,128		
Persons per household, 2014-18		3.57	2.96	2.63	0.61	0.94
Population per square mile, 2010		1,583.9	239.1	87.4		
Population per square mile, 2019		1,672.4	253.6	92.9	-0.5%	-0.7%
Living in same house 1 year ago, % of persons age 1 year+, 2014-18		83.3%	86.7%	85.5%	-3.4%	-2.2%

## Appendix 4.2

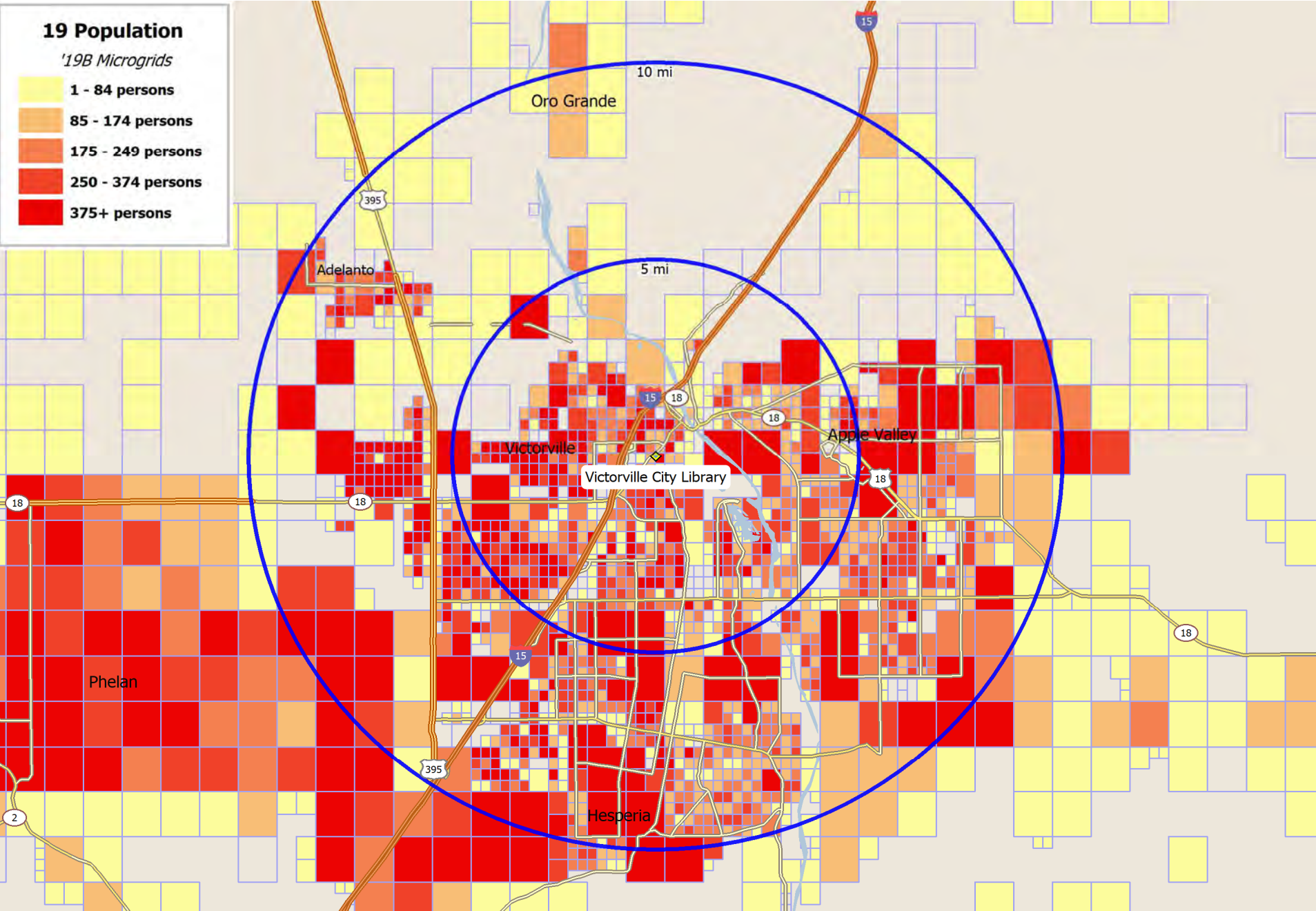
## US Census QuickFacts - Comparing Victorville with California &amp; the United States

Godfrey's Associates, Inc.

September 29, 2020

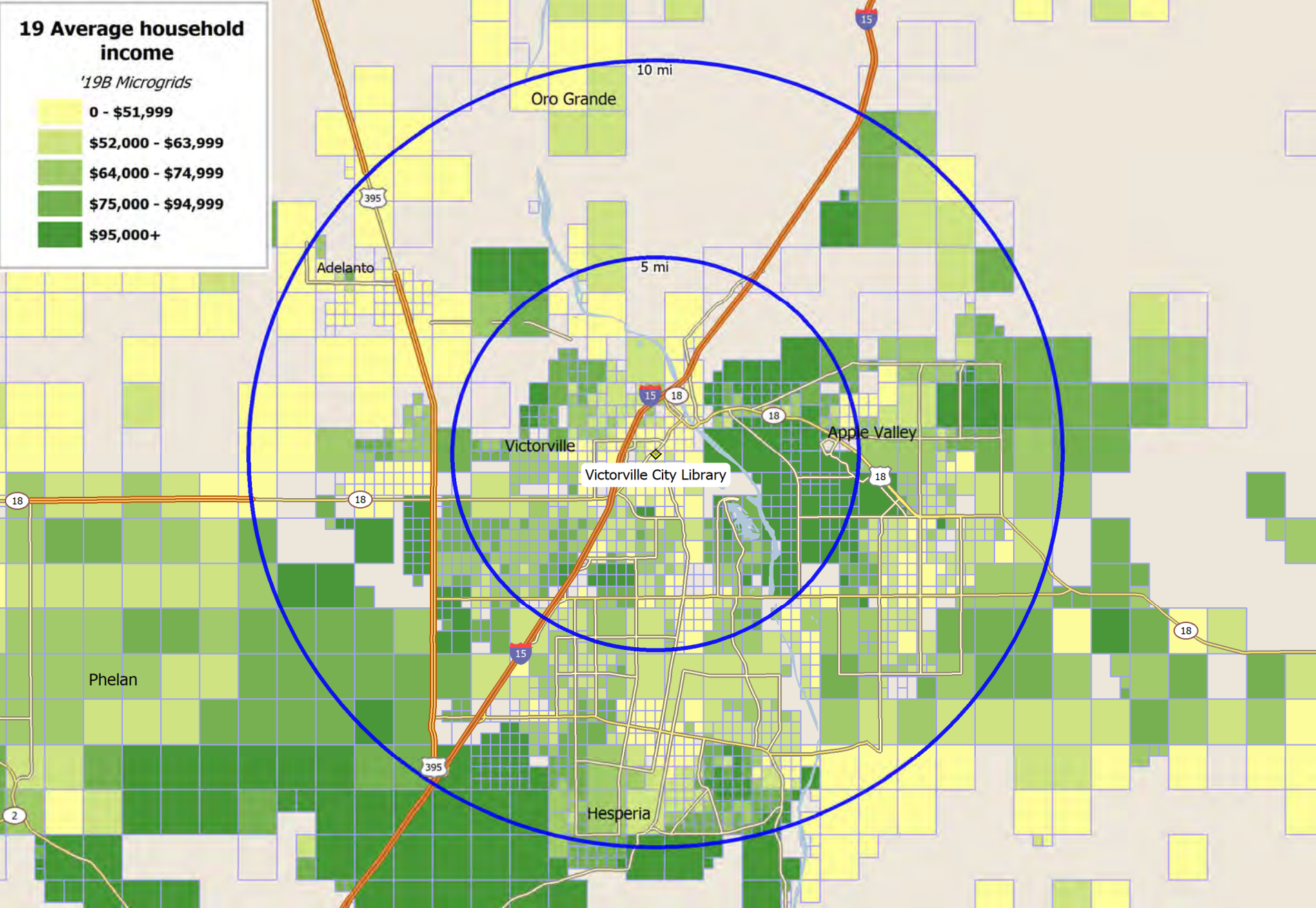
<i>Fact</i>	<i>Fact Note</i>	<i>Victorville</i>	<i>California</i>	<i>United States</i>	<i>differences between Victorville &amp; State/U.S.</i>	
Households with a computer, %, 2014-18		91.6%	91.7%	88.8%	-0.1%	2.8%
Households with a broadband Internet subscription, %, 2014-18		84.4%	84.7%	80.4%	-0.3%	4.0%
High school graduate or higher, % of persons age 25 years+, 2014-18		79.1%	82.9%	87.7%	-3.8%	-8.6%
Bachelor's degree or higher, % of persons age 25 years+, 2014-18		12.7%	33.3%	31.5%	-20.6%	-18.8%
With a disability, under age 65 years, %, 2014-18		8.0%	6.8%	8.6%		
Persons without health insurance, under age 65 years, %		9.2%	8.9%	9.5%		
Veterans, 2014-18		5,834	1,618,861	18,611,432	0.7%	-0.9%
Total accommodation and food services sales, 2012 (\$1,000)	(c)	167,894	90,830,372	708,138,598		
Total health care and social assistance receipts/revenue, 2012 (\$1,000)	(c)	468,289	248,953,592	2,040,441,203		
Total manufacturers shipments, 2012 (\$1,000)	(c)	665,736	512,303,164	5,696,729,632		
Total merchant wholesaler sales, 2012 (\$1,000)	(c)	314,649	666,652,186	5,208,023,478		
Total retail sales, 2012 (\$1,000)	(c)	1,710,866	481,800,461	4,219,821,871		
Total retail sales per capita, 2012	(c)	\$14,217	\$12,665	\$13,443	\$1,552	\$774
In civilian labor force, total, % of population age 16 years+, 2014-18		55.4%	63.1%	62.9%	-7.7%	-7.5%
In civilian labor force, female, % of population age 16 years+, 2014-18		51.9%	57.2%	58.2%	-5.3%	-6.3%
Mean travel time to work (minutes), workers age 16 years+, 2014-18		34.6	29.3	26.6	5.30	8.00
Median household income (in 2018 dollars), 2014-18		\$50,691	\$71,228	\$60,293	-\$20,537	-\$9,602
Per capita income in past 12 months (in 2018 dollars), 2014-18		\$18,945	\$35,021	\$32,621	-\$16,076	-\$13,676
Persons in poverty, %		22.8%	11.8%	10.5%	11.0%	12.3%
All firms, 2012		9,621	3,548,449	27,626,360		
Men-owned firms, 2012		4,447	1,852,580	14,844,597		
Women-owned firms, 2012		4,304	1,320,085	9,878,397		
Minority-owned firms, 2012		6,814	1,619,857	7,952,386		
Nonminority-owned firms, 2012		2,530	1,819,107	18,987,918		
Veteran-owned firms, 2012		711	252,377	2,521,682		
Nonveteran-owned firms, 2012		8,542	3,176,341	24,070,685		
Land area in square miles, 2010		73.18	155,779	3,531,905		

Victorville, CA: 2019 Population



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Victorville, CA: 2019 Average Household Income



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15011 CIR DR: VICTORVILLE, CA 92395:  
SITE LOCATED AT 34.52363, 117.30391

Victorville City Library

Victorville City Library	<u>5 MI RING</u>		<u>10 MI RING</u>		<u>VICTORVILLE, CA</u> <u>(PLACE 06-82590)</u>	
<u>Population</u>						
2024 Projection	152,307		359,343		128,043	
% Change 2019-2024		4.0%		4.3%		4.5%
2019 Estimate	146,400		344,611		122,568	
% Change 2010-2019		5.8%		6.1%		5.7%
2010 Census	138,316		324,703		115,913	
% Change 2000-2010		49.5%		53.6%		80.9%
2000 Census	92,518		211,441		64,075	
<u>Households</u>						
2024 Projection	47,116		109,543		37,013	
% Change 2019-2024		3.2%		3.5%		3.8%
2019 Estimate	45,637		105,885		35,666	
% Change 2010-2019		9.2%		9.6%		9.5%
2010 Census	41,798		96,580		32,570	
% Change 2000-2010		34.2%		40.7%		55.7%
2000 Census	31,146		68,657		20,915	
<u>Age, total population</u>	<b>146,400</b>		<b>344,611</b>		<b>122,568</b>	
under 5 years	10,959	7.5%	26,202	7.6%	9,714	7.9%
5 to 9 years	11,114	7.6%	26,896	7.8%	9,918	8.1%
10 to 14 years	11,190	7.6%	27,729	8.0%	9,926	8.1%
15 to 19 years	10,402	7.1%	25,548	7.4%	8,925	7.3%
20 to 24 years	10,050	6.9%	22,939	6.7%	8,482	6.9%
25 to 34 years	21,958	15.0%	51,236	14.9%	19,838	16.2%
35 to 44 years	18,116	12.4%	42,929	12.5%	16,207	13.2%
45 to 54 years	16,383	11.2%	38,048	11.0%	13,243	10.8%
55 to 64 years	15,920	10.9%	37,768	11.0%	12,041	9.8%
65 to 74 years	12,107	8.3%	27,501	8.0%	8,564	7.0%
75 to 84 years	6,034	4.1%	13,206	3.8%	4,228	3.4%
85 years and over	2,169	1.5%	4,609	1.3%	1,482	1.2%
Median Age	36.68		36.16		32.10	
<u>Age, male population</u>	<b>72,644</b>		<b>171,279</b>		<b>60,969</b>	
under 20 years	22,565	31.1%	54,974	32.1%	19,739	32.4%
20 to 34 years	16,099	22.2%	37,293	21.8%	14,227	23.3%
35 to 44 years	9,122	12.6%	21,541	12.6%	8,341	13.7%
45 to 64 years	15,777	21.7%	37,016	21.6%	12,385	20.3%
65 to 84 years	8,314	11.4%	18,768	11.0%	5,795	9.5%
85 years and over	768	1.1%	1,687	1.0%	482	0.8%
Median Age	34.99		34.80		31.30	
<u>Age, female population</u>	<b>73,756</b>		<b>173,332</b>		<b>61,599</b>	
under 20 years	21,100	28.6%	51,401	29.7%	18,744	30.4%
20 to 34 years	15,909	21.6%	36,882	21.3%	14,093	22.9%
35 to 44 years	8,994	12.2%	21,388	12.3%	7,866	12.8%
45 to 64 years	16,526	22.4%	38,800	22.4%	12,899	20.9%
65 to 84 years	9,827	13.3%	21,939	12.7%	6,997	11.4%
85 years and over	1,401	1.9%	2,922	1.7%	1,000	1.6%
Median Age	37.88		37.29		32.90	

15011 CIR DR: VICTORVILLE, CA 92395:  
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Victorville City Library

	<u>5 MI RING</u>		<u>10 MI RING</u>		<u>VICTORVILLE, CA</u> <u>(PLACE 06-82590)</u>	
<b>Total Aggregate Income (\$mil)</b>	\$3,340.1		\$7,350.6		\$2,390.4	
<b>Per Capita Income</b>	\$22,815		\$21,330		\$19,503	
<b><u>Household Income (households)</u></b>	<b>45,637</b>		<b>105,885</b>		<b>35,666</b>	
under \$10,000	2,810	6.2%	6,703	6.3%	2,309	6.5%
\$10,000 - \$14,999	2,293	5.0%	4,945	4.7%	1,738	4.9%
\$15,000 - \$19,999	1,923	4.2%	4,946	4.7%	1,517	4.3%
\$20,000 - \$24,999	2,525	5.5%	6,488	6.1%	2,225	6.2%
\$25,000 - \$29,999	2,311	5.1%	5,462	5.2%	1,947	5.5%
\$30,000 - \$34,999	2,005	4.4%	4,635	4.4%	1,519	4.3%
\$35,000 - \$39,999	2,059	4.5%	4,716	4.5%	1,577	4.4%
\$40,000 - \$49,999	4,274	9.4%	9,482	9.0%	3,425	9.6%
\$50,000 - \$59,999	3,244	7.1%	8,039	7.6%	2,418	6.8%
\$60,000 - \$74,999	4,901	10.7%	11,806	11.1%	4,041	11.3%
\$75,000 - \$99,999	6,450	14.1%	14,938	14.1%	5,313	14.9%
\$100,000 - \$124,999	3,798	8.3%	8,460	8.0%	2,747	7.7%
\$125,000 - \$149,999	2,581	5.7%	5,841	5.5%	1,804	5.1%
\$150,000 - \$199,999	2,756	6.0%	5,811	5.5%	2,178	6.1%
\$200,000 - \$249,999	707	1.5%	1,492	1.4%	378	1.1%
\$250,000 and over	999	2.2%	2,119	2.0%	530	1.5%
Aggregate Household Income (\$mil)	\$3,333.2		\$7,340.6		\$2,385.8	
Average Household Income	\$73,037		\$69,326		\$66,893	
Median Household Income	\$57,768		\$56,267		\$56,572	
<b><u>Family Income (families)</u></b>	<b>35,332</b>		<b>82,368</b>		<b>28,172</b>	
under \$10,000	1,431	4.1%	3,488	4.2%	1,170	4.2%
\$10,000 - \$14,999	1,197	3.4%	2,287	2.8%	918	3.3%
\$15,000 - \$19,999	1,292	3.7%	2,961	3.6%	1,029	3.7%
\$20,000 - \$24,999	1,700	4.8%	4,251	5.2%	1,500	5.3%
\$25,000 - \$29,999	1,655	4.7%	3,952	4.8%	1,449	5.1%
\$30,000 - \$34,999	1,337	3.8%	3,051	3.7%	1,158	4.1%
\$35,000 - \$39,999	1,459	4.1%	3,513	4.3%	1,156	4.1%
\$40,000 - \$49,999	3,411	9.7%	7,432	9.0%	2,724	9.7%
\$50,000 - \$59,999	2,448	6.9%	6,185	7.5%	1,785	6.3%
\$60,000 - \$74,999	3,812	10.8%	9,936	12.1%	3,347	11.9%
\$75,000 - \$99,999	5,827	16.5%	13,787	16.7%	4,891	17.4%
\$100,000 - \$124,999	3,358	9.5%	7,511	9.1%	2,518	8.9%
\$125,000 - \$149,999	2,341	6.6%	5,345	6.5%	1,651	5.9%
\$150,000 - \$199,999	2,523	7.1%	5,420	6.6%	2,050	7.3%
\$200,000 - \$249,999	649	1.8%	1,378	1.7%	354	1.3%
\$250,000 and over	892	2.5%	1,870	2.3%	472	1.7%
Aggregate family income (\$mil)	\$2,820.4		\$6,292.4		\$2,027.9	
Average family income	\$79,827		\$76,394		\$71,984	
Median family income	\$64,862		\$63,585		\$66,066	
<b><u>Non-Family Income (non-families)</u></b>	<b>10,304</b>		<b>23,517</b>		<b>7,494</b>	
Aggregate non-family income (\$mil)	\$512.8		\$1,048.2		\$357.9	
Average non-family income	\$49,763		\$44,571		\$47,755	
Median non-family income	\$32,661		\$29,751		\$30,963	

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**VICTORVILLE, CA  
(PLACE 06-82590)**

	<b>5 MI RING</b>		<b>10 MI RING</b>		
<b><u>Population by Race/Ethnicity</u></b>	<b>146,400</b>		<b>344,611</b>		<b>122,568</b>
White	75,815	51.8%	184,967	53.7%	57,523 46.9%
Black	21,093	14.4%	42,968	12.5%	20,444 16.7%
Asian	7,180	4.9%	14,187	4.1%	6,170 5.0%
Hawaiian/Pacific Islander	482	0.3%	1,171	0.3%	435 0.4%
American Indian/AK Native	1,705	1.2%	3,923	1.1%	1,499 1.2%
Other/multiple races	40,125	27.4%	97,396	28.3%	36,497 29.8%
<b>Hispanic Origin</b>	<b>68,213</b>	<b>46.6%</b>	<b>167,500</b>	<b>48.6%</b>	<b>61,699 50.3%</b>
<b><u>Education (persons 25+)</u></b>	<b>92,725</b>		<b>215,410</b>		<b>75,603</b>
No high school diploma	16,648	18.0%	40,982	19.0%	14,684 19.4%
High school diploma	28,884	31.2%	69,843	32.4%	23,492 31.1%
College, no diploma	24,213	26.1%	55,490	25.8%	19,955 26.4%
Associate degree	8,831	9.5%	20,196	9.4%	7,239 9.6%
Bachelor's degree	8,994	9.7%	18,318	8.5%	6,400 8.5%
Graduate/professional degree	5,155	5.6%	10,581	4.9%	3,833 5.1%
<b><u>Labor Force (persons 16+ yrs)</u></b>					
<b>Total Population, Age 16+</b>	<b>111,028</b>		<b>258,544</b>		<b>91,113</b>
Employed	57,593	51.9%	132,963	51.4%	46,796 51.4%
Unemployed	2,930	2.6%	6,769	2.6%	2,606 2.9%
In armed forces	204	0.2%	276	0.1%	198 0.2%
Not in labor force	50,301	45.3%	118,536	45.8%	41,513 45.6%
<b>Male Population, Age 16+</b>	<b>54,367</b>		<b>126,857</b>		<b>44,849</b>
Employed	30,852	56.7%	71,793	56.6%	24,766 55.2%
Unemployed	1,444	2.7%	3,453	2.7%	1,336 3.0%
In armed forces	169	0.3%	241	0.2%	162 0.4%
Not in labor force	21,902	40.3%	51,370	40.5%	18,585 41.4%
<b>Female Population, Age 16+</b>	<b>56,661</b>		<b>131,687</b>		<b>46,264</b>
Employed	26,741	47.2%	61,170	46.5%	22,030 47.6%
Unemployed	1,486	2.6%	3,316	2.5%	1,270 2.7%
In armed forces	35	0.1%	35	0.0%	36 0.1%
Not in labor force	28,399	50.1%	67,166	51.0%	22,928 49.6%
<b><u>Vehicles Available (households)</u></b>	<b>45,637</b>		<b>105,885</b>		<b>35,666</b>
Households with no vehicles	1,914	4.2%	4,417	4.2%	1,715 4.8%
Households with 1 vehicle	12,093	26.5%	28,246	26.7%	9,595 26.9%
Households with 2 vehicles	17,115	37.5%	38,552	36.4%	13,259 37.2%
Households with 3+ vehicles	14,515	31.8%	34,669	32.7%	11,097 31.1%
Vehicles in owner households	68,890	69.3%	167,533	72.5%	52,658 69.7%
Vehicles in renter households	30,588	30.7%	63,639	27.5%	22,911 30.3%
<b>Total vehicles available</b>	<b>99,478</b>		<b>231,172</b>		<b>75,569</b>
<b>Average vehicles per household</b>	<b>2.18</b>		<b>2.18</b>		<b>2.12</b>

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	<u>5 MI RING</u>		<u>10 MI RING</u>		<u>VICTORVILLE, CA</u> <u>(PLACE 06-82590)</u>	
<b><u>Households</u></b>	45,637		105,885		35,666	
Average household size	3.12		3.19		3.31	
<b><u>Families</u></b>	35,332		82,368		28,172	
Average family size	3.65		3.73		3.84	
<b><u>Non-Families</u></b>	10,304		23,517		7,494	
Average non-family size	1.30		1.30		1.31	
<b><u>Group Quarters</u></b>	3,992		6,546		4,548	
<b><u>Household Type</u></b>						
Families	35,332		82,368		28,172	
Married couples	23,869	67.6%	56,529	68.6%	18,748	66.5%
with children	12,222	51.2%	29,690	52.5%	10,718	57.2%
Male householder, no wife	3,197	9.0%	7,654	9.3%	2,552	9.1%
with children	2,097	65.6%	5,075	66.3%	1,689	66.2%
Female householder, no husband	8,266	23.4%	18,185	22.1%	6,868	24.4%
with children	5,812	70.3%	12,872	70.8%	4,973	72.4%
Non-Families	10,304		23,517		7,494	
with children	205	2.0%	489	2.1%	180	2.4%
<b><u>Age of Householder (households)</u></b>						
under 25 years	1,548	3.4%	3,498	3.3%	1,278	3.6%
25 to 34 years	7,453	16.3%	17,258	16.3%	6,530	18.3%
35 to 44 years	8,248	18.1%	19,538	18.5%	7,114	19.9%
45 to 54 years	8,216	18.0%	19,141	18.1%	6,438	18.1%
55 to 64 years	8,615	18.9%	20,411	19.3%	6,385	17.9%
65 to 74 years	6,881	15.1%	15,620	14.8%	4,779	13.4%
75 to 84 years	3,508	7.7%	7,792	7.4%	2,371	6.6%
85 years and over	1,167	2.6%	2,628	2.5%	771	2.2%
<b><u>Household Size (households)</u></b>						
1 person	8,052	17.6%	18,587	17.6%	5,818	16.3%
2 person	12,880	28.2%	28,462	26.9%	8,709	24.4%
3 to 4 persons	15,001	32.9%	34,482	32.6%	12,199	34.2%
5+ persons	9,703	21.3%	24,354	23.0%	8,940	25.1%
<b><u>Total Housing Units</u></b>	<b>47,727</b>		<b>110,943</b>		<b>37,341</b>	
Occupied	45,636	95.6%	105,886	95.4%	35,666	95.5%
Owner-occupied	27,862	61.1%	69,250	65.4%	22,095	61.9%
Renter-occupied	17,774	38.9%	36,636	34.6%	13,571	38.1%
Vacant	2,091	4.4%	5,057	4.6%	1,675	4.5%
<b><u>Housing Value</u></b>						
Average Home Value	\$246,749		\$240,143		\$216,161	
Median Home Value	\$208,715		\$200,273		\$186,560	
Average Contract Rent	\$952		\$943		\$969	
Median Contract Rent	\$890		\$879		\$944	

	<u>ADELANTO, CA</u> <u>(PLACE 06-00296)</u>		<u>HESPERIA, CA</u> <u>(PLACE 06-33434)</u>		<u>APPLE VALLEY, CA</u> <u>(PLACE 06-02364)</u>	
<u>Population</u>						
2025 Projection	36,433		98,940		76,450	
% Change 2020-2025		6.3%		3.2%		2.9%
2020 Estimate	34,278		95,834		74,275	
% Change 2010-2020		7.9%		6.3%		7.4%
2010 Census	31,760		90,169		69,144	
% Change 2000-2010		75.2%		44.0%		27.4%
2000 Census	18,125		62,638		54,255	
<u>Households</u>						
2025 Projection	9,259		29,449		26,645	
% Change 2020-2025		5.3%		1.9%		1.6%
2020 Estimate	8,795		28,888		26,232	
% Change 2010-2020		12.7%		9.3%		11.1%
2010 Census	7,806		26,431		23,602	
% Change 2000-2010		65.6%		32.2%		27.2%
2000 Census	4,714		19,988		18,562	
<u>Age, total population</u>	<b>34,278</b>		<b>95,834</b>		<b>74,275</b>	
under 5 years	3,068	9.0%	7,243	7.6%	4,857	6.5%
5 to 9 years	3,107	9.1%	7,434	7.8%	5,082	6.8%
10 to 14 years	3,084	9.0%	7,908	8.3%	5,429	7.3%
15 to 19 years	2,782	8.1%	7,307	7.6%	5,179	7.0%
20 to 24 years	2,714	7.9%	6,278	6.6%	4,212	5.7%
25 to 34 years	5,923	17.3%	13,920	14.5%	9,031	12.2%
35 to 44 years	4,571	13.3%	11,977	12.5%	8,042	10.8%
45 to 54 years	3,568	10.4%	10,855	11.3%	8,131	10.9%
55 to 64 years	2,992	8.7%	10,761	11.2%	9,690	13.0%
65 to 74 years	1,626	4.7%	7,490	7.8%	8,766	11.8%
75 to 84 years	634	1.8%	3,479	3.6%	4,320	5.8%
85 years and over	209	0.6%	1,182	1.2%	1,536	2.1%
Median Age	28.90		33.40		39.00	
<u>Age, male population</u>	<b>17,478</b>		<b>47,667</b>		<b>36,451</b>	
under 20 years	6,235	35.7%	15,494	32.5%	10,734	29.4%
20 to 34 years	4,465	25.5%	10,072	21.1%	6,629	18.2%
35 to 44 years	2,364	13.5%	5,917	12.4%	3,891	10.7%
45 to 64 years	3,303	18.9%	10,636	22.3%	8,461	23.2%
65 to 84 years	1,030	5.9%	5,110	10.7%	6,131	16.8%
85 years and over	81	0.5%	438	0.9%	605	1.7%
Median Age	28.30		32.40		37.10	
<u>Age, female population</u>	<b>16,800</b>		<b>48,167</b>		<b>37,824</b>	
under 20 years	5,806	34.6%	14,398	29.9%	9,813	25.9%
20 to 34 years	4,172	24.8%	10,126	21.0%	6,614	17.5%
35 to 44 years	2,207	13.1%	6,060	12.6%	4,151	11.0%
45 to 64 years	3,257	19.4%	10,980	22.8%	9,360	24.7%
65 to 84 years	1,230	7.3%	5,859	12.2%	6,955	18.4%
85 years and over	128	0.8%	744	1.5%	931	2.5%
Median Age	29.50		34.30		40.90	

	<u>ADELANTO, CA</u> <u>(PLACE 06-00296)</u>		<u>HESPERIA, CA</u> <u>(PLACE 06-33434)</u>		<u>APPLE VALLEY, CA</u> <u>(PLACE 06-02364)</u>	
<b>Total Aggregate Income (\$mil)</b>	\$464.4		\$2,019.7		\$2,106.0	
<b>Per Capita Income</b>	\$13,547		\$21,075		\$28,354	
<b><u>Household Income (households)</u></b>	<b>8,795</b>		<b>28,888</b>		<b>26,232</b>	
under \$10,000	795	9.0%	1,823	6.3%	917	3.5%
\$10,000 - \$14,999	439	5.0%	1,174	4.1%	1,176	4.5%
\$15,000 - \$19,999	600	6.8%	1,643	5.7%	1,224	4.7%
\$20,000 - \$24,999	592	6.7%	1,857	6.4%	1,572	6.0%
\$25,000 - \$29,999	650	7.4%	1,428	4.9%	1,313	5.0%
\$30,000 - \$34,999	569	6.5%	1,082	3.7%	1,269	4.8%
\$35,000 - \$39,999	342	3.9%	1,067	3.7%	1,204	4.6%
\$40,000 - \$49,999	1,024	11.6%	2,531	8.8%	2,650	10.1%
\$50,000 - \$59,999	609	6.9%	2,224	7.7%	2,238	8.5%
\$60,000 - \$74,999	1,019	11.6%	3,443	11.9%	2,808	10.7%
\$75,000 - \$99,999	953	10.8%	4,220	14.6%	3,256	12.4%
\$100,000 - \$124,999	559	6.4%	2,548	8.8%	2,174	8.3%
\$125,000 - \$149,999	257	2.9%	1,728	6.0%	1,406	5.4%
\$150,000 - \$199,999	306	3.5%	1,247	4.3%	1,538	5.9%
\$200,000 - \$249,999	33	0.4%	337	1.2%	574	2.2%
\$250,000 and over	48	0.5%	536	1.9%	913	3.5%
Aggregate Household Income (\$mil)	\$464.0		\$2,019.5		\$2,101.4	
Average Household Income	\$52,754		\$69,908		\$80,108	
Median Household Income	\$44,375		\$58,313		\$57,872	
<b><u>Family Income (families)</u></b>	<b>7,366</b>		<b>22,857</b>		<b>19,298</b>	
under \$10,000	598	8.1%	768	3.4%	435	2.3%
\$10,000 - \$14,999	283	3.8%	530	2.3%	490	2.5%
\$15,000 - \$19,999	376	5.1%	880	3.9%	556	2.9%
\$20,000 - \$24,999	418	5.7%	1,368	6.0%	1,038	5.4%
\$25,000 - \$29,999	584	7.9%	1,083	4.7%	769	4.0%
\$30,000 - \$34,999	439	6.0%	819	3.6%	662	3.4%
\$35,000 - \$39,999	311	4.2%	924	4.0%	675	3.5%
\$40,000 - \$49,999	896	12.2%	2,149	9.4%	1,884	9.8%
\$50,000 - \$59,999	547	7.4%	1,736	7.6%	1,767	9.2%
\$60,000 - \$74,999	820	11.1%	3,010	13.2%	2,267	11.7%
\$75,000 - \$99,999	938	12.7%	3,833	16.8%	2,758	14.3%
\$100,000 - \$124,999	552	7.5%	2,126	9.3%	1,932	10.0%
\$125,000 - \$149,999	233	3.2%	1,607	7.0%	1,185	6.1%
\$150,000 - \$199,999	297	4.0%	1,190	5.2%	1,480	7.7%
\$200,000 - \$249,999	29	0.4%	324	1.4%	556	2.9%
\$250,000 and over	45	0.6%	510	2.2%	844	4.4%
Aggregate family income (\$mil)	\$415.0		\$1,785.5		\$1,791.7	
Average family income	\$56,341		\$78,114		\$92,842	
Median family income	\$47,733		\$65,616		\$68,305	
<b><u>Non-Family Income (non-families)</u></b>	<b>1,429</b>		<b>6,031</b>		<b>6,934</b>	
Aggregate non-family income (\$mil)	\$49.0		\$234.1		\$309.7	
Average non-family income	\$34,264		\$38,808		\$44,668	
Median non-family income	\$23,751		\$25,825		\$34,486	

	<u>ADELANTO, CA</u> <u>(PLACE 06-00296)</u>		<u>HESPERIA, CA</u> <u>(PLACE 06-33434)</u>		<u>APPLE VALLEY, CA</u> <u>(PLACE 06-02364)</u>	
<b><u>Population by Race/Ethnicity</u></b>	<b>34,278</b>		<b>95,834</b>		<b>74,275</b>	
White	14,727	43.0%	54,123	56.5%	47,152	63.5%
Black	6,932	20.2%	6,349	6.6%	7,601	10.2%
Asian	903	2.6%	3,032	3.2%	3,288	4.4%
Hawaiian/Pacific Islander	181	0.5%	255	0.3%	261	0.4%
American Indian/AK Native	385	1.1%	1,113	1.2%	795	1.1%
Other/multiple races	11,150	32.5%	30,962	32.3%	15,178	20.4%
<b>Hispanic Origin</b>	<b>20,478</b>	<b>59.7%</b>	<b>51,867</b>	<b>54.1%</b>	<b>26,849</b>	<b>36.1%</b>
<b><u>Education (persons 25+)</u></b>	<b>19,523</b>		<b>59,664</b>		<b>49,516</b>	
No high school diploma	6,283	32.2%	12,571	21.1%	6,662	13.5%
High school diploma	5,510	28.2%	21,567	36.1%	15,917	32.1%
College, no diploma	5,143	26.3%	14,649	24.6%	13,131	26.5%
Associate degree	1,375	7.0%	4,631	7.8%	5,120	10.3%
Bachelor's degree	898	4.6%	4,096	6.9%	5,421	10.9%
Graduate/professional degree	314	1.6%	2,150	3.6%	3,265	6.6%
<b><u>Labor Force (persons 16+ yrs)</u></b>						
<b>Total Population, Age 16+</b>	<b>24,430</b>		<b>71,710</b>		<b>57,895</b>	
Employed	12,066	49.4%	39,079	54.5%	29,426	50.8%
Unemployed	780	3.2%	1,661	2.3%	1,163	2.0%
In armed forces	0	0.0%	63	0.1%	30	0.1%
Not in labor force	11,584	47.4%	30,907	43.1%	27,276	47.1%
<b>Male Population, Age 16+</b>	<b>12,436</b>		<b>35,137</b>		<b>27,933</b>	
Employed	6,548	52.7%	21,736	61.9%	16,293	58.3%
Unemployed	451	3.6%	841	2.4%	557	2.0%
In armed forces	0	0.0%	63	0.2%	30	0.1%
Not in labor force	5,437	43.7%	12,497	35.6%	11,053	39.6%
<b>Female Population, Age 16+</b>	<b>11,994</b>		<b>36,573</b>		<b>29,962</b>	
Employed	5,518	46.0%	17,343	47.4%	13,133	43.8%
Unemployed	329	2.7%	820	2.2%	606	2.0%
In armed forces	0	0.0%	0	0.0%	0	0.0%
Not in labor force	6,147	51.3%	18,410	50.3%	16,223	54.1%
<b><u>Vehicles Available (households)</u></b>	<b>8,795</b>		<b>28,888</b>		<b>26,232</b>	
Households with no vehicles	691	7.9%	789	2.7%	926	3.5%
Households with 1 vehicle	2,400	27.3%	6,796	23.5%	7,367	28.1%
Households with 2 vehicles	2,938	33.4%	10,660	36.9%	9,921	37.8%
Households with 3+ vehicles	2,766	31.4%	10,643	36.8%	8,018	30.6%
Vehicles in owner households	12,719	69.6%	47,332	71.9%	42,865	75.3%
Vehicles in renter households	5,566	30.4%	18,496	28.1%	14,061	24.7%
<b>Total vehicles available</b>	<b>18,285</b>		<b>65,828</b>		<b>56,926</b>	
<b>Average vehicles per household</b>	<b>2.08</b>		<b>2.28</b>		<b>2.17</b>	

	<u>ADELANTO, CA</u> <u>(PLACE 06-00296)</u>		<u>HESPERIA, CA</u> <u>(PLACE 06-33434)</u>		<u>APPLE VALLEY, CA</u> <u>(PLACE 06-02364)</u>	
<b><u>Households</u></b>	8,795		28,888		26,232	
Average household size	3.72		3.32		2.81	
<b><u>Families</u></b>	7,366		22,857		19,298	
Average family size	4.18		3.83		3.38	
<b><u>Non-Families</u></b>	1,429		6,031		6,934	
Average non-family size	1.38		1.36		1.24	
<b><u>Group Quarters</u></b>	1,539		28		438	
<b><u>Household Type</u></b>						
Families	7,366		22,857		19,298	
Married couples	4,517	61.3%	15,929	69.7%	13,777	71.4%
with children	2,983	66.0%	8,557	53.7%	5,767	41.9%
Male householder, no wife	826	11.2%	2,299	10.1%	1,643	8.5%
with children	581	70.3%	1,546	67.2%	1,033	62.9%
Female householder, no husband	2,019	27.4%	4,612	20.2%	3,869	20.0%
with children	1,599	79.2%	3,166	68.6%	2,586	66.8%
Non-Families	1,429		6,031		6,934	
with children	48	3.4%	161	2.7%	133	1.9%
<b><u>Age of Householder (households)</u></b>						
under 25 years	369	4.2%	939	3.3%	691	2.6%
25 to 34 years	1,840	20.9%	4,668	16.2%	3,279	12.5%
35 to 44 years	1,980	22.5%	5,408	18.7%	3,924	15.0%
45 to 54 years	1,692	19.2%	5,374	18.6%	4,274	16.3%
55 to 64 years	1,561	17.7%	5,678	19.7%	5,386	20.5%
65 to 74 years	889	10.1%	4,116	14.2%	5,124	19.5%
75 to 84 years	359	4.1%	2,018	7.0%	2,637	10.1%
85 years and over	105	1.2%	687	2.4%	917	3.5%
<b><u>Household Size (households)</u></b>						
1 person	1,067	12.1%	4,672	16.2%	5,706	21.8%
2 person	1,638	18.6%	7,417	25.7%	8,667	33.0%
3 to 4 persons	3,113	35.4%	9,605	33.2%	7,639	29.1%
5+ persons	2,977	33.8%	7,194	24.9%	4,220	16.1%
<b><u>Total Housing Units</u></b>	<b>9,342</b>		<b>30,056</b>		<b>27,323</b>	
Occupied	8,795	94.1%	28,888	96.1%	26,232	96.0%
Owner-occupied	5,185	59.0%	19,151	66.3%	18,147	69.2%
Renter-occupied	3,610	41.0%	9,737	33.7%	8,085	30.8%
Vacant	547	5.9%	1,168	3.9%	1,091	4.0%
<b><u>Housing Value</u></b>						
Average Home Value	\$209,977		\$267,790		\$269,030	
Median Home Value	\$182,456		\$215,385		\$227,787	
Average Contract Rent	\$854		\$959		\$920	
Median Contract Rent	\$746		\$926		\$824	

	<u>LUCERNE VALLEY, CA</u> <u>(PLACE 06-44420)</u>		<u>OAK HILLS, CA</u> <u>(PLACE 06-52760)</u>	
<u>Population</u>				
2025 Projection	6,774		9,284	
% Change 2020-2025		11.8%		4.0%
2020 Estimate	6,060		8,926	
% Change 2010-2020		4.3%		0.6%
2010 Census	5,811		8,872	
% Change 2000-2010		23.6%		56.8%
2000 Census	4,703		5,658	
<u>Households</u>				
2025 Projection	2,581		2,883	
% Change 2020-2025		10.5%		2.8%
2020 Estimate	2,336		2,805	
% Change 2010-2020		7.4%		3.7%
2010 Census	2,176		2,706	
% Change 2000-2010		22.0%		52.6%
2000 Census	1,784		1,773	
<u>Age, total population</u>	<b>6,060</b>		<b>8,926</b>	
under 5 years	326	5.4%	529	5.9%
5 to 9 years	357	5.9%	627	7.0%
10 to 14 years	406	6.7%	729	8.2%
15 to 19 years	379	6.3%	645	7.2%
20 to 24 years	287	4.7%	486	5.4%
25 to 34 years	697	11.5%	1,013	11.3%
35 to 44 years	642	10.6%	1,158	13.0%
45 to 54 years	794	13.1%	1,264	14.2%
55 to 64 years	873	14.4%	1,245	13.9%
65 to 74 years	869	14.3%	836	9.4%
75 to 84 years	338	5.6%	293	3.3%
85 years and over	92	1.5%	101	1.1%
Median Age	44.00		38.80	
<u>Age, male population</u>	<b>3,137</b>		<b>4,497</b>	
under 20 years	754	24.0%	1,322	29.4%
20 to 34 years	530	16.9%	766	17.0%
35 to 44 years	313	10.0%	554	12.3%
45 to 64 years	877	28.0%	1,236	27.5%
65 to 84 years	622	19.8%	584	13.0%
85 years and over	41	1.3%	35	0.8%
Median Age	44.10		38.00	
<u>Age, female population</u>	<b>2,923</b>		<b>4,429</b>	
under 20 years	714	24.4%	1,208	27.3%
20 to 34 years	454	15.5%	733	16.6%
35 to 44 years	329	11.3%	604	13.6%
45 to 64 years	790	27.0%	1,273	28.7%
65 to 84 years	585	20.0%	545	12.3%
85 years and over	51	1.7%	66	1.5%
Median Age	43.90		39.60	

	<u>LUCERNE VALLEY, CA</u> <u>(PLACE 06-44420)</u>		<u>OAK HILLS, CA</u> <u>(PLACE 06-52760)</u>	
<b>Total Aggregate Income (\$mil)</b>	\$103.0		\$353.3	
<b>Per Capita Income</b>	\$16,992		\$39,582	
<b><u>Household Income (households)</u></b>	<b>2,336</b>		<b>2,805</b>	
under \$10,000	324	13.9%	142	5.1%
\$10,000 - \$14,999	189	8.1%	46	1.6%
\$15,000 - \$19,999	223	9.5%	75	2.7%
\$20,000 - \$24,999	148	6.3%	45	1.6%
\$25,000 - \$29,999	187	8.0%	139	5.0%
\$30,000 - \$34,999	133	5.7%	138	4.9%
\$35,000 - \$39,999	97	4.2%	86	3.1%
\$40,000 - \$49,999	240	10.3%	210	7.5%
\$50,000 - \$59,999	162	6.9%	216	7.7%
\$60,000 - \$74,999	104	4.5%	230	8.2%
\$75,000 - \$99,999	226	9.7%	364	13.0%
\$100,000 - \$124,999	126	5.4%	248	8.8%
\$125,000 - \$149,999	92	3.9%	166	5.9%
\$150,000 - \$199,999	58	2.5%	391	13.9%
\$200,000 - \$249,999	11	0.5%	115	4.1%
\$250,000 and over	16	0.7%	194	6.9%
Aggregate Household Income (\$mil)	\$103.0		\$353.3	
Average Household Income	\$44,080		\$125,958	
Median Household Income	\$33,512		\$80,370	
<b><u>Family Income (families)</u></b>	<b>1,468</b>		<b>2,367</b>	
under \$10,000	139	9.5%	28	1.2%
\$10,000 - \$14,999	61	4.2%	0	0.0%
\$15,000 - \$19,999	173	11.8%	40	1.7%
\$20,000 - \$24,999	101	6.9%	37	1.6%
\$25,000 - \$29,999	55	3.7%	135	5.7%
\$30,000 - \$34,999	105	7.2%	127	5.4%
\$35,000 - \$39,999	38	2.6%	81	3.4%
\$40,000 - \$49,999	142	9.7%	164	6.9%
\$50,000 - \$59,999	138	9.4%	212	9.0%
\$60,000 - \$74,999	78	5.3%	220	9.3%
\$75,000 - \$99,999	177	12.1%	269	11.4%
\$100,000 - \$124,999	122	8.3%	246	10.4%
\$125,000 - \$149,999	69	4.7%	166	7.0%
\$150,000 - \$199,999	56	3.8%	383	16.2%
\$200,000 - \$249,999	3	0.2%	100	4.2%
\$250,000 and over	11	0.7%	159	6.7%
Aggregate family income (\$mil)	\$78.8		\$323.9	
Average family income	\$53,649		\$136,854	
Median family income	\$45,162		\$86,240	
<b><u>Non-Family Income (non-families)</u></b>	<b>868</b>		<b>438</b>	
Aggregate non-family income (\$mil)	\$24.2		\$29.4	
Average non-family income	\$27,896		\$67,075	
Median non-family income	\$25,732		\$35,938	

	<u>LUCERNE VALLEY, CA</u> <u>(PLACE 06-44420)</u>		<u>OAK HILLS, CA</u> <u>(PLACE 06-52760)</u>	
<b><u>Population by Race/Ethnicity</u></b>	<b>6,060</b>		<b>8,926</b>	
White	4,317	71.2%	6,281	70.4%
Black	260	4.3%	333	3.7%
Asian	186	3.1%	318	3.6%
Hawaiian/Pacific Islander	0	0.0%	21	0.2%
American Indian/AK Native	93	1.5%	90	1.0%
Other/multiple races	1,204	19.9%	1,883	21.1%
<b>Hispanic Origin</b>	1,984	32.7%	3,611	40.5%
<b><u>Education (persons 25+)</u></b>	<b>4,305</b>		<b>5,910</b>	
No high school diploma	611	14.2%	948	16.0%
High school diploma	1,766	41.0%	1,822	30.8%
College, no diploma	1,302	30.2%	1,400	23.7%
Associate degree	143	3.3%	807	13.7%
Bachelor's degree	290	6.7%	512	8.7%
Graduate/professional degree	193	4.5%	421	7.1%
<b><u>Labor Force (persons 16+ yrs)</u></b>				
<b>Total Population, Age 16+</b>	<b>4,895</b>		<b>6,910</b>	
Employed	2,004	40.9%	3,937	57.0%
Unemployed	123	2.5%	62	0.9%
In armed forces	0	0.0%	1	0.0%
Not in labor force	2,768	56.5%	2,910	42.1%
<b>Male Population, Age 16+</b>	<b>2,536</b>		<b>3,442</b>	
Employed	1,143	45.1%	2,072	60.2%
Unemployed	71	2.8%	27	0.8%
In armed forces	0	0.0%	1	0.0%
Not in labor force	1,322	52.1%	1,342	39.0%
<b>Female Population, Age 16+</b>	<b>2,359</b>		<b>3,468</b>	
Employed	861	36.5%	1,865	53.8%
Unemployed	52	2.2%	35	1.0%
In armed forces	0	0.0%	0	0.0%
Not in labor force	1,446	61.3%	1,568	45.2%
<b><u>Vehicles Available (households)</u></b>	<b>2,336</b>		<b>2,805</b>	
Households with no vehicles	197	8.4%	38	1.4%
Households with 1 vehicle	691	29.6%	250	8.9%
Households with 2 vehicles	802	34.3%	878	31.3%
Households with 3+ vehicles	646	27.7%	1,639	58.4%
Vehicles in owner households	3,616	77.8%	7,586	91.5%
Vehicles in renter households	1,029	22.2%	708	8.5%
<b>Total vehicles available</b>	4,645		8,294	
<b>Average vehicles per household</b>	1.99		2.96	

	<u>LUCERNE VALLEY, CA</u> <u>(PLACE 06-44420)</u>		<u>OAK HILLS, CA</u> <u>(PLACE 06-52760)</u>	
<u>Households</u>	2,336		2,805	
Average household size	2.58		3.18	
<u>Families</u>	1,468		2,367	
Average family size	3.37		3.53	
<u>Non-Families</u>	868		438	
Average non-family size	1.24		1.32	
<u>Group Quarters</u>	31		0	
<u>Household Type</u>				
Families	1,468		2,367	
Married couples	1,007	68.6%	2,011	85.0%
with children	390	38.7%	1,015	50.5%
Male householder, no wife	166	11.3%	132	5.6%
with children	93	56.0%	95	72.0%
Female householder, no husband	293	20.0%	222	9.4%
with children	172	58.7%	153	68.9%
Non-Families	868		438	
with children	13	1.5%	7	1.6%
<u>Age of Householder (households)</u>				
under 25 years	42	1.8%	63	2.2%
25 to 34 years	243	10.4%	334	11.9%
35 to 44 years	314	13.4%	530	18.9%
45 to 54 years	429	18.4%	600	21.4%
55 to 64 years	515	22.0%	614	21.9%
65 to 74 years	531	22.7%	439	15.7%
75 to 84 years	207	8.9%	165	5.9%
85 years and over	55	2.4%	60	2.1%
<u>Household Size (households)</u>				
1 person	711	30.4%	340	12.1%
2 person	722	30.9%	850	30.3%
3 to 4 persons	578	24.7%	1,045	37.3%
5+ persons	325	13.9%	570	20.3%
<u>Total Housing Units</u>	<b>2,914</b>		<b>2,968</b>	
Occupied	2,336	80.2%	2,805	94.5%
Owner-occupied	1,571	67.3%	2,495	88.9%
Renter-occupied	765	32.7%	310	11.1%
Vacant	578	19.8%	163	5.5%
<u>Housing Value</u>				
Average Home Value	\$167,749		\$322,384	
Median Home Value	\$130,823		\$302,077	
Average Contract Rent	\$689		\$898	
Median Contract Rent	\$626		\$848	

	<u>PHELAN, CA</u> <u>(PLACE 06-56826)</u>		<u>WRIGHTWOOD, CA</u> <u>(PLACE 06-86594)</u>	
<u>Population</u>				
2025 Projection	15,257		4,919	
% Change 2020-2025		5.6%		5.2%
2020 Estimate	14,448		4,678	
% Change 2010-2020		1.0%		3.4%
2010 Census	14,304		4,525	
% Change 2000-2010		40.4%		10.1%
2000 Census	10,188		4,110	
<u>Households</u>				
2025 Projection	4,964		2,051	
% Change 2020-2025		4.2%		3.8%
2020 Estimate	4,762		1,976	
% Change 2010-2020		4.0%		6.4%
2010 Census	4,581		1,857	
% Change 2000-2010		36.5%		17.1%
2000 Census	3,356		1,586	
<u>Age, total population</u>	<b>14,448</b>		<b>4,678</b>	
under 5 years	841	5.8%	270	5.8%
5 to 9 years	937	6.5%	300	6.4%
10 to 14 years	1,137	7.9%	276	5.9%
15 to 19 years	1,080	7.5%	247	5.3%
20 to 24 years	820	5.7%	195	4.2%
25 to 34 years	1,622	11.2%	499	10.7%
35 to 44 years	1,815	12.6%	535	11.4%
45 to 54 years	2,007	13.9%	655	14.0%
55 to 64 years	1,975	13.7%	855	18.3%
65 to 74 years	1,463	10.1%	605	12.9%
75 to 84 years	594	4.1%	188	4.0%
85 years and over	157	1.1%	53	1.1%
Median Age	39.30		45.20	
<u>Age, male population</u>	<b>7,399</b>		<b>2,374</b>	
under 20 years	2,061	27.9%	569	24.0%
20 to 34 years	1,236	16.7%	356	15.0%
35 to 44 years	921	12.4%	256	10.8%
45 to 64 years	2,046	27.7%	765	32.2%
65 to 84 years	1,064	14.4%	413	17.4%
85 years and over	71	1.0%	15	0.6%
Median Age	39.40		45.10	
<u>Age, female population</u>	<b>7,049</b>		<b>2,304</b>	
under 20 years	1,934	27.4%	524	22.7%
20 to 34 years	1,206	17.1%	338	14.7%
35 to 44 years	894	12.7%	279	12.1%
45 to 64 years	1,936	27.5%	745	32.3%
65 to 84 years	993	14.1%	380	16.5%
85 years and over	86	1.2%	38	1.6%
Median Age	39.20		45.30	

	<u>PHELAN, CA</u> <u>(PLACE 06-56826)</u>		<u>WRIGHTWOOD, CA</u> <u>(PLACE 06-86594)</u>	
<b>Total Aggregate Income (\$mil)</b>	\$357.3		\$165.4	
<b>Per Capita Income</b>	\$24,731		\$35,347	
<b><u>Household Income (households)</u></b>	<b>4,762</b>		<b>1,976</b>	
under \$10,000	214	4.5%	295	14.9%
\$10,000 - \$14,999	154	3.2%	29	1.5%
\$15,000 - \$19,999	240	5.0%	28	1.4%
\$20,000 - \$24,999	232	4.9%	69	3.5%
\$25,000 - \$29,999	221	4.6%	67	3.4%
\$30,000 - \$34,999	218	4.6%	82	4.1%
\$35,000 - \$39,999	180	3.8%	79	4.0%
\$40,000 - \$49,999	390	8.2%	178	9.0%
\$50,000 - \$59,999	481	10.1%	86	4.4%
\$60,000 - \$74,999	754	15.8%	210	10.6%
\$75,000 - \$99,999	488	10.2%	219	11.1%
\$100,000 - \$124,999	457	9.6%	157	7.9%
\$125,000 - \$149,999	289	6.1%	132	6.7%
\$150,000 - \$199,999	286	6.0%	92	4.7%
\$200,000 - \$249,999	61	1.3%	97	4.9%
\$250,000 and over	97	2.0%	156	7.9%
Aggregate Household Income (\$mil)	\$356.8		\$165.4	
Average Household Income	\$74,930		\$83,682	
Median Household Income	\$60,801		\$66,591	
<b><u>Family Income (families)</u></b>	<b>3,697</b>		<b>1,326</b>	
under \$10,000	11	0.3%	181	13.7%
\$10,000 - \$14,999	51	1.4%	6	0.5%
\$15,000 - \$19,999	85	2.3%	25	1.9%
\$20,000 - \$24,999	167	4.5%	46	3.5%
\$25,000 - \$29,999	198	5.4%	3	0.2%
\$30,000 - \$34,999	174	4.7%	9	0.7%
\$35,000 - \$39,999	148	4.0%	33	2.5%
\$40,000 - \$49,999	309	8.4%	155	11.7%
\$50,000 - \$59,999	412	11.1%	85	6.4%
\$60,000 - \$74,999	611	16.5%	171	12.9%
\$75,000 - \$99,999	415	11.2%	130	9.8%
\$100,000 - \$124,999	453	12.3%	110	8.3%
\$125,000 - \$149,999	284	7.7%	111	8.4%
\$150,000 - \$199,999	277	7.5%	89	6.7%
\$200,000 - \$249,999	41	1.1%	73	5.5%
\$250,000 and over	61	1.6%	99	7.5%
Aggregate family income (\$mil)	\$306.3		\$128.7	
Average family income	\$82,847		\$97,058	
Median family income	\$66,552		\$71,117	
<b><u>Non-Family Income (non-families)</u></b>	<b>1,065</b>		<b>650</b>	
Aggregate non-family income (\$mil)	\$50.5		\$36.7	
Average non-family income	\$47,447		\$56,395	
Median non-family income	\$26,300		\$37,546	

	<u><b>PHELAN, CA</b></u> <u><b>(PLACE 06-56826)</b></u>		<u><b>WRIGHTWOOD, CA</b></u> <u><b>(PLACE 06-86594)</b></u>	
<u><b>Population by Race/Ethnicity</b></u>	<b>14,448</b>		<b>4,678</b>	
White	10,011	69.3%	3,956	84.6%
Black	468	3.2%	125	2.7%
Asian	671	4.6%	132	2.8%
Hawaiian/Pacific Islander	18	0.1%	11	0.2%
American Indian/AK Native	121	0.8%	30	0.6%
Other/multiple races	3,159	21.9%	424	9.1%
<b>Hispanic Origin</b>	5,310	36.8%	1,047	22.4%
<u><b>Education (persons 25+)</b></u>	<b>9,633</b>		<b>3,390</b>	
No high school diploma	1,800	18.7%	211	6.2%
High school diploma	3,449	35.8%	725	21.4%
College, no diploma	2,358	24.5%	742	21.9%
Associate degree	975	10.1%	404	11.9%
Bachelor's degree	638	6.6%	775	22.9%
Graduate/professional degree	413	4.3%	533	15.7%
<u><b>Labor Force (persons 16+ yrs)</b></u>				
<b>Total Population, Age 16+</b>	<b>11,312</b>		<b>3,777</b>	
Employed	5,735	50.7%	2,257	59.8%
Unemployed	327	2.9%	53	1.4%
In armed forces	0	0.0%	0	0.0%
Not in labor force	5,250	46.4%	1,467	38.8%
<b>Male Population, Age 16+</b>	<b>5,774</b>		<b>1,910</b>	
Employed	3,305	57.2%	1,374	71.9%
Unemployed	271	4.7%	22	1.2%
In armed forces	0	0.0%	0	0.0%
Not in labor force	2,198	38.1%	514	26.9%
<b>Female Population, Age 16+</b>	<b>5,538</b>		<b>1,867</b>	
Employed	2,430	43.9%	883	47.3%
Unemployed	56	1.0%	31	1.7%
In armed forces	0	0.0%	0	0.0%
Not in labor force	3,052	55.1%	953	51.0%
<u><b>Vehicles Available (households)</b></u>	<b>4,762</b>		<b>1,976</b>	
Households with no vehicles	106	2.2%	4	0.2%
Households with 1 vehicle	647	13.6%	421	21.3%
Households with 2 vehicles	2,041	42.9%	864	43.7%
Households with 3+ vehicles	1,968	41.3%	687	34.8%
Vehicles in owner households	10,033	81.7%	3,722	79.1%
Vehicles in renter households	2,251	18.3%	982	20.9%
<b>Total vehicles available</b>	12,284		4,704	
<b>Average vehicles per household</b>	2.58		2.38	

	<u>PHELAN, CA</u> <u>(PLACE 06-56826)</u>		<u>WRIGHTWOOD, CA</u> <u>(PLACE 06-86594)</u>	
<b><u>Households</u></b>	4,762		1,976	
Average household size	3.03		2.37	
<b><u>Families</u></b>	3,697		1,326	
Average family size	3.53		2.92	
<b><u>Non-Families</u></b>	1,065		650	
Average non-family size	1.28		1.24	
<b><u>Group Quarters</u></b>	37		0	
<b><u>Household Type</u></b>				
Families	3,697		1,326	
Married couples	2,798	75.7%	1,061	80.0%
with children	1,291	46.1%	365	34.4%
Male householder, no wife	370	10.0%	98	7.4%
with children	223	60.3%	63	64.3%
Female householder, no husband	525	14.2%	167	12.6%
with children	338	64.4%	110	65.9%
Non-Families	1,065		650	
with children	10	0.9%	9	1.4%
<b><u>Age of Householder (households)</u></b>				
under 25 years	136	2.9%	37	1.9%
25 to 34 years	551	11.6%	203	10.3%
35 to 44 years	823	17.3%	287	14.5%
45 to 54 years	981	20.6%	374	18.9%
55 to 64 years	1,026	21.5%	515	26.1%
65 to 74 years	802	16.8%	392	19.8%
75 to 84 years	348	7.3%	130	6.6%
85 years and over	95	2.0%	38	1.9%
<b><u>Household Size (households)</u></b>				
1 person	843	17.7%	533	27.0%
2 person	1,449	30.4%	783	39.6%
3 to 4 persons	1,548	32.5%	503	25.5%
5+ persons	922	19.4%	157	7.9%
<b><u>Total Housing Units</u></b>	<b>5,134</b>		<b>2,693</b>	
Occupied	4,762	92.8%	1,976	73.4%
Owner-occupied	3,749	78.7%	1,485	75.2%
Renter-occupied	1,013	21.3%	491	24.8%
Vacant	372	7.2%	717	26.6%
<b><u>Housing Value</u></b>				
Average Home Value	\$246,385		\$345,753	
Median Home Value	\$203,324		\$298,433	
Average Contract Rent	\$863		\$946	
Median Contract Rent	\$831		\$943	

## Interviewee No. 1 Stakeholder Interview Questions &amp; Responses

1. What are the key issues or values in the community that should be considered while developing the Library Master Plan?
  - *The Library is a very powerful community resource with offerings for all cultures.*
  - *Victorville needs a proactive Library to meet customer needs.*
2. What **do you feel is the City's role in providing library facilities**, programs, and services?
  - *The City's role is significant, but my concern is the City Council serves as a de facto Library Board, in addition to CSAC.*
  - *Victorville needs a more hands-on Library governance structure that focuses on the Library and Parks & Recreation.*
3. What program and service improvements and/or additional programs or services do you believe should be offered by the Victorville City Library?
  - *The Library should provide career and college information, homework help, tutoring, genealogy, literacy, eBooks, and self-check-out capabilities.*
4. What new and/or expanded library facilities/amenities would you like to see available?
  - *We need a Library meeting room, a dedicated teen space, a story time area, adult reading areas with a variety of seating types, small study rooms, a classroom, a craft area, a Friends bookstore, an efficient staff work area with storage, brightly colored finishes, and good lighting – inside and out.*
  - *Facilities studies of best library practices would illuminate the possibilities.*
5. Are there any geographical sections of Victorville or segments of the population that you feel are unserved or underserved by City Library?
  - *A Library is needed on both sides of I-15 – an Old Town location and on the west side of Victorville.*
6. What do you think the Victorville City Library should look like moving forward in 1, 5 and 10 years?
  - *There should be a slow progression of adding services to meet population growth and demographics.*
  - *The Library should be an element of civic pride – innovative, serving all segments of the community.*
  - *Future growth patterns & demographics will dictate the need & location of future library facilities – each location needs good transportation for access*

*The Interviewee had questions for the Consultants:*

*Are there Victorville citizens scheduled for interviews?* Yes, at least two City Council members will be interviewed.

*Are best practices considered?* Yes, public libraries in Rancho Mirage and Rancho Cucamonga are two good examples.

*Is automation considered?* Yes, customer self-service and staff workflow automation are examples that will be incorporated into the Master Plan.

*The Interviewee provided additional suggestions via email:*

## STAFF:

- *Revise job titles and job descriptions to empower staff to relate to current library practices.*
- *Enhance continuing education and development for the staff.*

## ACCESS:

- *Partner with other local agencies and school districts to explore their needs and provide resources.*

## MARKETING:

- *Develop strategies to make sure the community knows the who, where, and what of the Victorville library.*
- *Create a marketing plan that includes targets, strategies, timelines, and budget.*

## COMMUNITY INVOLVEMENT:

- *Form relationships with local businesses to partner and invest in new resources for the library.*
- *Create spaces within the library to reflect the community and promote interaction with the library.*
- *Develop an Outreach Plan to become the Heart of the Community.*

## Interviewee No. 2 Stakeholder Interview Questions &amp; Responses

1. What are the key issues or values in the community that should be considered while developing the Library Master Plan?
  - *The City's Strategic Plan October 2020-2023 identified four organizational values and the value most applicable to the Library is Excellent Customer Service. Other key issues surrounding the Library include providing adequate facilities and addressing safety concerns, especially related to the use of the Library the homeless. While the homeless have a right to access and use the Library, the City is working on other efforts to address homeless needs that may help alleviate inappropriate use and behaviors at the Library.*
2. What **do you feel is the City's role in providing library facilities, programs, and services?**
  - *In 2006, the City took on responsibility for the Library and our role is to meet the needs of the community to the best of our ability given available resources.*
  - *Measure P is a positive step toward funding the Library. The most recent quarterly report shows no reduction in revenue – online sales have more than compensated for any decrease in bricks & mortar retail sales.*
3. What program and service improvements and/or additional programs or services do you believe should be offered by the Victorville City Library?
  - *Wonderful comments have been received from the public on current Library offerings.*
  - *The completed Library Master Plan should have a clear schedule of implementation steps for any necessary improvements based on Library trends and unmet community needs.*
4. What new and/or expanded library facilities/amenities would you like to see available?
  - *The current Library is lacking private and group study rooms.*
  - *Alterations to existing staff and public workstations could provide some privacy.*
  - *Co-locate the Library with green space for outdoor learning. Perhaps include an amphitheater.*
5. Are there any geographical sections of Victorville or segments of the population that you feel are unserved or underserved by City Library?
  - *Without concrete data, my gut says a large portion of the Victorville population uses County Libraries in Apple Valley & Hesperia. This may be based on their proximity to these branch locations or simply being willing to travel to them due to a negative perception of the City Library facility or the area in which it is currently located.*
6. What do you think the Victorville City Library should look like moving forward in 1, 5 and 10 years?
  - *A large central facility would be nice, and multiple facilities may make sense given the large geographic layout of the city. Note: I do agree with statements made by other stakeholders during their interviews regarding the importance of the current Library to the Old Town community. However, the City Manager had an excellent point regarding **the need to realistically look at the City's ability to shoulder operating costs for multiple facilities.***
  - *The Library is a City Council priority – Completion and implementation of the Master Plan is specified in **the City's Strategic Plan** and it has been a frequent topic of discussion at City Council meetings.*

## Interviewee No. 3 Stakeholder Interview Questions &amp; Responses

1. What are the key issues or values in the community that should be considered while developing the Library Master Plan?
  - *It is not readily apparent if the current Library collections **reflect the City's demographics**.*
  - *Libraries **should be located to serve the City's** communities – the current location is in one of the lowest income areas of Victorville, and it is serving that population well.*
2. What **do you feel is the City's role in providing library facilities**, programs, and services?
  - *The City has a big role to play in Library programs for literacy, for facilities in gap areas, and for school/educational support.*
3. What program and service improvements and/or additional programs or services do you believe should be offered by the Victorville City Library?
  - *Library offerings for different ages – Kindergarten and up – exist already.*
  - *Existing offerings should be expanded with funding for staff despite the physical limitations of the existing building.*
  - *Community meeting space for compatible events is a great community need.*
4. What new and/or expanded library facilities/amenities would you like to see available?
  - *Such a large geographical City requires more than one Library – southwest homeowners would not find the current location convenient – possibly a 30-minute drive for them.*
  - *A large Main Library would be acceptable if transportation is readily available at a new site – not currently the case in many parts of Victorville.*
5. Are there any geographical sections of Victorville or segments of the population that you feel are unserved or underserved by City Library?
  - *Future growth via new development is happening west of I-15, especially southwest, and almost exclusively in single family housing.*
  - *The current Library serves a pocket of lower income residents, but does not serve the entire City well, geographically.*
  - *The population distribution east and west of I-15 needs to be determined.*
6. What do you think the Victorville City Library should look like moving forward in 1, 5 and 10 years?
  - *Victorville might have a central Main Library with two satellite libraries, north & south.*
  - *Current growth is faster than last year's **growth** – though there are a number of homes in entitlement.*

## Interviewee No. 4 Stakeholder Interview Questions &amp; Responses

1. What are the key issues or values in the community that should be considered while developing the Library Master Plan?
  - *Access to the Library, feeling safe while there, and a more modern environment – technologically and service-wise.*
  - *A safer environment is needed at the Library.*
2. What **do you feel is the City's role in providing library facilities**, programs, and services?
  - *The City should be the leading agency in providing for the Library.*
3. What program and service improvements and/or additional programs or services do you believe should be offered by the Victorville City Library?
  - *Get the most bang for the buck – find the proper location for the Library today and in the future, including the ideal number of facilities. Should we expand in place? New construction? Both?*
  - *There is a clear demographic demand for the current location.*
  - *Library improvements are an economic development issue.*
4. What new and/or expanded library facilities/amenities would you like to see available?
  - *Nothing new, just more of what the Library is already doing.*
  - *More computers and better technology are needed currently.*
  - *There is more community outreach by the City underway, which will help promote City amenities and improvements.*
  - *City Hall could be better utilized, including an outdoor learning and concert space – possibly a multi-purpose amphitheater, with lots of shade – a true Civic Center, which could stimulate additional development in the immediate area. A new Library there could be a catalyst.*
  - *Our current Movies in the Park program could be held at such a Civic Center amphitheater.*
5. Are there any geographical sections of Victorville or segments of the population that you feel are unserved or underserved by City Library?
  - *Increases in demand for Library service will likely be in southwest and northwest Victorville, filling in toward the center of the City.*
  - *The current location is not central to the City now.*
  - *The future City center will be closer to City Hall but still not the future center, though good access to government services exist around City Hall.*
6. What do you think the Victorville City Library should look like moving forward in 1, 5 and 10 years?
  - *The Library will probably see no change in one year, though funds in Measure P will help in the future.*
  - *Focus should be on 3+ years – whether expanding in place or building new?*
  - *There is no need for three or more libraries, with a concern that two facilities may not be sustainable.*

## Interviewee No. 5 Stakeholder Interview Questions &amp; Responses

1. What are the key issues or values in the community that should be considered while developing the Library Master Plan?
  - *Meet all ages per education, pre-school through university levels of knowledge & programs that instill learning with a computer technology base.*
2. What **do you feel is the City's role in providing library facilities**, programs, and services?
  - *Following the Committee's advice, the City should totally support the Library's mission for learning, financially and otherwise.*
3. What program and service improvements and/or additional programs or services do you believe should be offered by the Victorville City Library?
  - *We should start with children, computers, technology, research, study carrels enrichment programs of the schools, incorporate all – reading, seeing and speaking – greater faster and more readily learned.*
  - *A good partnership between Library & School District*
4. What new and/or expanded library facilities/amenities would you like to see available?
  - *Comparing Victorville with Hesperia, we need a technology classroom, student study carrels, a child center with tables and walls that teach – a true community center.*
  - *A new Library should bring the outside into the Library and take the Library outside.*
  - *The Library should be comfortable, like home – the Library is a part of life – much more than just a place to get a book.*
  - *A new three-level library for the entire City, centrally located – first floor for reading, floor for community center, a floor for viewing the outside?*
  - *Library is focal point of enrichment – there is no future without reading.*
5. Are there any geographical sections of Victorville or segments of the population that you feel are unserved or underserved by City Library?
  - *The African-American and Hispanic communities need the current library location as a Community Library – doing so much for the kids and their schooling and providing Wi-Fi and computer access for the immediate community.*
6. What do you think the Victorville City Library should look like moving forward in 1, 5 and 10 years?
  - *I have a vision of a beautiful, inviting Library for the City with lots of glass windows and views of the community.*
  - *Victorville residents should have pride in their libraries.*
  - *Building a new Library is a first step toward creating the foundation to establish an institution of higher learning in Victor Valley. A joint public-academic library could be a partnership with such an institution of higher learning.*
  - *I am pleased to be asked and involved in the Library Master Plan process.*

## Interviewee No. 6 Stakeholder Interview Questions &amp; Responses

1. What are the key issues or values in the community that should be considered while developing the Library Master Plan?
  - *In my five years with the City of Victorville, I have come to understand that the Library hosts an underserved population in Old Town, many without Internet access.*
  - *The current Library is a real gem, in a great location for serving that community.*
2. What **do you feel is the City's role in providing library facilities, programs, and services?**
  - *Taxpayers pay City employees to provide services.*
  - *Literacy and educational development of the young, as well as development of the local economy are high priorities.*
  - *The City should provide excellent Library services, currently and in the future.*
  - *Especially during COVID, citizens are hungry for services, including the current services such as drive-up books, etc.*
3. What program and service improvements and/or additional programs or services do you believe should be offered by the Victorville City Library?
  - *The Library is doing well with what they have, given circumstances. The Library does a lot with its limitations.*
  - *After COVID, the Library needs to be a better, larger, modern facility.*
  - *The current **location's challenges** are the high density of homelessness in the area and its significant distance from parts of the City.*
  - *Government is not funded to fully address homeless issues, but the City has sought grant funding, ultimately for a shelter facility/Wellness Center project in the works.*
  - *The Homeless Solutions Task Force is a multi-pronged partnership formed over a year ago.*
4. What new and/or expanded library facilities/amenities would you like to see available?
  - *The Library needs a better card reading system, as mentioned on City social media.*
  - *Classrooms and/or teaching/learning spaces are also needed, such as at the Hesperia Library.*
5. Are there any geographical sections of Victorville or segments of the population that you feel are unserved or underserved by City Library?
  - *The un-modern appearance of the current Library may be off-putting to some residents.*
  - *The current Library location attracts a geographic and socio-economic segment, but some other residents use County Libraries such as Hesperia and/or Apple Valley, per social media.*
  - *A more central location might be more attractive to more residents – the whole west side of the City could be served by a second Victorville City Library building.*
  - *City Hall seems adequate for the number of employees, but there is shared parking with the adjacent County Courthouse that sometimes becomes overcrowded.*
6. What do you think the Victorville City Library should look like moving forward in 1, 5 and 10 years?
  - *A temporary building addition might be a suitable temporary, short-term, stop-gap solution.*
  - *Any new Library building should be accompanied by a modernization of the existing Library.*
  - *Increase the programs in one year. Build a new building within the next 10 years.*
  - *The Hesperia Library is what one would expect to see for a City the size of Victorville.*

## Interviewee No. 7 Stakeholder Interview Questions &amp; Responses

1. What are the key issues or values in the community that should be considered while developing the Library Master Plan?
  - *I have lived in Victorville for 18 years. The major issue I see with Victorville is public transportation – if you miss the bus go home for dinner and come back to the bus stop and you can catch the next bus.*
  - *Homelessness in Victorville is a problem if there's one homeless person or many. I see them on 7<sup>th</sup> Street, living in tents in the desert, or along Roy Rodgers Freeway – it is an issue that needs to be addressed by all cities in California.*
2. What do you feel is the City's role in providing library facilities, programs, and services?
  - *Libraries in general are important, it brings the community together, offering information resources.*
  - *The Victorville City Library should focus on kids, to keep them engaged with after-school programs like looking for local part-time jobs like we had in San Francisco. I had a great experience growing up – the Library was a clearinghouse for odd jobs such as gardening or dishwashing, offered by people who had been vetted and cleared to employ teens.*
  - *I am a teacher in Adelanto. Do schools take field trips to VCL? My kids use their school library & Adelanto Public Library. My wife is also a teacher and she uses VCL for tutoring kids & the computers.*
  - *The Library needs to provide good technology – keeping up with trends. Even our local schools and communities are behind in technology, so they use school busses as mobile hotspots.*
3. What program and service improvements and/or additional programs or services do you believe should be offered by the Victorville City Library?
  - *VCL should offer STEAM – all areas of school curriculum to support middle school kids.*
  - *Victorville as a City is important to have good transportation and library service.*
4. What new and/or expanded library facilities/amenities would you like to see available?
  - *Any Library improvement would be good, if adequate funding is possible.*
  - *An amphitheater would be a great amenity for performances.*
5. Are there any geographical sections of Victorville or segments of the population that you feel are unserved or underserved by City Library?
  - *There could be a more central Victorville location for a new library – we need a lot of secondary facilities.*
  - *The current Library location is not a problem – transportation to that location is not as robust as it could be. The Victor Valley Transit Authority – the City of Victorville is one of seven members.*
6. What do you think the Victorville City Library should look like moving forward in 1, 5 and 10 years?
  - *The City is growing, so it would be nice to see additional facilities of all types in Victorville.*
  - *Housing prices are more affordable in Victor Valley, attracting people from all over.*
  - *A Library like I had in college at Cal State Northridge, with a robot that retrieved books.*

**Interviewee No. 8 Stakeholder Interview Questions & Responses:**

1. What are the key issues or values in the community that should be considered while developing the Library Master Plan?
  - *There is not much to do in Victorville – or it was not well publicized in the past, but has better online publicity now.*
  - *I go to Hesperia, where I ran Chamber of Commerce, and partnered with their Rec & Parks Department.*
  - *The Victorville City Library is not used by the disabled community. I opened a foundation to support kids for whom library use is not necessarily conducive.*
2. What **do you feel is the City's role in providing library facilities, programs, and services?**
  - *The City of Victorville has a prominent role in providing library facilities and services.*
  - *The Library is important to the City – really needed by many.*
3. What program and service improvements and/or additional programs or services do you believe should be offered by the Victorville City Library?
  - *A Sensory Room in the Library would be nice.*
4. What new and/or expanded library facilities/amenities would you like to see available?
  - *The existing Library needs much more space.*
  - *Additional space could be used for online projects for hands on learning such as science.*
  - *Outdoor spaces for performance and/or a teaching garden would be useful.*
5. Are there any geographical sections of Victorville or segments of the population that you feel are unserved or underserved by City Library?
  - *The current Victorville City Library needs to serve its immediate community.*
  - *A new Library at City Hall would be a great.*
  - *What about a new Library at Hooks Park?*
  - *Could the Library partner with a transportation entity to get people to library locations?*
6. What do you think the Victorville City Library should look like moving forward in 1, 5 and 10 years?
  - *Victorville needs more activities. The Library could help fulfill that need in the future.*

**Interviewee No. 9 Stakeholder Interview Questions & Responses:**

1. What are the key issues or values in the community that should be considered while developing the Library Master Plan?
  - *Locating the Library is critical in Victorville.*
2. What **do you feel is the City's role in providing library facilities, programs, and services?**
  - *The Library has a key role in the City, but is affected by surrounding properties.*
  - *The City of Victorville must meet ADA guidelines in all facilities. The current Library needs ADA upgrades, which are typically very costly to make.*
3. What program and service improvements and/or additional programs or services do you believe should be offered by the Victorville City Library?
  - *The current Library could be rebranded as a community reading room and/or library.*
  - *The Library could offer new laptops, computers, teen spaces and spaces for kids to collaborate on projects. My granddaughter would use those.*
4. What new and/or expanded library facilities/amenities would you like to see available?
  - *A multi-purpose meeting room could serve a number of library functions.*
  - *Outdoor spaces would be viable. Depending on where the site is, the Library could have a Fall Festival presence.*
5. Are there any geographical sections of Victorville or segments of the population that you feel are unserved or underserved by City Library?
  - *The current Library was built in what was the center of town at the time, but is no longer centrally located. The Old Town area needs to be redeveloped.*
  - *The City of Victorville would be better off building or leasing a new building.*
  - *The remaining unleased portion of the former Target store is big enough, near City Hall, with adequate parking, and is near a permanent homeless shelter.*
  - *A location at the City Civic Center, near City Hall, would be a viable location.*
6. What do you think the Victorville City Library should look like moving forward in 1, 5 and 10 years?
  - *I am not sure.*

## Interviewee No. 10 Stakeholder Interview Questions &amp; Responses:

1. What are the key issues or values in the community that should be considered while developing the Library Master Plan?
  - *Victorville community values include small town/hometown charm, nurturing the community, and wholesomeness.*
  - *Victorville citizens value connecting with one another. The City is made up of people – not buildings – but neighbors.*
  - *Education is key – foundational for City Council – as several members are educators.*
2. What **do you feel is the City's role in providing library facilities, programs, and services?**
  - *The City of Victorville is essential to develop and implement library facilities and services – 100% a core responsibility.*
  - *The Library can get others involved – in City government and beyond.*
3. What program and service improvements and/or additional programs or services do you believe should be offered by the Victorville City Library?
  - *The Victorville City Council received an impressive presentation to what the Library is offering now. Those programs and services are robust and rigorous.*
  - *The Library needs staffing and volunteers to get more done – more likely with a new modern building.*
  - *Tutoring will be vital to help some people catch up to their peers. Offerings such as a Chess club and access to computers could be vital.*
4. What new and/or expanded library facilities/amenities would you like to see available?
  - *Victorville needs the newest, latest and greatest high technology – clean and safe.*
  - *We need the Library to be as hi tech as we can get it, kids need access to what they may not have at home, technologically and otherwise.*
  - *The Library should have offerings for people with learning differences and/or special needs, such as sensory sensitivity.*
5. Are there any geographical sections of Victorville or segments of the population that you feel are unserved or underserved by City Library?
  - *The Library should be a new modern building, updated, and in a centralized location. Focus on a Main Library in a central location somewhere near City Hall would be the best investment for the City – providing the most benefit.*
  - *The current Library location in Victorville might make some people feel unsafe, and restoring the building might take too long.*
  - *Victorville could use a shuttle service for Library customers.*
6. What do you think the Victorville City Library should look like moving forward in 1, 5 and 10 years?
  - *Victorville in 10 years needs to be unpacked – we should build on progress over time, with built-in flexibility. In 10 to 15 years in the future, we could add facilities.*
  - *A new Library will attract volunteers and partnerships. Council and Police look favorably toward Library partnerships – even the County Sheriff Department might be a willing partner.*

**Interviewee No. 11** Stakeholder Interview Questions & Responses:

1. What are the key issues or values in the community that should be considered while developing the Library Master Plan?
  - *I am new to Victorville and the Parks & Recreation Department, but I am not new to Parks & Rec, with 30 years of experience.*
2. What **do you feel is the City's role in providing library facilities, programs, and services?**
  - *The Library is definitely a priority.*
  - *Victorville homeless services are provided by the Mission, a new wellness Center is being built by the City, and churches help out along with other private entities.*
3. What program and service improvements and/or additional programs or services do you believe should be offered by the Victorville City Library?
  - *The Victorville City Library could partner with Schools.*
4. What new and/or expanded library facilities/amenities would you like to see available?
  - *New Library security cameras, a fence with gates, and a drive-through window would be useful.*
  - *Phased construction for expansion makes sense.*
5. Are there any geographical sections of Victorville or segments of the population that you feel are unserved or underserved by City Library?
  - *The current Library location serves its immediate community well. Maybe the current Library should be **retooled as a Children's Library**.*
  - *A central Victorville location will always be far away from some people, but a new larger modern building is needed. Any Library must be located on a bus line.*
  - *Southwest Victorville might be a candidate location for a new building if population data supports it.*
  - *The Apple Valley Library has been renovated in the past few years and draws some Victorville residents. Ontario has a joint use branch library in a high school.*
6. What do you think the Victorville City Library should look like moving forward in 1, 5 and 10 years?
  - *Per the recent Parks Master Plan for Victorville, projections forecast some growth to the north.*

## Interviewee No. 12 Stakeholder Interview Questions &amp; Responses:

1. What are the key issues or values in the community that should be considered while developing the Library Master Plan?
  - *Literacy programs are needed.*
2. What **do you feel is the City's role in providing library facilities, programs, and services?**
  - *The City of Victorville should put Library services high on the list for funding, marketing via social media, etc. so VCL can help the community thrive.*
  - *Library services should be a City priority because those services play into how well a City works as the hub of information.*
3. What program and service improvements and/or additional programs or services do you believe should be offered by the Victorville City Library?
  - *The programs the Library definitely needs more of are literacy, teen programs such as after school homework help and gaming, computer classes, community volunteer projects, Mommy and me, story time, Pre-school and Kinder care expansion, STEAM for all ages, writing workshops, research instruction, more seniors programs, book clubs for all ages, Trivia game and/or poetry nights, veterans interviews, Spanish language, ESL and citizenship classes, and computer/technology literacy and skills.*
  - *Spaces are needed for Teens and Tweens, private tutoring areas/rooms, a career resource center focusing on young people, veterans, and seniors and computers/technology for all ages.*
  - *The Library should strike up a symbiotic partnership with the local School Districts.*
  - *VCL could partner with San Bernardino County Government Departments and other organizations to present programs related to their specialties. Victorville Parks and Rec could bring health and fitness literacy programs and staff for all ages to the Library.*
4. What new and/or expanded library facilities/amenities would you like to see available?
  - *Victorville needs a second Library.*
  - *The current Library could be retooled for Teens and younger kids and families (doing so would allow the City to exclude the homeless population from a Children's facility).*
5. Are there any geographical sections of Victorville or segments of the population that you feel are unserved or underserved by City Library?
  - *There probably are unserved areas but I'm not sure in what parts of Victorville – it depends on their transportation. With cars, people can drive to Hesperia. Adelanto has a building that is smaller than VCL. There are a lot of areas underserved by the Library.*
  - *The current Library location is good for those who live in the neighborhood and nearby.*
6. What do you think the Victorville City Library should look like moving forward in 1, 5 and 10 years?
  - *Any Library should grow with evolving technology and community needs, always educating the young.*

**Interviewee No. 13 Stakeholder Interview Questions & Responses**

1. What are the key issues or values in the community that should be considered while developing the Library Master Plan?
  - *I live on the west side of Victorville but understand the current Library lacks accessibility for those without personal transportation or who do not live in Old Town.*
  - *Key Library values are accessibility, research, inquiry, family leisure time, literacy, and community.*
2. What **do you feel is the City's role in providing library facilities, programs, and services?**
  - *The City of Victorville should promote literacy, advance independent thinking & critical thinking.*
  - *The City is forward looking, and the Library is a very important service.*
  - *I used the Library frequently as a child, it helped me grow as a productive citizen, into adulthood to become a teacher.*
3. What program and service improvements and/or additional programs or services do you believe should be offered by the Victorville City Library?
  - *Three Library services: 1) state-of-the-art technology to solve the digital divide; 2) safe spaces for community meetings; and 3) collaborative/cooperative spaces for learning.*
4. What new and/or expanded library facilities/amenities would you like to see available?
  - *New services: a meeting space for a Town Hall meeting or a break-out session, virtual field trips, etc.*
  - *I embrace two options of 1) a new Central Library or 2) a renovated existing + a new Library.*
5. Are there any geographical sections of Victorville or segments of the population that you feel are unserved or underserved by City Library?
  - *The Council is pro-growth so expansion of the Victorville city limits is on the table for City Council.*
  - *The city is growing to the north.*
  - *A new Library should be located west of I-15.*
6. What do you think the Victorville City Library should look like moving forward in 1, 5 and 10 years?
  - *In 10 years, a Library should encompass state-of-the-art equipment, 21<sup>st</sup> Century learning & skills, multi-media, STEM, STEAM.*
  - *Educate educators about the Library and how it can be used in educate kids to become productive citizens.*
  - *I would consider a Library Kiosk to promote literacy as a positive concept, and to bring awareness of the Library & **City's investment** in Library services.*
  - *I would like to take a trip to see a Library Kiosk in action.*

The Consultants thank all of the Interviewees for their time and contributions. We have used the feedback shared with us in our final report but the sources will remain anonymous. Copies of these notes were previously shared only with the participants of the interviews.

Dick Waters, Principal Consultant  
**Godfrey's Associates, Inc.**

## Notes from the Library Staff Focus Group Thursday, September 10, 2020

Programming for Children and their caregivers was quickly identified as one of the strengths. **There are seven children's programs per week.** One of the seven programs is a bilingual Storytime. Parents of the participating children in the programs are very appreciative.

There are two programs for teens. There are also special programs from time-to-time celebrating a specific day or event. Some programs are held outdoors, but not on a regular basis.

**The maximum capacity for each children's program is 24 children, plus often one parent per child.** Having as many as 48 persons for a program in a very small area means literally standing room only – not a pleasant experience for anyone. The space is set up using tables. The space is open. When asked if other library customers complained about the noise the response was no – there are few, if any, complaints re too much noise. Staff believes that the public knows when the programs are held and may avoid coming to the Library at 9:00 AM (opening hour Monday – Saturday).

There are no private areas in the library – no study rooms, no rooms for meetings, no rooms for tutoring. Everything is done in the general public spaces.

Passport service is exceptionally well-received by the public. The entire process can take place at the Library except for the actual issuance of the document.

Staff does have a role in collection development.

There is a Friends of the Library (FOL) group, numbering 10 – 15 persons. There is a small bookstore in the building operated by the Friends. The majority of their funds are derived from the sale of books.

The majority of the furniture, fixtures, and equipment (FF&E) in the building is 15-years old. There are two public restrooms and one staff restroom.

The Library is open six days a week, closed on Sundays. The typical work week for staff is 40 hours for all staff.

*Identified Needs.* Staff identified the following:

- Better shelving for the books;
- Bigger building;
- Study rooms for tutoring;

- Improved policing of the area around the Library to provide a cleaner and safer location;
- Technology upgrade and second printer for customer use;
- Gathering spaces, meeting rooms;
- infrastructure upgrade;
- WIFI printing capability for patrons; and
- Places to display items, for instance, end cap displays to feature staff picks or holiday themes or special programs.

New management is appreciated inasmuch as it is with a consistently positive attitude as well as finding ways to further help the customers, especially parents who need extra help with their children's school work and doing what we can according to the budget to facilitate the school literacy needs.

In addition, making sure to have available tutors as often as possible. College students helping elementary students at the Library with homework is a huge help for Spanish Speaking Parents who constantly appreciate the service.

The study will hopefully figure out how to fix the roads around the City Library for a more inviting, welcoming, and better presentation. It is appreciated to consider providing health benefits to part-time employees, or make them full-time.

Ten staff participated – six Library Aides and four Library Clerks. The primary work responsibility of the Aides is staffing the Circulation Desk and the Clerks is staffing the Reference Desk, including the Passport intake service.

## Notes from the Friends Focus Group

Tuesday, September 15, 2020

*Project History.* A best practices for Public Library study was done by Friends Group in 2005, 54 areas of research were undertaken. They visited libraries in Illinois, Nevada, Oregon, and several in California – the report with 250+ photos was delivered to City Council in April 2007. A copy will be made available to the consultants, possibly without all the photos.

*City Government.* Not much investment into the Library by City government. The Library may not be a City priority.

The City used development funds to invest in a new Skate Park recently, based on a long-term plan. One member expressed concern about the annual operational cost of the Park. We are unaware of designated funds for the Library beyond what has been appropriated for the Master Plan.

The City Department of Community Services includes Parks & Rec and the Library. The Library being under City control is good, Parks is undergoing a Master Plan now.

County Libraries have used county funds for expansion. Victorville might not be **able to afford as much, if it's the same old library. There is a new image of what the public library is, and what it can do for you.**

A new Victorville City Library and Cultural Center would open up avenues for funding.

Planting seeds with City Council members is a good idea – consultants as advocates.

*Library Location.* Someone needs to fix the road to the Library (7<sup>th</sup> Street). No one claims ownership of the road to the Library (privately owned) – unmaintained road for years – ¼ to ½ mile, including the direct access to the Library.

The Library is a safe place, but the area around where the Library is located is not appealing and appears unsafe.

**Library is in a “depressed” environment** – in Old Town, a business area trying to be revived. The profile of Old Town includes many Latino/Spanish language businesses.

FOL reached out to the business community for ideas and partner funding.

There is a need to get City focus on the Library & Old Town. The community has support for the Library. The Library needs to step into the spot light.

**The “other side of the freeway” means the Library is not easily accessible from the west side.** Though not demographically different, the west is where the new growth is. Children do not have easy access to the library – it is most likely a two bus trip. Eight minutes of drive time equates to a one hour bus ride. The public transit system is not that good. One must have access to a car to get around Victorville. The Eastside has schools, but little new development.

The current location may inhibit library visits at night. The appearance has been neglected. The area can be brought up – see how Hesperia & Apple Valley community libraries have upgraded their surroundings. Two members repeated that these two libraries were **“welcoming.”**

*Community & Culture.* Victorville came together recently to welcome home a soldier who died in action. There is a strong sense of community here. But not much to do – Teen house parties, BBQs at home, game time. There is a sense that the community could be more cohesive.

Inclusive means acknowledgment and inclusion of the various local cultural groups – Indian, Tongan, Native, Latino, Black.

*Library Offerings.* The Library needs an outdoor amphitheater for High School graduations & concerts. Library as the center/the lifeline of the City.

It has been the one and only library for years. I like our Library – it does well with circulation and attendance, I am proud of it.

County libraries have been built around us. We need to make the library relevant in this technological age. We need programs to take us into the future.

The *Group Me* app can promote the Library as a place to meet.

The Study Room has been adapted to be the Passport Room. It used to be/could be used for scrapbooking, knitting, group activities.

People rely on Library staff to implement programs rather than the public generating program ideas.

We need space in the Library to hold programs. It takes space to have a good library. Citizens are getting restless for library improvements.

I envision multiple libraries in existing spaces – for pre K programs, early childhood, etc. We need service on the west side of the Interstate. Space for art, summer reading, Parenting, in a Family Center. A separate professional/business/student center, with space for meetings, maybe located near the Airport. A Civic Center location unknown, for concerts, to check out instruments, rotating displays. Pocket libraries.

A small percentage of citizens know about the library, but patrons are loyal – citizens & non-citizens. Many in the community are still unaware of library offerings.

There is not a great awareness of the Library, what it does, or what it has. But the Library is the greatest asset of our community. People will use the library if they know its value.

Millennials go to the library to borrow books because they cannot afford to buy them. Maybe VCL can check out cookware, tools, seeds, skateboards, artwork – the Library of Things.

Promote the Library but remember there is only limited space. It is important to recognize what can be done immediately with the space and resources available.

Customers praise the services for children at VCL. Teens like the Harry Potter party at the Library. We need a Teen Space.

Hesperia Library has become part of a Civic/Cultural Center. Victorville needs a Civic Center.

Bilingual story time needs to be expanded. VCL had Spanish computer classes once upon a time. We need a Spanish book club. We need to bring in African-American kids – with visible cultural representation for them.

Spice of Life Festival on 7<sup>th</sup> Street needs to come back to the Library instead of City Hall, as a showcase for all local cultures.

The Consultants were impressed by the group of Friends members who participated. Most Friends groups are not as diverse in age, culture, color, and experience; all were knowledgeable and articulate about their library.

The library can contribute to improvement of low levels of literacy.

## Notes from the Educator Focus Group

Thursday, September 24, 2020

*Library Use: How do you and/or your family use the Victorville City Library?* I and my family used the Library when my kids were younger, so I was **familiar with the Children's** collection.

Part of my job is teaching parents with how to help their kids to read.

The Victorville City Library (VCL) is a partner with the Family Resource Center, **sending parents to each other to share each other's resources.**

Alicia is a great resources at VCL.

It would be helpful to school librarians if books were labeled with Lexile tools such as AR levels, etc. for school kids.

Before Covid 19, Middle and High School users looked to VCL for Internet access and some research, since no Wi-Fi at home. Now all students have Chromebooks & Wi-Fi hotspots for Internet access.

*Is there a formal relationship between Schools & Library?* No, but individual educators take different approaches – **I'd love it if there were** such a relationship. I would like to see curricular connection between School Districts and VCL. Once upon a time there was liability resistance to having school textbooks in the Library.

The transient population used the Library as their home before Covid 19.

*Library Location: Talk about the location of the Library. Is it good? Bad? Convenient?* Transportation is a problem for many families in reaching any location in Victorville. Access to public transportation is a must for any Library location – new or existing. It is an hour bus ride to the Library from many places in Victorville.

Family Resource Center patrons do not have a sponsored means of mass transportation to the Library.

The road to the Library is not owned by City so it is not well maintained.

**Victor Valley High School is only school that's close, within one mile of the Library.** Elementary schools are evenly distributed throughout the City, with approximately half on each side of the I-15 freeway.

The Library is near great food – several restaurants in the Old Town area.

The small Library building is due to the size of the current site.

*Other Libraries: Should there be one Library in Victorville or additional locations?* The closest are the Apple Valley Library, which is newly renovated beautifully, and Hesperia Library, which is big but people there are not nice.

Do bookmobiles still exist? The bookmobile was great for me as a kid. What about mobile computer stations with Internet connections?

**It might be best to put all Victorville Library “eggs in one basket”** – one larger facility, instead of multiple smaller ones.

A new larger library in a different location at a bus stop would be good, as would be enlarging the existing building.

Empty retail space is available at the old Walmart at Bear Valley & Balsam (east of I-15, Victor Valley Transit bus 53 stop nearby) or the old Target store on Palmdale & Kentwood (west of I-15, Victor Valley Transit bus 32 stop nearby) – both near active stores. A former Albertson's grocery store on Bear Valley and Amethyst is also vacant (west of I-15, Victor Valley Transit bus 54 stop nearby).

A Library Kiosk at the Victor Valley Mall is a good idea – amazing!

*Community Culture: How do the diverse cultures in Victorville impact the Library?* Library as Community Center might be considered, as opposed to Library as a Cultural Center.

There is a small theater (High Desert Center for the Arts?) about a mile from the current Library, on 8<sup>th</sup> Street.

**Tutoring is difficult to do during Children's programs, so multiple meeting rooms/group study rooms are needed.**

The Passport room was the only meeting room in the Library before it was repurposed.

86% of kids are free and/or reduced lunch-eligible in Victor Elementary School District.

*Community Needs: What are some needs in the greater community that the Victorville City Library could help address?* The Library is attractive to the community because it has free admission, with air-conditioning and something for kids to do.

Hilton Garden Inn is the only place to hold large meetings of 300 people or more, but they have limited parking. Several two- to three-day events, stakeholder meetings, etc. are scheduled there multiple times per year, but they must be booked well in advanced due to demand and limited meeting space supply.

A local rest home has been used for meetings – because there is no place to go that is reliable for availability, parking, and adequate accommodations.

Large events are when all people in the community come together – wedding receptions, quinceaneras, etc.

The active Chamber of Commerce in Victorville is a resource.

## Notes from Spanish Language/Bilingual Focus Group Friday, September 25, 2020

Translated by Elizabeth Martinez of **Godfrey's Associates, Inc.**

The focus group went well, everyone spoke at least twice, and everyone was well informed about Victorville Library and eager to tell us their opinions. It lasted one hour and a half with 12 participants plus Alicia Moreno-Gonzalez Library Aide.

*Quotes:* "My children and I visited the Apple Valley and Hesperia libraries and I when I asked them if they liked them, all said yes. My daughter added that she wished that the libraries had the staff from the Victorville library."

"We love the library staff."

"Victorville grew too fast, and the library is too small."

"It's sad, the lack of security."

*Covid19:* The limits of the number of people in the library at any one time (24) are important but due to the size of the library, the parents must vie for attendance at Story Times.

*General Agreement*

1. *Staff:* Everyone praised the library staff for their assistance, programs and sincere interest in the community.
2. *Security:* Everyone considered security a big issue, due to homeless people who sit on a bench outside the library, use the public bathrooms and occupy the public seats and computers. They mentioned and Alicia confirmed that there is no limit to anyone using the computers or bathrooms. They cited reluctance to visit the library after dark. They cited police slow to respond to calls. Homeless and others sit on a bench outside the entrance and smoke; when confronted to stop they cite that they are within city limits.
3. *Public Restrooms:* There are only 2 public bathrooms, both Unisex and both for children as well as adults. Parents said they had seen a homeless person bathe in the bathroom and use drugs (found a syringe).
4. *Space:* There little or no space for study and reading. The wish there were places to sit and read a book or relax. The library is one big room.
5. *Programs for Children:* The morning programs are excellent with stories, puppets and toys. Sometimes there are snacks. It's a happy learning time for children and their parents.

6. *Teens:* They asked for programs afterschool such as computer classes and games though, again, security was mentioned because of homeless people present. One parent asked for assistance for college applications.
7. *Street by the Library:* It's an eyesore, needs improvements.
8. *Collections:* Only one participant stated that there needed to be more new books. It seems collections might not be used a lot. Circulation data?
9. *A New Library:* Place a new library near City Hall and Police station. A few participants mentioned that there is land available from both city and county.
10. *City Government:* Some parents spoke at city council meetings and to council members about the security concerns at the library with no response. City left the San Bernardino County Library System for better services, and now says there are no funds for a new library.

A few suggestions for immediate improvements:

1. Post rules for use of the bathrooms; no bathing, limit time of usage, etc.
2. Increase cleaning of bathrooms. CDC guidelines require they be cleaned after every use.
3. Designate one bathroom for children or allow them to use the staff bathroom.
4. Hire a security guard for afternoons and evenings.
5. Improve outdoor lighting around the building.
6. Move the bench outside the entrance closer so people can't smoke there or place it further from the entrance.
7. Start a volunteer advisory group to assist with improvements now and after the Pandemic.
8. All Focus Group participants could be invited to join Friends of the Library at no cost for the first year. Both groups want the best for the library.
9. Utilize social media for teen programs and games for involvement. A high school or college class could assist.
10. Restart computer classes. Contact a local tech company for partnership.
11. Invite City Council and other government officials to the library. Friends could host a meeting to update them on conditions that could be improved while closed; painting walls, redesigning interior. Let them meet a few parents who are appreciate for library programs for their children.
12. "Friends of the Library and Staff Appreciation Day." Ask City Council for recognition.

Notes from General Library User Focus Groups  
September 25 & 26, 2020

Friday & Saturday,

*Your Use of the Library.* My family and I are avid users. Every 2 to 3 weeks we max out our card borrowing privileges.

We go to the Library with our kids for the activities – summer and winter reading & pre-school programs, 2 to 3 days per week, we get books every week. We see kids the same age, they like the Library.

**I'm too busy with kids to read for myself.**

**I do not use the Library's computers.**

Librarians are friendly and the space is comfortable.

The late fees are fair.

**I'm a Homeschooler.**

**We wanted to do the STEM class offered at the Library but I couldn't fit it in my schedule.**

We use the Computer lab for all our kids at once.

We stay 2 to 2.5 hours.

We did Reader challenges and the summer reading program.

The Music Club to teach music to kids was a program that I wished we would have tried (at VCL or other library?) The Library is a great place to add arts back **into kids' education.**

**Homework help – I'd get my kids involved in helping other kids in the Library.**

There is no formal homeschool group in Victorville except for the annual convention, but I consult with the Legal Defense Association and Christian Home Education Association. The national average is between 6 to 8% of families home school their children, but the High Desert might have a higher percentage – where the legacy is 40+ years old with many mentors in the area.

Continue to offer adult literacy, tutor all ages of low socio-economics in the area.

Education is huge.

I do research in between jobs, update my resume.

Our kids get books every month, they meet all the reading incentives.

Inter-Library Loan is a good service.

We are firm believers in the Library, but it is very under-used.

There are many books available for kids.

The Library is one big room with everything together – I would like some enclosure for the little kids.

*Library Location.* It is easy to drive to the Library, 7 minutes for me. It is safe there. The location is OK.

**I'd like to see a larger Library, but not on multiple floors.**

**I'm in South Victorville. I use the Library because it is my home, my donations & fines go there.**

We have a Hesperia Library card and have been there twice.

VCL is near Costco.

*Community Needs.* Knowing where people can help to lend a hand is missing in Victorville.

Build the morale – this is our home and we can make it our own – some streets are nice, some neighborhoods are, some not.

**Many parents have no idea what's available at the Library.** Marketing could be done by ads. The Nextdoor app exists in Victorville.

Need a public swimming pool.

Kids have nowhere to go but to school & the Library.

A tutoring area would be nice, my kids could tutor others.

### Appendix 5.3 I Want My Library to... Survey Form with Instructions

Listed on the next sheet are 17 areas of focus that a public library might pursue. However, no library can do an equally good job of pursuing all 17. Each community needs a different focus mix, depending on its particular characteristics and composition, and on what other resources are available. Please indicate the importance of the 17 areas of focus listed for the Victorville City Library as follows:

In the left-hand column place a 1 beside the area of focus you believe is most important for the Victorville City Library to pursue. Then, also in the left-hand column, place a number 2 beside the area of focus you believe to be second most important. Continue until you have marked five of the 17, so that there is one #1, one #2, one #3, one #4, and one #5.

Then, please assign an X, also in the left-hand column, beside the two areas of focus you believe to be of least importance for the Victorville City Library, areas of focus you believe the Victorville City Library should not consider at all.

You will, therefore, be providing us with an indication for seven of the 17 – top five in 1, 2, 3, 4, 5 order and 2 Xs.

Please, at the top of the services sheet, indicate the group you are part of for this Focus Group, i.e. Seniors, Caregivers of Young Children, etc. However, **do not** sign your name. But, please, email the sheet to [watersdc@gmail.com](mailto:watersdc@gmail.com) when completed. Thank you.

### Appendix 5.3 I Want My Library to... Survey Form with Instructions

	...offer services that support and improve adult and teen literacy.
	...provide business and career information, including services related to job-seeking, personal finances & entrepreneurship.
	...serve as an inviting public space to help people meet and interact with others in the community.
	...provide technology and space to help residents connect with the online world.
	...create young readers by offering programs and resources aimed at early literacy.
	...act as a community referral service by matching patrons who require services with local agencies and organizations
	... help residents express their personal creativity by providing the print, video, and audio resources required to generate and share creative content.
	...provide consumer and lifestyle information to help residents make informed consumer and health decisions.
	...celebrate diversity by providing programs and resources that explore a variety of cultures.
	...focus on current topics and titles that reflect popular culture and social trends, including library programs that provide a satisfying recreational experience.
	...offer educational support to students who are enrolled in a formal program of education or who are pursuing their education through a program of home-schooling.
	...provide ready reference answers to questions on a broad array of topics related to work, school, and personal life.
	...help people participate in the democratic process by offering governmental information about elected officials and governmental agencies.
	... offer computer and information literacy services that build skills related to finding, evaluating, and using information and technology effectively.
	...serve as a lifelong learning center, addressing the desire for self-directed personal growth and development opportunities.
	...offer local history and genealogy services that help patrons explore their personal or community heritage.
	...provide a wide variety of print, video, audio, and digital materials that stimulate imagination and creativity.

### Appendix 5.3

#### I WANT MY LIBRARY TO ... Scoring

Library Staff	1	2	3	4	5	Total Points	Ranking	Xs
1 Adult & Teen Literacy		3	1	1	2	19	4	
2 Business & Career Information	2		1	1		15	5 (tie)	1
3 Public Space, e.g. Commons			1	1		5		2
4 Connect w/ Online World	1		1		1	9		3
5 Early Literacy	6	1	1	1		39	1	
6 Community Referral Service						0		3
7 Personal Creativity					2	2		2
8 Consumer & Lifestyle Information	1	1				9		3
9 Celebrate Diversity (Cultural Awareness)		1		1	1	7		
10 Current Topics & Titles		1		1	1	7		
11 Educational Support		2	3	2	1	22	3	3
12 Ready Reference (General Information)		1				4		2
13 Governmental Information						0		3
14 Computer & Information Literacy	2	2	2	2	1	29	2	
15 Lifelong Learning Center		1	1	2		11		
16 Local History & Genealogy					2	2		4
17 Stimulate Imagination	1		2	1	2	15	5 (tie)	1

### Appendix 5.3

#### I WANT MY LIBRARY TO ... Scoring

Adult Customers	1	2	3	4	5	Total Points	Ranking	Xs
1 Adult & Teen Literacy		2	1			11	3	
2 Business & Career Information	4					20	2	
3 Public Space, e.g. Commons		2				8		
4 Connect w/ Online World				2		4		2
5 Early Literacy	3		2			21	1	
6 Community Referral Service			1			3		1
7 Personal Creativity						0		
8 Consumer & Lifestyle Information					1	1		2
9 Celebrate Diversity (Cultural Awareness)			2	1		8	4 (tie)	
10 Current Topics & Titles						0		2
11 Educational Support					4	4		1
12 Ready Reference (General Information)			1		2	5		
13 Governmental Information		1				4		2
14 Computer & Information Literacy				4		8	4 (tie)	
15 Lifelong Learning Center		2				8	4 (tie)	
16 Local History & Genealogy						0		4
17 Stimulate Imagination						0		

### Appendix 5.3

#### I WANT MY LIBRARY TO ... Scoring

Spanish Language	1	2	3	4	5	Total Points	Ranking	Xs
1 Adult & Teen Literacy	1		2	2	1	16		
2 Business & Career Information	5				2	27	2	2
3 Public Space, e.g. Commons		1				4		8
4 Connect w/ Online World		3	3		1	22	3 (tie)	
5 Early Literacy	4		3			29	1	
6 Community Referral Service		3		1	1	15		
7 Personal Creativity						0		
8 Consumer & Lifestyle Information				3		6		
9 Celebrate Diversity (Cultural Awareness)		2		1	2	12		
10 Current Topics & Titles			3			9		
11 Educational Support	3	1			3	22	3 (tie)	
12 Ready Reference (General Information)			1			3		
13 Governmental Information				2		4		4
14 Computer & Information Literacy		3	1	3	1	22	3 (tie)	
15 Lifelong Learning Center					2	2		1
16 Local History & Genealogy						0		7
17 Stimulate Imagination				1		2		1

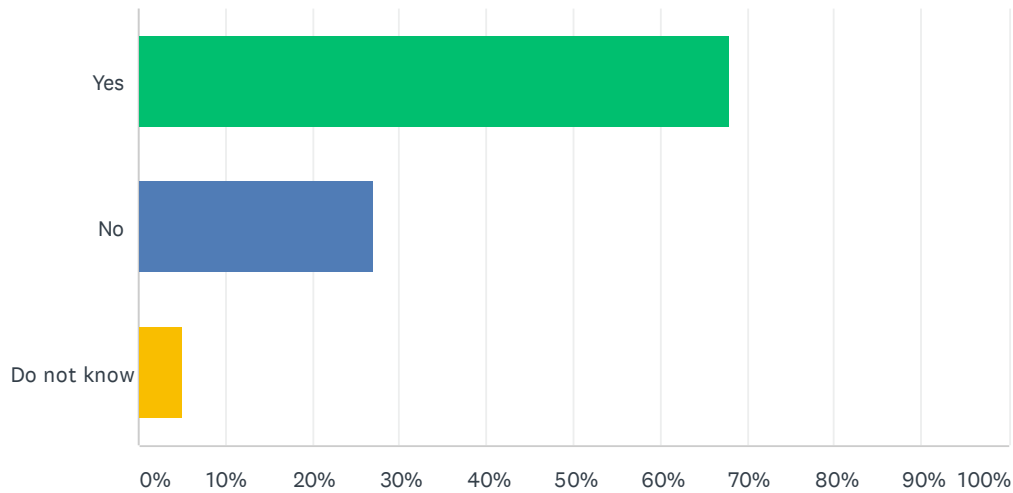
### Appendix 5.3

#### I WANT MY LIBRARY TO ... Scoring Master

All Respondents	1	2	3	4	5	Total Points	Ranking	Xs
1 Adult & Teen Literacy	1	5	4	3	3	46	5	
2 Business & Career Information	11		1	1	2	62	2	3
3 Public Space, e.g. Commons		3	1	1		17		10
4 Connect w/ Online World	1	3	4	2	2	35		4
5 Early Literacy	13	1	6	1		89	1	
6 Community Referral Service		3	1	1	1	18		4
7 Personal Creativity					2	2		2
8 Consumer & Lifestyle Information	1	1		3	1	16		5
9 Celebrate Diversity (Cultural Awareness)		3	2	3	3	27		
10 Current Topics & Titles		1	3	1	1	16		2
11 Educational Support	3	3	3	2	8	48	4	4
12 Ready Reference (General Information)		1	2		2	12		2
13 Governmental Information		1		2		8		9
14 Computer & Information Literacy	2	5	3	9	2	59	3	
15 Lifelong Learning Center		3	1	2	2	21		1
16 Local History & Genealogy					2	2		15
17 Stimulate Imagination	1		2	2	2	17		2

## Q1 Do you have a Victorville City Library borrower's card? PLEASE CHECK ONLY ONE

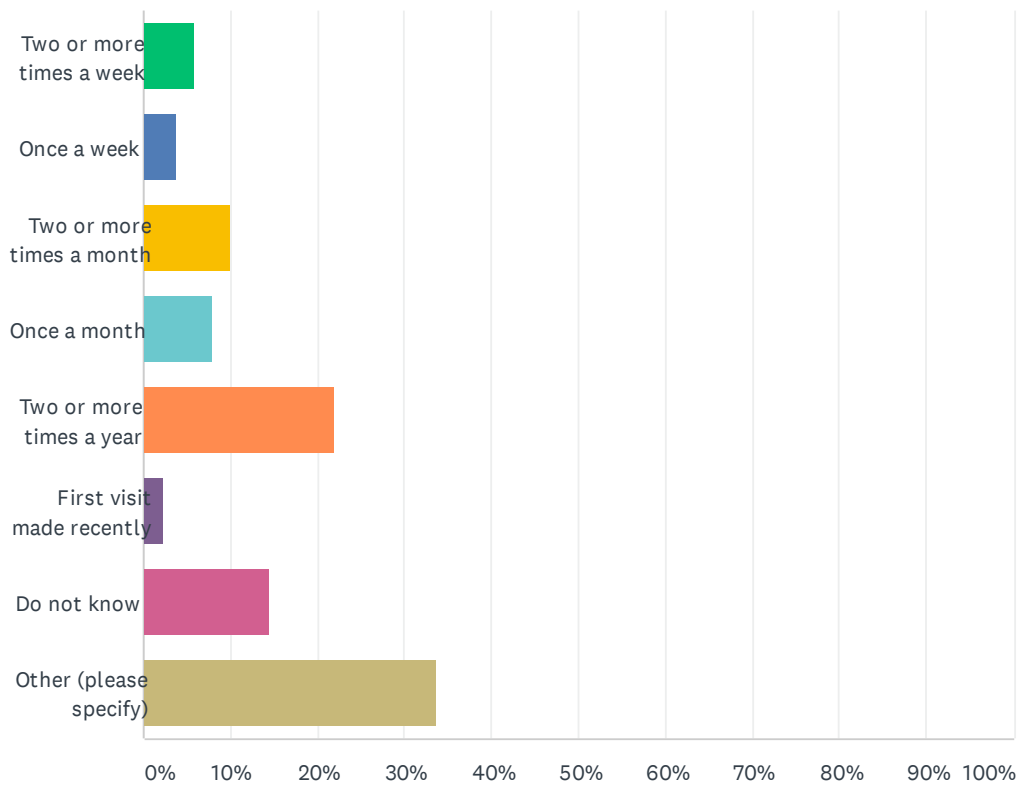
Answered: 341 Skipped: 0



ANSWER CHOICES	RESPONSES	
Yes	68.04%	232
No	26.98%	92
Do not know	4.99%	17
TOTAL		341

## Q2 How many times have you or a member(s) of your household used the Victorville City Library in the past year? PLEASE CHECK ONLY ONE

Answered: 341 Skipped: 0



ANSWER CHOICES	RESPONSES	
Two or more times a week	5.87%	20
Once a week	3.81%	13
Two or more times a month	9.97%	34
Once a month	7.92%	27
Two or more times a year	21.99%	75
First visit made recently	2.35%	8
Do not know	14.37%	49
Other (please specify)	33.72%	115
TOTAL		341

# Victorville City Library Online Survey

#	OTHER (PLEASE SPECIFY)	DATE
1	Once a yeat	12/21/2020 6:50 AM
2	Not at all	12/20/2020 8:05 AM
3	Have not borrowed books this year. Used to be regular, twice/month.	12/18/2020 1:04 PM
4	Didn't know you were open	12/17/2020 12:52 PM
5	none	12/17/2020 8:38 AM
6	0	12/16/2020 3:48 PM
7	none	12/16/2020 3:02 PM
8	Have not been this year	12/16/2020 6:41 AM
9	0	12/16/2020 1:57 AM
10	I don't remember. It was before March.	12/16/2020 1:21 AM
11	Due to COVID none!	12/16/2020 12:25 AM
12	I have a San Bernardino County library card- not sure if this is the same?	12/16/2020 12:02 AM
13	None	12/15/2020 11:39 PM
14	Never	12/15/2020 11:15 PM
15	zero	12/15/2020 10:50 PM
16	1 time ever last year	12/15/2020 10:29 PM
17	Have not attended the Victorville library	12/15/2020 10:18 PM
18	0	12/15/2020 10:03 PM
19	havn't	12/15/2020 9:26 PM
20	Have not been there in about ten years due to the location.	12/15/2020 9:20 PM
21	None- I use sbc library digital books	12/15/2020 7:05 PM
22	None	12/15/2020 6:19 PM
23	NEVER	12/15/2020 6:06 PM
24	Zero	12/15/2020 5:51 PM
25	none this year	12/15/2020 5:50 PM
26	Once a year	12/15/2020 5:43 PM
27	I haven't.	12/15/2020 5:30 PM
28	0	12/15/2020 5:24 PM
29	Twice this year	12/15/2020 5:22 PM
30	none	12/15/2020 4:58 PM
31	None	12/13/2020 8:12 PM
32	None, due to Covid-19	12/11/2020 5:50 PM
33	None	12/11/2020 2:14 PM
34	Haven't been there in years	12/11/2020 2:11 PM
35	Never have been there	12/11/2020 2:02 PM
36	have not gone this year	12/11/2020 10:53 AM
37	we have not	12/11/2020 8:57 AM

# Victorville City Library Online Survey

38	Moved from Orange County 4 months ago	12/10/2020 9:47 PM
39	Haven't been able to due to the pandemic	12/10/2020 8:50 PM
40	Stopped using Victorville and drive to Hesperia	12/10/2020 7:40 PM
41	None	12/10/2020 7:15 PM
42	Ninguna	12/9/2020 7:42 PM
43	We haven't because of COVID-19	12/1/2020 8:30 PM
44	It's been more than 8 years	11/30/2020 2:49 PM
45	We used to use it a lot but have not for years	11/30/2020 2:00 PM
46	0	11/29/2020 6:54 PM
47	zero	11/27/2020 10:53 PM
48	Not at all.	11/27/2020 10:42 PM
49	zero	11/27/2020 3:07 PM
50	Haven't been to the library since march. I did check out a couple of books in February	11/27/2020 12:32 PM
51	Not this year.	11/20/2020 3:25 PM
52	no la he usado este ano	11/20/2020 1:21 AM
53	0	11/20/2020 1:03 AM
54	none	11/19/2020 10:17 PM
55	none	11/19/2020 7:30 PM
56	Because of Covid only about 4 times this year. Normally I go 2 times a month.	11/19/2020 3:23 PM
57	Over two or more years	11/19/2020 3:22 PM
58	I have not been back since I got my library card because the library is so sad and there was nothing there for me. I am serious. I love libraries.	11/18/2020 8:53 PM
59	online only, so SB county or LA county only, you dropped your online!	11/18/2020 8:37 PM
60	Antes de la pandemic dos o mas veces	11/16/2020 7:32 PM
61	Antes de la pandemia 2 o más veces a la semana. Actualmente 1 vez al mes	11/16/2020 7:32 PM
62	Its been years	11/16/2020 4:15 PM
63	Twice decades ago	11/16/2020 11:07 AM
64	Weekly until library left county system	11/16/2020 12:53 AM
65	Haven't gone in a while bc of location	11/15/2020 11:02 PM
66	walked in and saw the amount of homeless people using outlets and sleeping and walked out	11/15/2020 9:47 PM
67	I didn't know you had one	11/15/2020 10:56 AM
68	ten times in twenty years	11/15/2020 1:43 AM
69	Never been but would love to take the children and myself. It's in a bad area but would go if you guys could get security guys there to watch over students and staff and adults using the library.	11/15/2020 12:35 AM
70	None	11/15/2020 12:28 AM
71	It's been a long time	11/14/2020 11:23 PM
72	I go to other nearby libraries	11/14/2020 10:25 PM
73	0	11/14/2020 6:56 PM
74	zero times this year	11/14/2020 6:19 PM

# Victorville City Library Online Survey

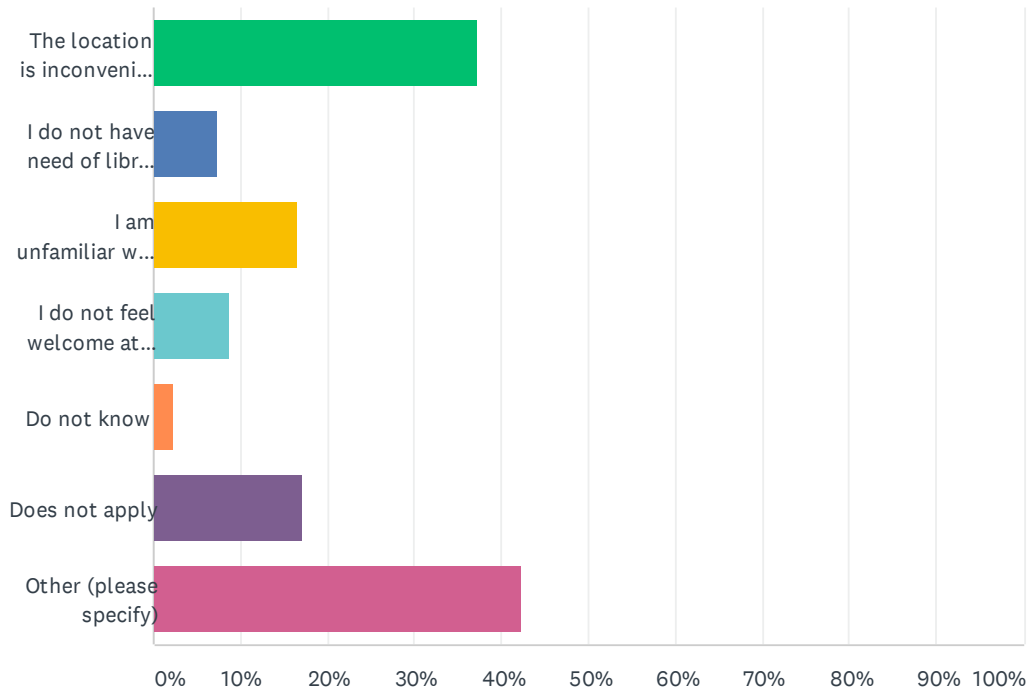
75	10 years	11/14/2020 5:02 PM
76	I work for SB county library	11/14/2020 1:20 PM
77	COVID makes this question invalid. Prior to Covid I visited this location weekly	11/14/2020 11:33 AM
78	0	11/14/2020 11:05 AM
79	0	11/14/2020 10:58 AM
80	Never	11/14/2020 10:56 AM
81	Stopped using awhile ago	11/14/2020 10:45 AM
82	Used once before Covid closed it.	11/14/2020 10:44 AM
83	Never	11/14/2020 9:32 AM
84	Not once	11/14/2020 8:39 AM
85	None	11/14/2020 7:07 AM
86	Not since the pandemic shut down in March.	11/14/2020 1:00 AM
87	2yrs ago	11/14/2020 12:49 AM
88	Haven't give since the 90's	11/14/2020 12:14 AM
89	Never	11/13/2020 11:53 PM
90	3X in 5 years	11/13/2020 11:46 PM
91	Never, I use the county libraries in Adelanto and Hesperia	11/13/2020 11:20 PM
92	Over two years or more.	11/13/2020 10:53 PM
93	Once maybe twice per year.	11/13/2020 8:29 PM
94	Haven't been back due to homeless problem.	11/13/2020 8:13 PM
95	We went 2-3 times a month before covid.	11/13/2020 7:55 PM
96	None this year, but in the past I have visited 2-3 times	11/13/2020 7:51 PM
97	once 2 years ago	11/12/2020 10:23 PM
98	Haven't been since high school because of the location	11/12/2020 2:46 PM
99	Xx	11/12/2020 11:40 AM
100	Visited once didn't like the location	11/12/2020 8:34 AM
101	I went once, as long as you have needle dispensaries, homeless drug addicts using it as a place to hangout, I will never be back. My kids were horrified. We will stick with Phelan Library until you clean up. Sincerely, Your Taxpayer	11/11/2020 11:21 PM
102	None	11/11/2020 11:19 PM
103	None	11/11/2020 10:23 PM
104	A couple of months	11/11/2020 10:21 PM
105	New to the community have not visited	11/11/2020 10:17 PM
106	Have not visited in over a year	11/11/2020 10:10 PM
107	None	11/11/2020 10:05 PM
108	Haven't gone because it's such a shady neighborhood	11/11/2020 9:39 PM
109	Haven't been in yet, but want to	11/11/2020 9:36 PM
110	Haven't because of COVID	11/11/2020 8:54 PM
111	0	11/11/2020 8:42 PM

## Victorville City Library Online Survey

112	Purchased books at the sale	11/11/2020 7:30 PM
113	Maybe two or three times be for covid	11/11/2020 7:25 PM
114	0	11/11/2020 7:18 PM
115	Once a year	11/11/2020 7:13 PM

### Q3 If you have not used the Victorville City Library in the past year or do not use it often, what is the main reason you do not use the library or do not use it often? PLEASE CHECK ALL THAT APPLY

Answered: 339 Skipped: 2



ANSWER CHOICES	RESPONSES	
The location is inconvenient for me	37.17%	126
I do not have need of library services	7.37%	25
I am unfamiliar with all the services and amenities the library offers both in person and online	16.52%	56
I do not feel welcome at library	8.85%	30
Do not know	2.36%	8
Does not apply	17.11%	58
Other (please specify)	42.18%	143
Total Respondents: 339		

# Victorville City Library Online Survey

#	OTHER (PLEASE SPECIFY)	DATE
1	No me siento seguro	12/18/2020 2:40 PM
2	Si la uso, frecuentemente. En especial, lo que se ofrece en linea.	12/18/2020 1:25 PM
3	If we can't spend time to read in the library, we will not borrow any books.	12/18/2020 1:04 PM
4	Covid	12/17/2020 7:14 PM
5	This year covid 19 broke out and I stayed home	12/17/2020 6:27 PM
6	It was difficult to figure out how to get books out of the library during this virus	12/17/2020 10:35 AM
7	I don't like the location it is in. We drive farther and go to the Hesperia Library it is nicer	12/17/2020 8:38 AM
8	The location is not in a safe area. Too many homeless people. Its located in a desolate part of town.	12/16/2020 2:10 PM
9	Limited availability of mystery books	12/16/2020 12:21 PM
10	COVID 19	12/16/2020 11:16 AM
11	Covid pandemic	12/16/2020 4:56 AM
12	COVID 19 shut down	12/16/2020 12:25 AM
13	I use my county library card in Apple Valley because I don't know if I can use this card in the Victorville City library as well	12/16/2020 12:02 AM
14	The location is in a dangerous part of the city. Also the library is in need of of new material and upgrades. This make my kids uninterested in going. When we lived in Cerritos we would always go to the library it is a great library. I would like to see Victorville library upgrade its library	12/15/2020 10:18 PM
15	unsafe location	12/15/2020 9:26 PM
16	No online service	12/15/2020 7:05 PM
17	Hesperia library is much nicer and centrally located.	12/15/2020 6:19 PM
18	Usually buy books	12/15/2020 6:07 PM
19	It's a small, crappy library in an unsafe area	12/15/2020 5:51 PM
20	it is small and uninviting. the area is sketchy and it is outdated	12/15/2020 5:50 PM
21	It never has the book I'm looking for.	12/15/2020 5:46 PM
22	Limited reading selection and technological resoures	12/15/2020 5:43 PM
23	It's not as large as the Hesperia library.	12/15/2020 5:30 PM
24	Pandemic	12/15/2020 5:22 PM
25	Friends of the library is very disorganized. This section needs help! We prefer Hesperia's library for their books for sale section.	12/15/2020 4:52 PM
26	For me I don't go often because I work. I wish I could take my children more often to the library	12/15/2020 4:51 PM
27	Library is not in a safe, well lit area. Too many homeless around. Library has creepy people hanging around it.	12/15/2020 4:51 PM
28	Covid-19	12/11/2020 5:50 PM
29	Moved here July 2019 and didn't get there too many times before the pandemic started - miss the book sales	12/11/2020 5:00 PM
30	Library has been closed due to the COVID-19 pandemic. I prefer to browse in person.	12/11/2020 2:14 PM
31	The library has been closed	12/11/2020 2:11 PM
32	don't feel safe there	12/11/2020 10:53 AM

# Victorville City Library Online Survey

33	New Victorville resident	12/10/2020 9:47 PM
34	Just open it up like Hesperia's library	12/10/2020 7:40 PM
35	The covid lockdown, but when it was open it sometimes felt unsafe	12/8/2020 3:15 PM
36	The County library has three locations in the area, which means there is more of a selection to choose from and more convenience of where to return the materials.	12/2/2020 12:52 AM
37	COVID-19	12/1/2020 8:30 PM
38	It is located in a bad area.	11/30/2020 8:16 PM
39	The area is horribly unmaintained. It's an welcoming	11/30/2020 2:49 PM
40	Feels Unsafe.. does not have the same services as the county libraries	11/30/2020 2:00 PM
41	Too many transients outside and I don't feel safe	11/30/2020 9:53 AM
42	It's not a library anymore--loud, few books, not inviting	11/29/2020 10:21 PM
43	I lost my card 16 years ago. I don't want to pay to get another one.	11/29/2020 6:54 PM
44	Not very big. Don't feel safe.	11/27/2020 10:42 PM
45	Road conditions around library	11/27/2020 9:45 PM
46	Homeless people hanging out in the bathroom washing up in the sink. Hostile people arguing with library employees. Questionable characters loitering around reading tables	11/27/2020 3:12 PM
47	I use the library from school.	11/27/2020 2:18 PM
48	Coronavirus	11/27/2020 12:32 PM
49	Don't like the area Where it's located	11/20/2020 8:38 PM
50	Not a good neighborhood.	11/20/2020 3:25 PM
51	Has been closed due to covid	11/20/2020 1:37 PM
52	no se me hace segura el lugar donde esta la biblioteca	11/20/2020 1:21 AM
53	The library is in an unsafe area and is very outdated and small.	11/20/2020 1:03 AM
54	i'm bad at returning books and i live out of the way	11/19/2020 11:46 PM
55	Too many homeless, do not feel safe	11/19/2020 8:57 PM
56	recently moved back to Victorville and am on Covid-19 lockdown	11/19/2020 7:30 PM
57	Never liked the area or felt safe in the parking lot.	11/19/2020 5:53 PM
58	Covid.	11/19/2020 3:23 PM
59	The area is invited , not safe , old buildings surrounding the area . Seems condemned. I don't feel safe taking my kids . I go to Hesperia instead.	11/19/2020 3:22 PM
60	Safety	11/19/2020 2:46 PM
61	The internet was poor, books were very old.	11/18/2020 8:53 PM
62	I prefer online access (libby) you turned yours off!	11/18/2020 8:37 PM
63	I would love the library to be more secure, there's a lot of homeless people around the area..	11/17/2020 9:00 PM
64	El lugar en el q esta no es muy adecuado para mi	11/17/2020 12:12 PM
65	Anteriormente la localización por la inseguridad, actualmente Es mas difícil ahora con la pandemic ,me es difícil utilizar el internet	11/16/2020 7:32 PM
66	Anteriormente no me sentía segura en la localización. Actualmente como no podemos entrar físicamente se nos complica más el utilizar los servicios.	11/16/2020 7:32 PM
67	Because of homeless people	11/16/2020 4:15 PM

# Victorville City Library Online Survey

68	The road is horrible over there	11/16/2020 12:50 PM
69	Library is no longer part of county system	11/16/2020 12:53 AM
70	The area and how broken up the roads are next to it	11/15/2020 11:02 PM
71	too many homeless using it as a hangout	11/15/2020 9:47 PM
72	Have tons of reading at home and not currently doing research	11/15/2020 1:43 AM
73	Slow WiFi	11/15/2020 1:41 AM
74	You need security guys/women there to watch over staff, students of all ages and adults. It's not in a good area so we would need some type of security. Hopefully with a few police dogs.	11/15/2020 12:35 AM
75	Homeless are always there	11/15/2020 12:28 AM
76	The area has gone down a lot . I don't feel safe to bring my kids . I go to the Hesperia library	11/14/2020 11:23 PM
77	Ghetto area	11/14/2020 6:56 PM
78	i use e-books that are available through the county.	11/14/2020 6:19 PM
79	I don't know much about it, where it's located and it seems small compared to Hesperia	11/14/2020 5:51 PM
80	Very small	11/14/2020 5:05 PM
81	I forgot it existed	11/14/2020 5:02 PM
82	I don't feel safe bringing my kids to the location. The Victorville library is closest to me, but I would rather drive to the Hesperia library. The homelessness around the library has continually gotten worse over the last few years.	11/14/2020 4:16 PM
83	Homeless use as a shelter. Road around library is a hazard.	11/14/2020 2:11 PM
84	I work for SB County library	11/14/2020 1:20 PM
85	Safest outside and the rough roads	11/14/2020 12:57 PM
86	The city makes a poor effort to include the library in relevant community events.	11/14/2020 11:05 AM
87	I don't feel safe going in that area	11/14/2020 10:58 AM
88	Homeless	11/14/2020 10:56 AM
89	Use Overdrive during shutdown	11/14/2020 10:44 AM
90	Are used to library for audio books and now I have found an online app that keeps me from needing to go into the library to check out books	11/14/2020 10:16 AM
91	Didn't know about it	11/14/2020 9:32 AM
92	I thought it was closed during COVID-19	11/14/2020 8:44 AM
93	Not a welcoming location. Too many homeless	11/14/2020 8:39 AM
94	Don't feel safe because homeless hang out	11/14/2020 8:17 AM
95	covid	11/14/2020 7:31 AM
96	Por el covid19	11/14/2020 3:21 AM
97	Do not feel safe, bad area, secluded	11/14/2020 2:40 AM
98	I dont like the locations too much homeless	11/14/2020 2:32 AM
99	Homeless always taking up space and restrooms	11/14/2020 2:13 AM
100	COVID-19	11/14/2020 1:52 AM
101	The Library is to small,not a good enviroment.	11/14/2020 1:47 AM
102	Location of library feels unsafe with all the homeless surrounding the area.	11/14/2020 1:14 AM
103	Surrounding area.	11/14/2020 1:00 AM

# Victorville City Library Online Survey

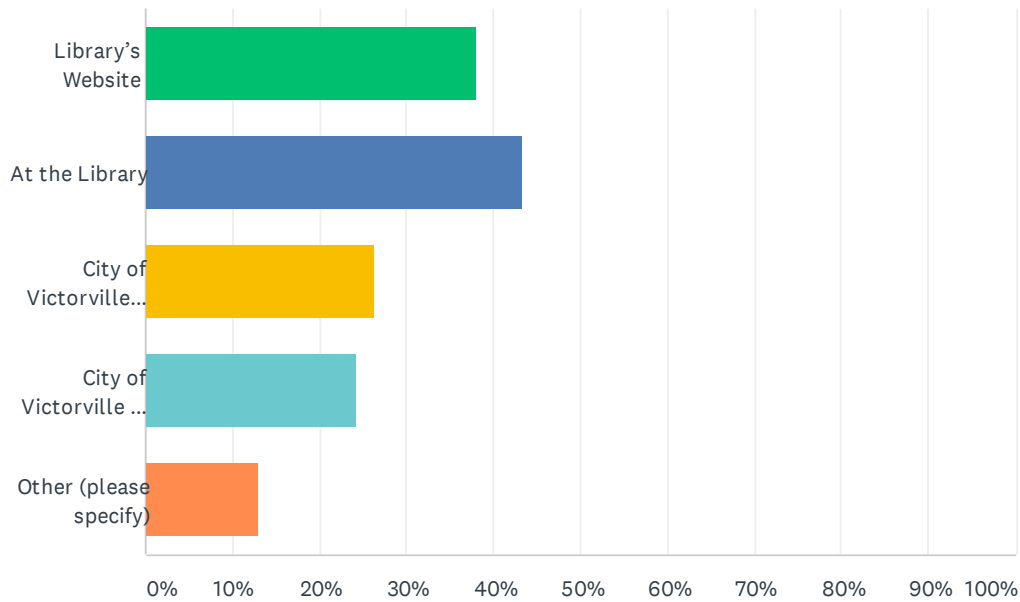
104	The location is horrible	11/14/2020 12:58 AM
105	Weirdos and homeless people hanging around outside and inside, homeless watching porn on the computers.	11/14/2020 12:49 AM
106	Books needed not available	11/14/2020 12:41 AM
107	Live in Barstow	11/14/2020 12:40 AM
108	The homeless camps near the library	11/14/2020 12:31 AM
109	The location does not feel safe	11/14/2020 12:14 AM
110	Streets are horrible and need larger place	11/13/2020 11:55 PM
111	Homeless people hanging out outside and bad area	11/13/2020 11:46 PM
112	The homeless are to hostile while there.	11/13/2020 11:23 PM
113	Rough & blighted area	11/13/2020 11:20 PM
114	Feel so dirty and in an unsafe location.	11/13/2020 10:53 PM
115	It is not in the best area.	11/13/2020 10:02 PM
116	Need more reading nooks and uninformed about activities.	11/13/2020 8:16 PM
117	It is in a blighted area.	11/13/2020 8:13 PM
118	I don't have a car at the time	11/13/2020 8:08 PM
119	Pan handlers and people sleeping in the library	11/13/2020 8:03 PM
120	I do not feel comfortable in the area	11/13/2020 7:57 PM
121	Last time I went there was a large gathering of homeless individuals inside	11/13/2020 7:57 PM
122	Too small	11/13/2020 7:53 PM
123	I hate driving on the pot hole road. I also don't feel totally safe going there alone.	11/13/2020 1:08 PM
124	was taking precautions with the whole COVID 19 thing	11/13/2020 2:57 AM
125	very old and uninviting	11/12/2020 10:23 PM
126	Area doesn't feel safe and isn't part of the county system making it more difficult to use	11/12/2020 2:46 PM
127	The library is dirty, outdated, and gloomy.	11/12/2020 11:31 AM
128	It's not inviting, homeless people around & don't feel safe, don't want my children to see something crazy outside, the street to get to the library is bad. It's a complete embarrassment to the city we live in. The area around is so bad, we avoid going in that area as clearly the city council cares more about arguing vs doing what they were elected to do for the residents of the community!	11/12/2020 8:58 AM
129	Bad location and I feel unsafe to visit	11/12/2020 8:48 AM
130	I feel unsafe for myself and my kids due to the location	11/12/2020 8:34 AM
131	I felt very unsafe as a women with my kids in your library.	11/11/2020 11:21 PM
132	Building is very dated.	11/11/2020 10:57 PM
133	The road is all messed up, building is all old, and the location of the library is sketchy	11/11/2020 10:21 PM
134	Can never find books I'm interested in. The selection is small.	11/11/2020 10:10 PM
135	Dangerous area	11/11/2020 8:56 PM
136	Very small and limited with book availability with not enough activities for the family.	11/11/2020 8:54 PM
137	There should be more cultural events, poetry readings, stuff like that.	11/11/2020 8:44 PM
138	The environment	11/11/2020 8:38 PM

## Victorville City Library Online Survey

139	Outdated exterior and interior. Needs a revamp	11/11/2020 8:08 PM
140	Location is unsafe. Many homeless people inside who's are disruptive.	11/11/2020 7:26 PM
141	I live in Victorville, but perfect to drive to the Hesperia library. Much nicer, safer and cleaner.	11/11/2020 7:25 PM
142	The homeless and the area the library is located in is a deterrent.	11/11/2020 7:18 PM
143	The road/parking lot access is terrible. Homeless are camped out in front. Trashcans were overflowing. Could use a facelift or full overhaul.	11/11/2020 7:13 PM

## Q4 How do you typically learn about services and amenities the library provides? PLEASE CHECK ALL THAT APPLY

Answered: 341 Skipped: 0



ANSWER CHOICES	RESPONSES	
Library's Website	38.12%	130
At the Library	43.40%	148
City of Victorville Social Media	26.39%	90
City of Victorville Rec Pages	24.34%	83
Other (please specify)	12.90%	44
Total Respondents: 341		

# Victorville City Library Online Survey

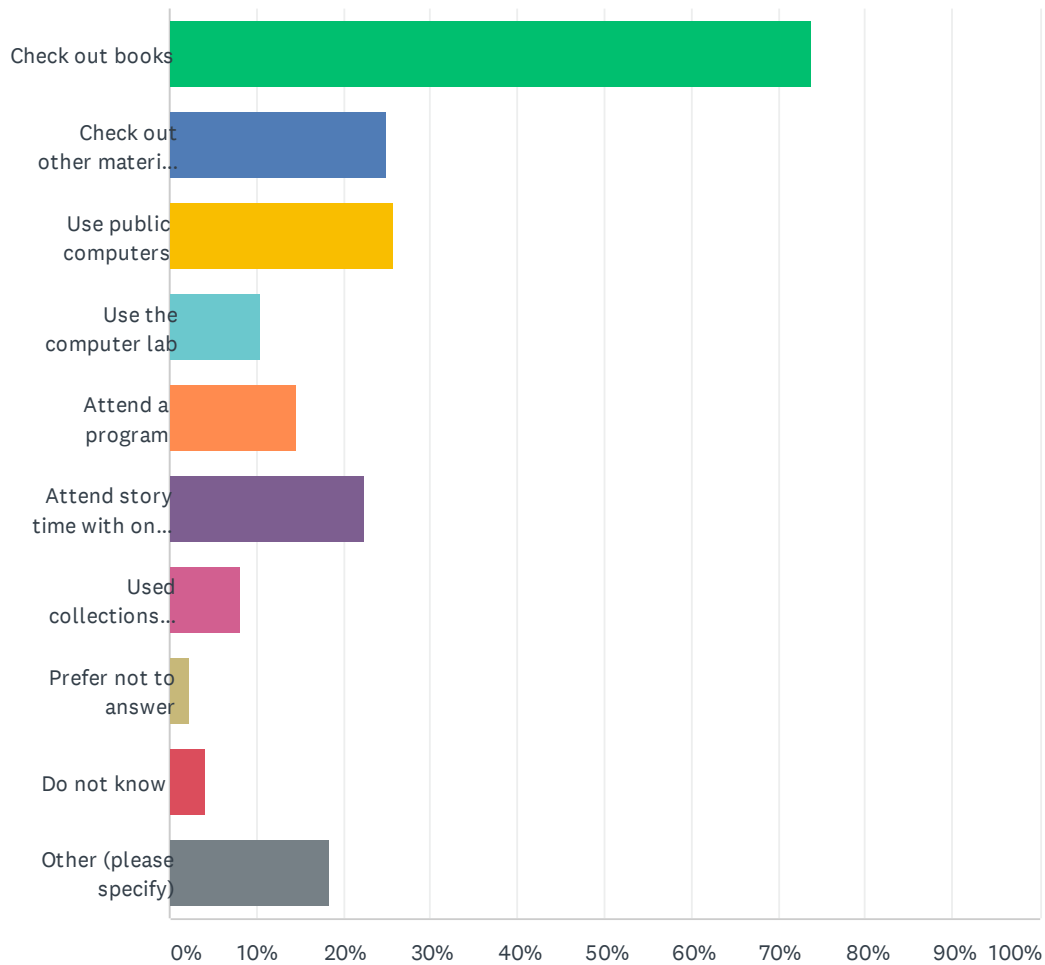
#	OTHER (PLEASE SPECIFY)	DATE
1	Media clerk at school where I work.	12/20/2020 8:05 AM
2	Little league	12/19/2020 9:46 AM
3	De parte de conocidos.	12/18/2020 1:25 PM
4	I dont hear about it. I heard from word of mouth from a co-worker.	12/16/2020 2:10 PM
5	Not sure what is offered	12/15/2020 10:29 PM
6	By word of mouth	12/15/2020 10:18 PM
7	Sbc was easy to use	12/15/2020 7:05 PM
8	NOT INTERESTED IN WHAT THEY PROVIDE	12/15/2020 6:06 PM
9	Friends telling me	12/15/2020 5:47 PM
10	Call the Library	12/15/2020 5:43 PM
11	Emails from City of Victorville	12/15/2020 5:07 PM
12	I don't know of any services they offer	12/15/2020 4:58 PM
13	I do not hear anything about Victorville's library	12/11/2020 2:11 PM
14	i haven't seen anything	12/11/2020 8:57 AM
15	Por la escuela village elementary school	12/9/2020 7:42 PM
16	Friends	12/4/2020 8:32 PM
17	Employee	12/2/2020 3:00 PM
18	Librarian	12/1/2020 3:39 PM
19	Other social media sites	11/30/2020 9:53 AM
20	I need to use the library more. I forget about it.	11/30/2020 9:47 AM
21	City emails	11/27/2020 10:42 PM
22	Prior use	11/27/2020 9:45 PM
23	I don't learn about services.	11/20/2020 11:40 AM
24	When I go in and see the flyers.	11/19/2020 3:23 PM
25	Actually I hear about it in Facebook	11/19/2020 3:22 PM
26	Amigas	11/17/2020 12:12 PM
27	I'm friends with an Employee	11/16/2020 9:21 PM
28	Por la school de mis hijos en la junta de elac	11/16/2020 7:32 PM
29	Online	11/16/2020 11:07 AM
30	we font hear of anything going on	11/15/2020 9:47 PM
31	If I saw an ad I would probably go. I use social media A LOT	11/15/2020 10:56 AM
32	I don't	11/15/2020 12:28 AM
33	I don't	11/14/2020 5:02 PM
34	N/A	11/14/2020 11:05 AM
35	FB	11/14/2020 10:56 AM
36	Google	11/14/2020 9:32 AM
37	Flyer	11/14/2020 1:00 AM

## Victorville City Library Online Survey

38	I don't use the city's library services due to location. It should be moved to Civic Dr along with the court and city hall buildings	11/13/2020 11:20 PM
39	Facebook	11/13/2020 10:59 PM
40	Friends	11/13/2020 8:08 PM
41	flyer de calendario mensual de la biblioteca	11/12/2020 3:22 PM
42	Kids school	11/11/2020 11:19 PM
43	Library employees	11/11/2020 10:05 PM
44	VVNG	11/11/2020 7:04 PM

## Q5 When you visit the Victorville City Library building, what services do you use? PLEASE CHECK ALL THAT APPLY

Answered: 341 Skipped: 0



# Victorville City Library Online Survey

ANSWER CHOICES	RESPONSES	
Check out books	73.90%	252
Check out other materials such as DVDs, Audiobooks, Music CDs, etc.	24.93%	85
Use public computers	25.81%	88
Use the computer lab	10.56%	36
Attend a program	14.66%	50
Attend story time with one or more children	22.29%	76
Used collections such as large print books or Spanish language materials	8.21%	28
Prefer not to answer	2.35%	8
Do not know	4.11%	14
Other (please specify)	18.48%	63
Total Respondents: 341		

# Victorville City Library Online Survey

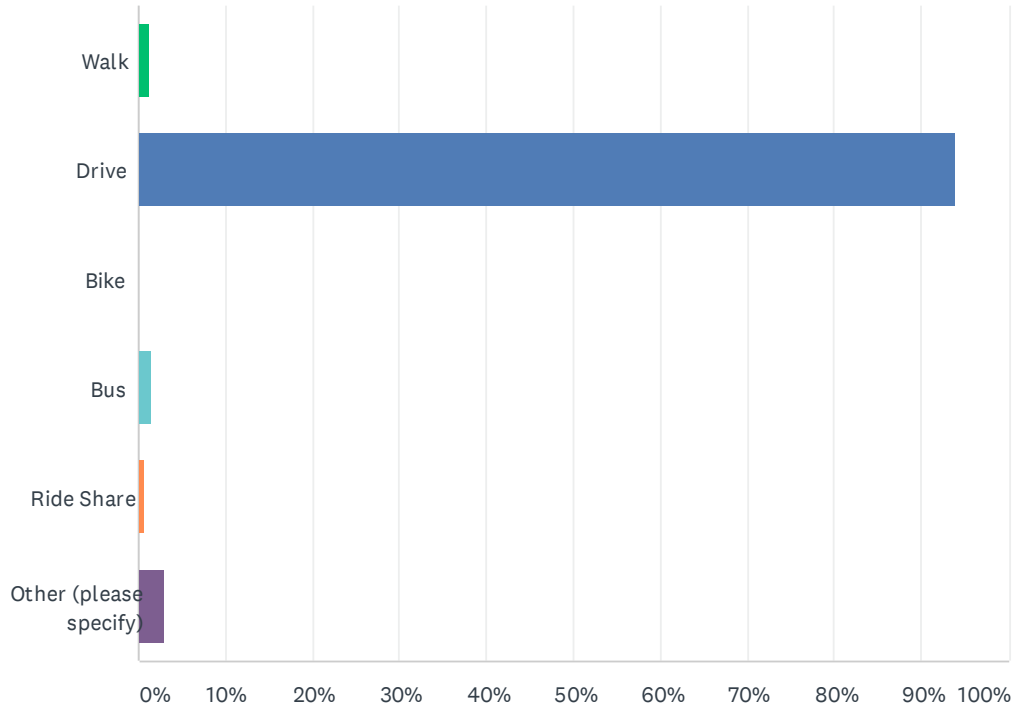
#	OTHER (PLEASE SPECIFY)	DATE
1	Asistona escutcheon cuentos con mis niños	12/18/2020 11:49 PM
2	buy books for my grandson	12/18/2020 5:48 PM
3	Buy used books from the library	12/17/2020 6:27 PM
4	not used yet, COVID	12/17/2020 4:24 PM
5	Buy movies or books	12/17/2020 12:52 PM
6	We go to Hesperia Library	12/17/2020 8:38 AM
7	do not attend	12/16/2020 3:02 PM
8	I have not been inside the library since I was a kid. I am an adult now. It is not a safe area of town to travel into.	12/16/2020 2:10 PM
9	When obligated to fill out a application at library	12/16/2020 4:56 AM
10	Buy books	12/16/2020 1:21 AM
11	Passport service	12/15/2020 11:39 PM
12	Not a lot of adult focused things	12/15/2020 10:29 PM
13	Does not apply	12/15/2020 10:27 PM
14	None	12/15/2020 10:18 PM
15	n/a	12/15/2020 9:26 PM
16	None	12/15/2020 9:20 PM
17	DO NOT USE	12/15/2020 6:06 PM
18	I don't use the library	12/15/2020 5:51 PM
19	Passport services	12/15/2020 5:26 PM
20	Friends of the library book sales	12/15/2020 4:52 PM
21	Passport services	12/15/2020 4:51 PM
22	Book sale	12/11/2020 5:00 PM
23	I purchase books that are on sale.	12/11/2020 2:14 PM
24	Friends of the library meeting	12/10/2020 10:51 PM
25	I often donate books	12/10/2020 8:50 PM
26	None until it opens back up again	12/10/2020 7:40 PM
27	Passport services	12/4/2020 8:32 PM
28	To donate magazines and books	11/30/2020 2:49 PM
29	Purchase used books from Friends of the Library	11/30/2020 9:53 AM
30	None	11/29/2020 6:54 PM
31	Read magazines	11/28/2020 12:02 PM
32	I don't visit the library	11/27/2020 10:53 PM
33	Dont Visit	11/27/2020 3:07 PM
34	Quiet place to study	11/20/2020 1:37 PM
35	none	11/19/2020 10:17 PM
36	Passport services	11/19/2020 3:22 PM
37	Purchase books	11/19/2020 2:46 PM

# Victorville City Library Online Survey

38	The time I went I used the poor internet.	11/18/2020 8:53 PM
39	Tutoria	11/17/2020 12:12 PM
40	I used too check out materials until it left the county system	11/16/2020 12:53 AM
41	Pick up reserved books from other SBCL system but service no longer available.	11/15/2020 2:28 PM
42	I will have to stop by and check you out.	11/15/2020 10:56 AM
43	Haven't been to this library but I've worked at a elementary school library as a volunteer for 6 yrs in Fontana California. We miss going to the library. Would love to go to this library if only you had security for this place in the parking lot and inside. Fontana public library has top security guys all over.	11/15/2020 12:35 AM
44	Passport service	11/14/2020 11:23 PM
45	i have not been to the library for several years	11/14/2020 6:19 PM
46	Use wifi	11/14/2020 5:05 PM
47	Internet	11/14/2020 12:57 PM
48	Purchase reduced price items	11/14/2020 8:44 AM
49	Passports	11/14/2020 2:40 AM
50	Printer,Print	11/14/2020 1:47 AM
51	Passport	11/14/2020 12:46 AM
52	Buy books on sale	11/14/2020 12:40 AM
53	Buy used books	11/13/2020 11:46 PM
54	Summer program	11/13/2020 10:02 PM
55	Buy novels, get my passport filed, print and make copies.	11/13/2020 7:55 PM
56	passport services	11/13/2020 2:57 AM
57	Passport services	11/12/2020 11:31 AM
58	Had a meeting	11/11/2020 11:21 PM
59	Volunteering	11/11/2020 10:21 PM
60	N/A yet	11/11/2020 9:36 PM
61	Tutoring, passports,	11/11/2020 9:24 PM
62	Homework	11/11/2020 8:37 PM
63	buy used books	11/11/2020 7:09 PM

## Q6 How do you travel to the library? PLEASE CHECK ONLY ONE

Answered: 341 Skipped: 0



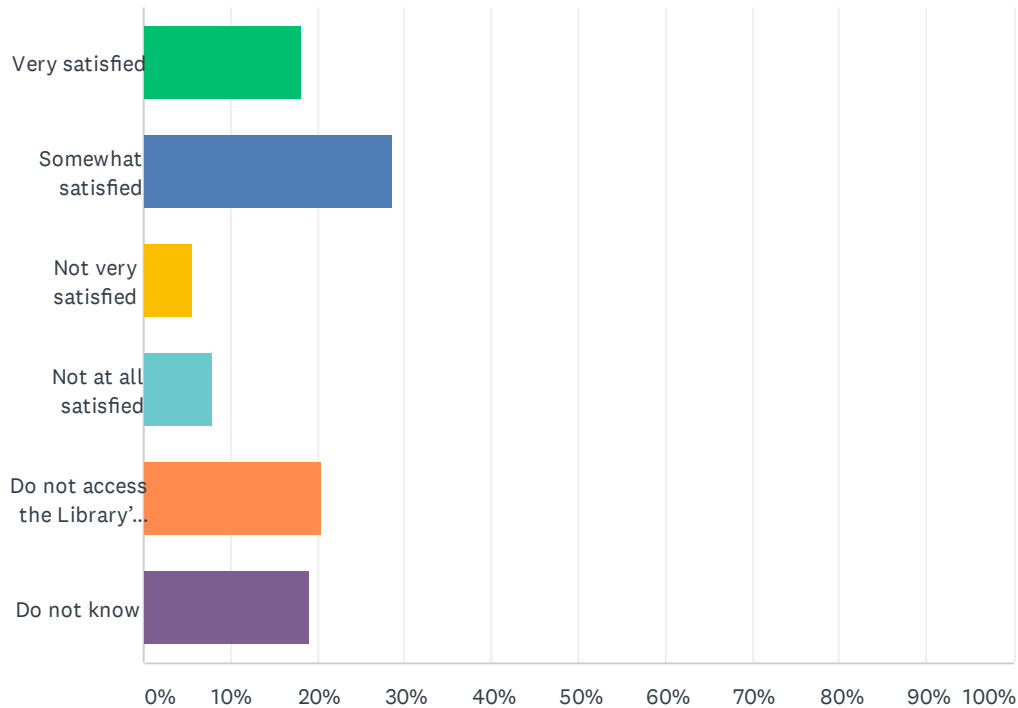
ANSWER CHOICES	RESPONSES	
Walk	1.17%	4
Drive	93.84%	320
Bike	0.00%	0
Bus	1.47%	5
Ride Share	0.59%	2
Other (please specify)	2.93%	10
TOTAL		341

# Victorville City Library Online Survey

#	OTHER (PLEASE SPECIFY)	DATE
1	I dont drive into that area. It is not safe. too many homeless people.	12/16/2020 2:10 PM
2	Virtual	12/15/2020 10:27 PM
3	Online if i were to use	12/15/2020 7:05 PM
4	N/A	12/15/2020 6:06 PM
5	Nunca he ido ala biblioteca	12/9/2020 7:42 PM
6	I don't visit the library	11/27/2020 10:53 PM
7	None	11/27/2020 3:07 PM
8	I don't attend this one , if so I drive	11/19/2020 3:22 PM
9	Helicopter	11/14/2020 10:56 AM
10	I don't, but I would drive if that helps the survey	11/13/2020 11:20 PM

## Q7 Overall, how satisfied are you with the electronic resources and digital material available via the Victorville City Library website? PLEASE CHECK ONLY ONE

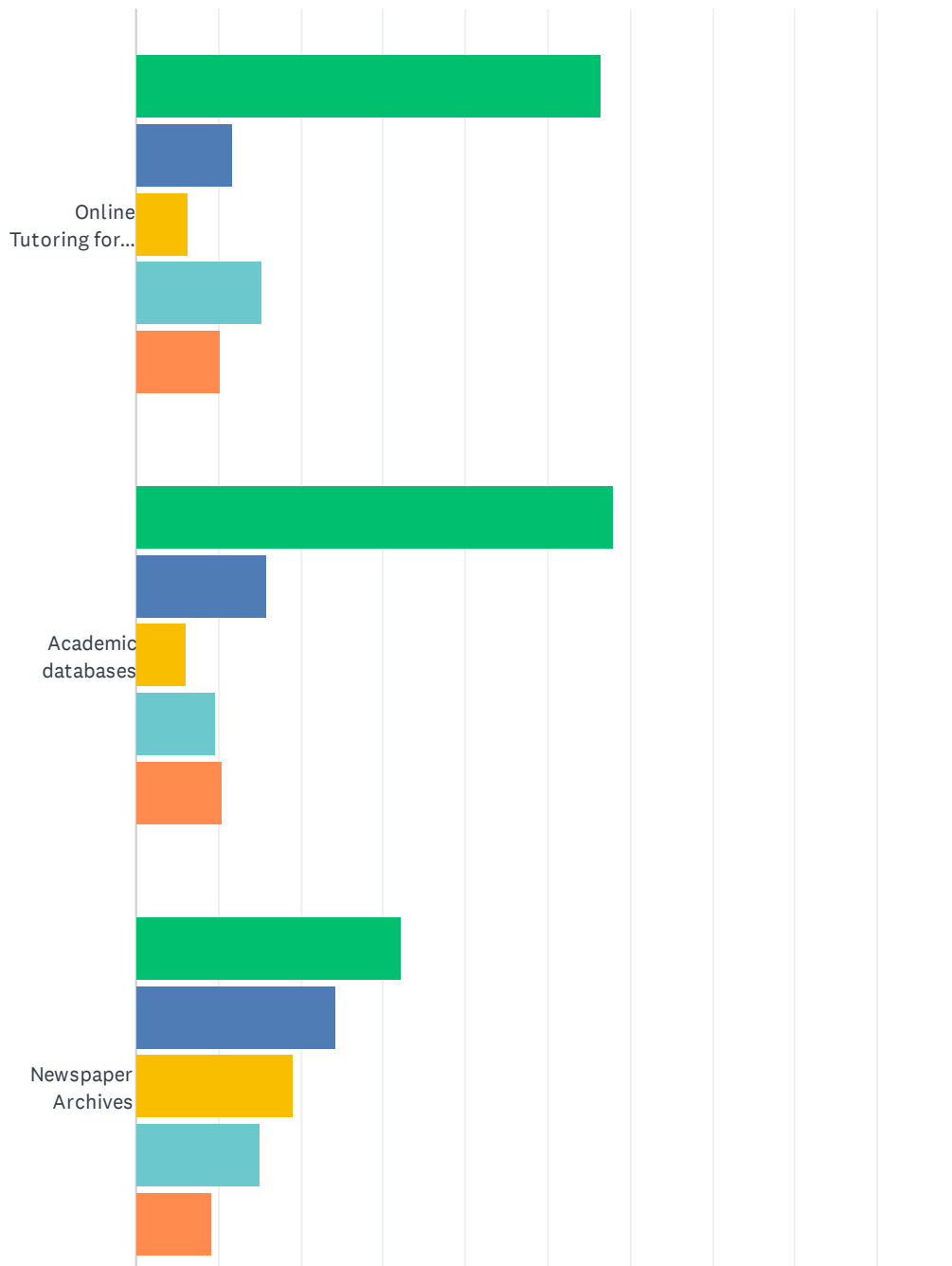
Answered: 341 Skipped: 0



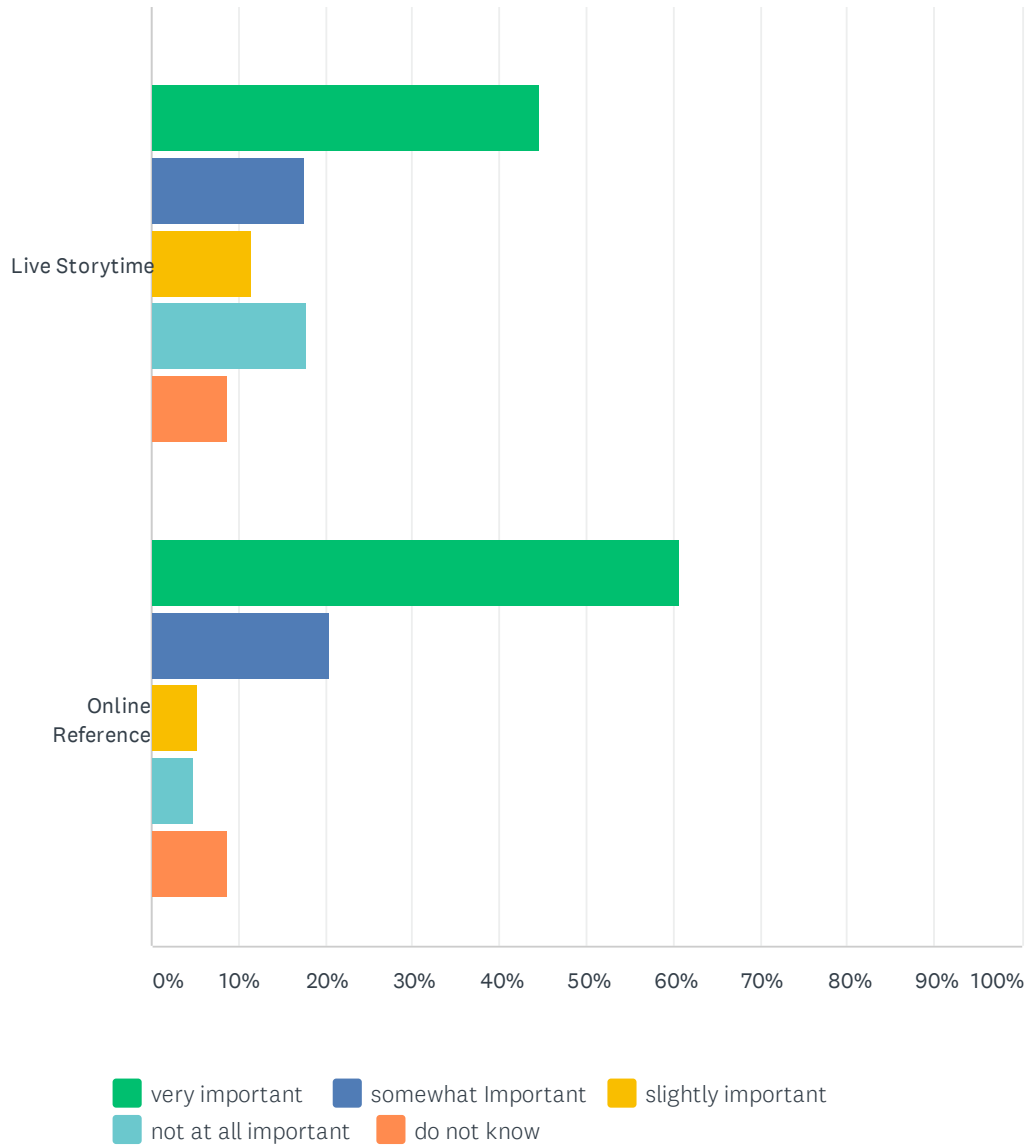
ANSWER CHOICES	RESPONSES	
Very satisfied	18.18%	62
Somewhat satisfied	28.74%	98
Not very satisfied	5.57%	19
Not at all satisfied	7.92%	27
Do not access the Library's website	20.53%	70
Do not know	19.06%	65
<b>TOTAL</b>		<b>341</b>

Q8 The Victorville City Library website offers a variety of electronic resources, including Hoopla (free digital e-books, audiobooks, comics, music, and movies) and Enki (free e-books), virtual programming for children, resources for job seekers and veterans. The following is a list of additional electronic services and resources that many public libraries provide. Read the list and click to indicate which items are very important or not at all important to you and those in your household. PLEASE CHECK ALL THAT APPLY.

Answered: 341 Skipped: 0



# Victorville City Library Online Survey



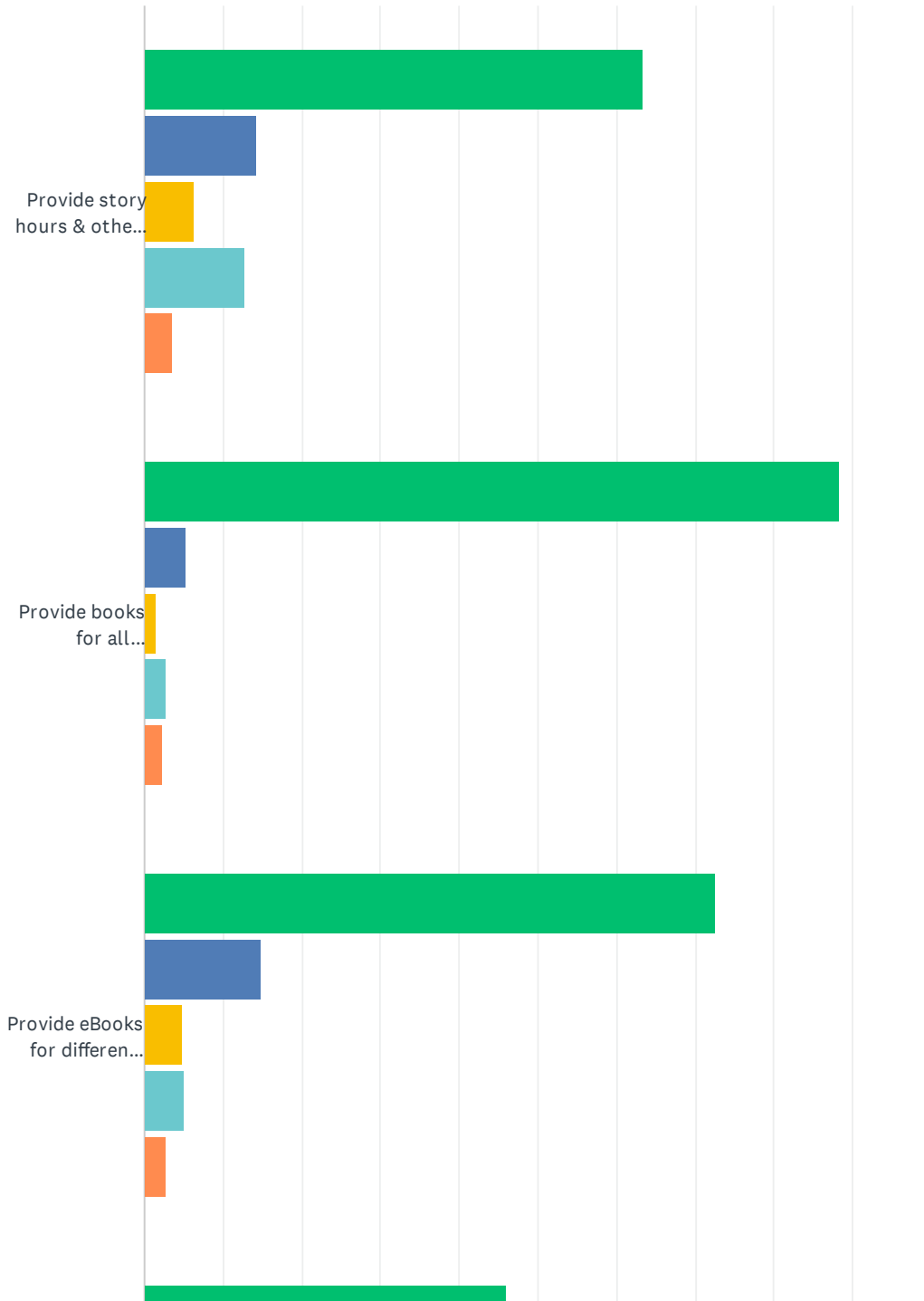
	VERY IMPORTANT	SOMEWHAT IMPORTANT	SLIGHTLY IMPORTANT	NOT AT ALL IMPORTANT	DO NOT KNOW	TOTAL	WEIGHTED AVERAGE
Online Tutoring for K-12	56.59% 189	11.68% 39	6.29% 21	15.27% 51	10.18% 34	334	2.62
Academic databases	57.96% 193	15.92% 53	6.01% 20	9.61% 32	10.51% 35	333	2.51
Newspaper Archives	32.31% 105	24.31% 79	19.08% 62	15.08% 49	9.23% 30	325	2.91
Live Storytime	44.58% 148	17.47% 58	11.45% 38	17.77% 59	8.73% 29	332	2.72
Online Reference	60.61% 200	20.61% 68	5.15% 17	4.85% 16	8.79% 29	330	2.25

# Victorville City Library Online Survey

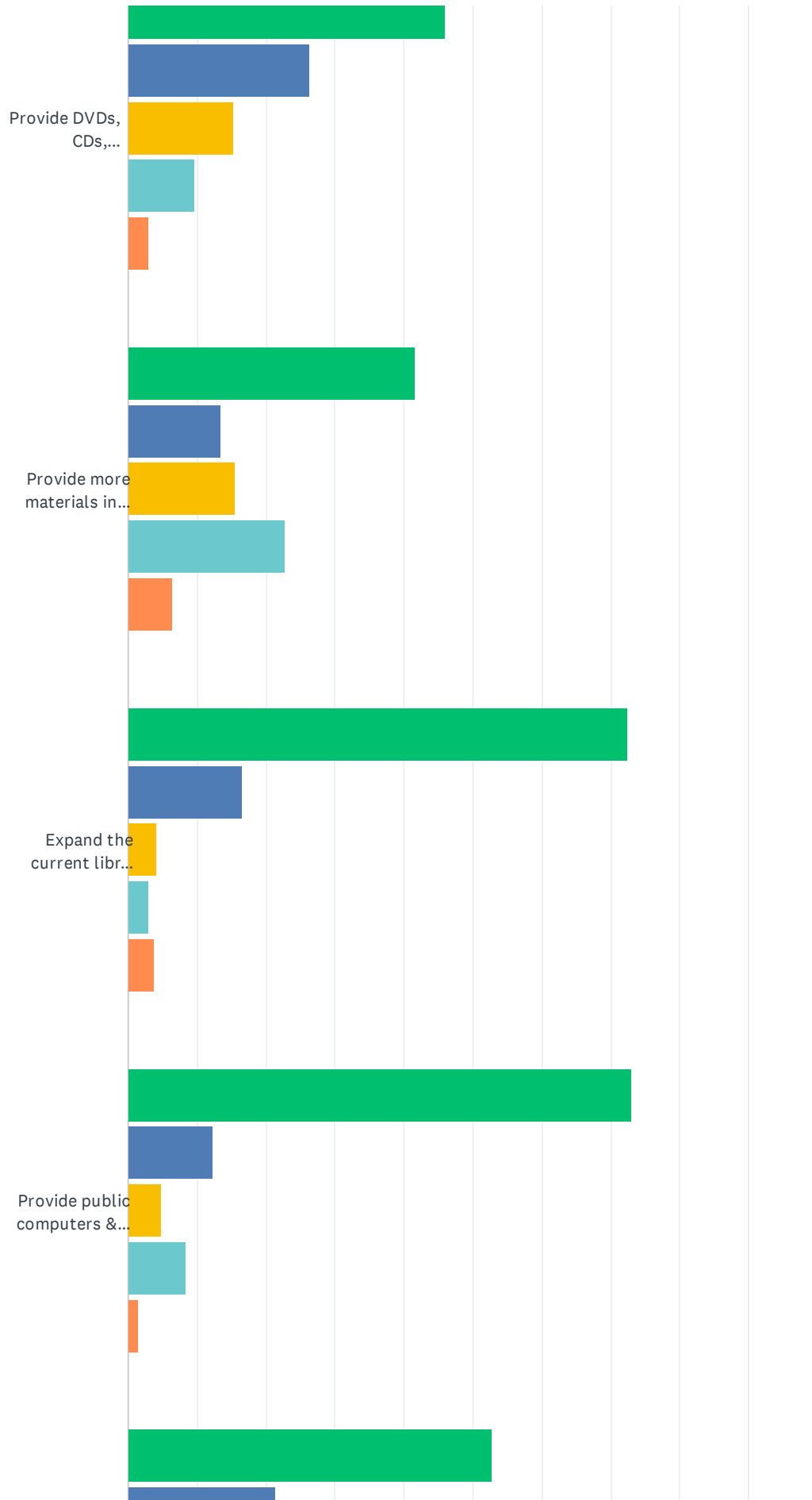
#	OTHER (PLEASE SPECIFY)	DATE
1	Copy machines are very important	12/17/2020 6:27 PM
2	Children's activities	12/15/2020 10:02 PM
3	Non physical resources (e-books, audio via website, etc.)	12/15/2020 4:50 PM
4	Public Safety, Cleanliness	12/11/2020 2:11 PM
5	Classes for computer applications	11/30/2020 9:53 AM
6	I like that I can request books from other library's and hold for me.	11/20/2020 11:04 AM
7	Genealogy Database	11/18/2020 8:53 PM
8	Cambiar ubicación	11/17/2020 12:12 PM
9	Tutoria para niños en linea ,lectura, grammar, math....	11/16/2020 7:32 PM
10	Es muy importante que los niños reciban tutoría personalizada aunque sea en línea.	11/16/2020 7:32 PM
11	connection with other libraries in the county	11/15/2020 2:28 PM
12	Education is important.	11/15/2020 10:56 AM
13	Books to check out by students. Computers to use also.	11/15/2020 1:32 AM
14	Programas para los niños	11/11/2020 10:07 PM

**Q9** Following is a list of services and amenities that many public libraries provide. Read the list and click to indicate which items, for you and those in your household, are very important, somewhat important, slightly important, or not at all important. **PLEASE CHECK ALL THAT APPLY** Definition for STREAM = Science, Technology, Reading, Engineering, Art, and Math

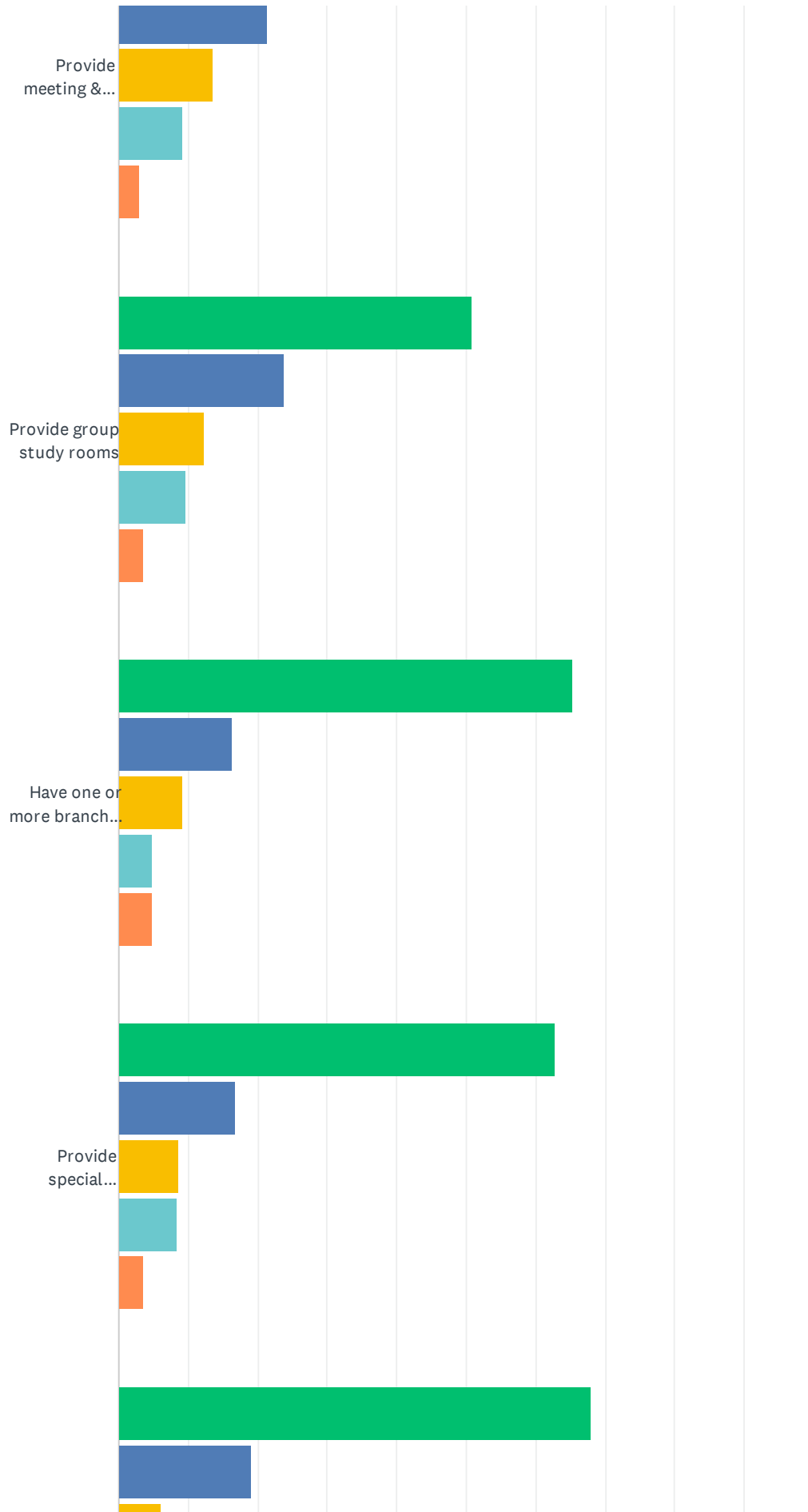
Answered: 341 Skipped: 0



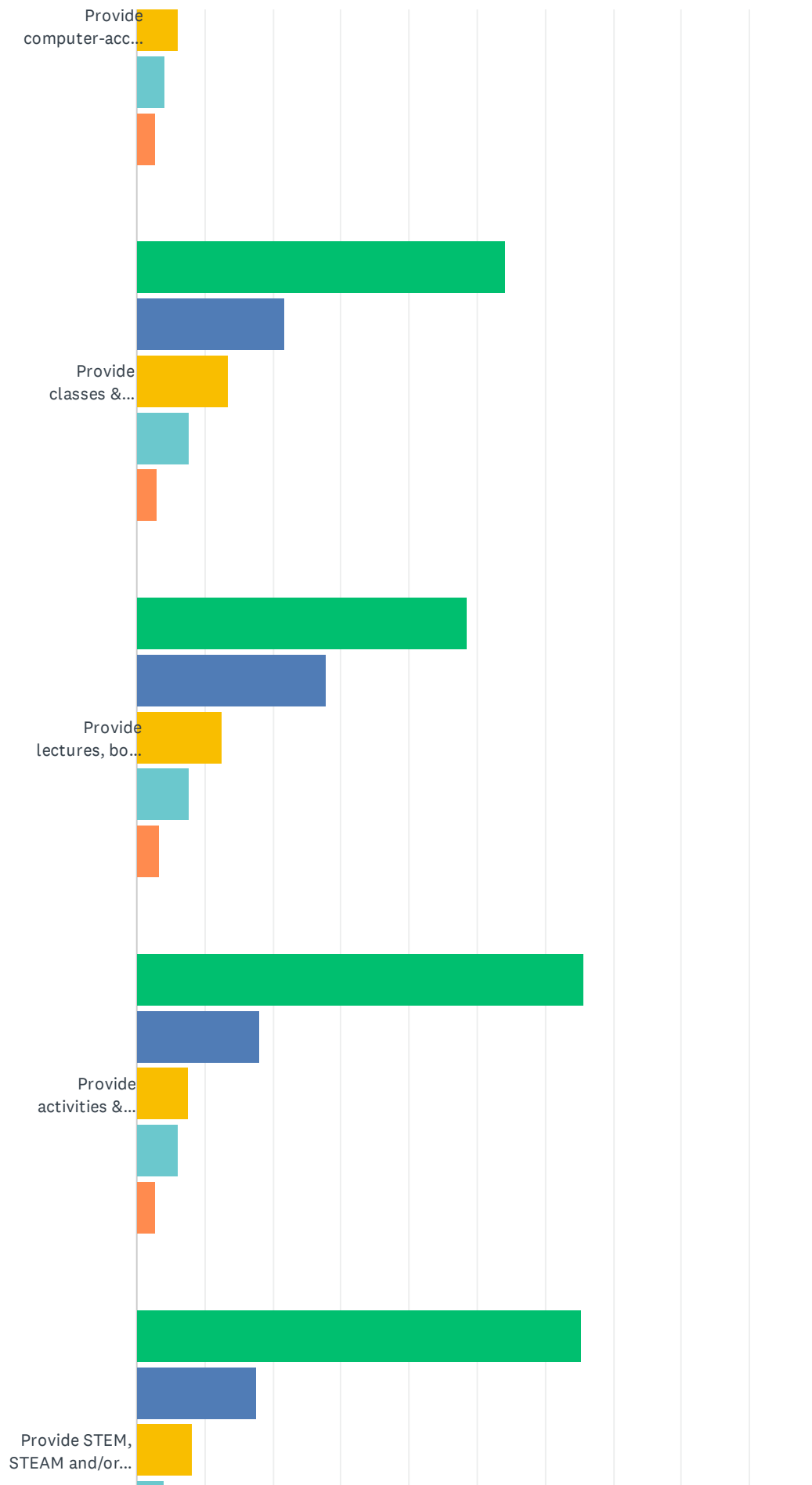
# Victorville City Library Online Survey



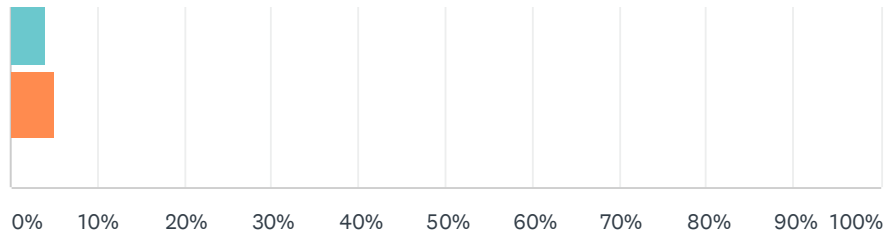
# Victorville City Library Online Survey



# Victorville City Library Online Survey



## Victorville City Library Online Survey



very important    somewhat Important    slightly important  
not at all important    do not know

# Victorville City Library Online Survey

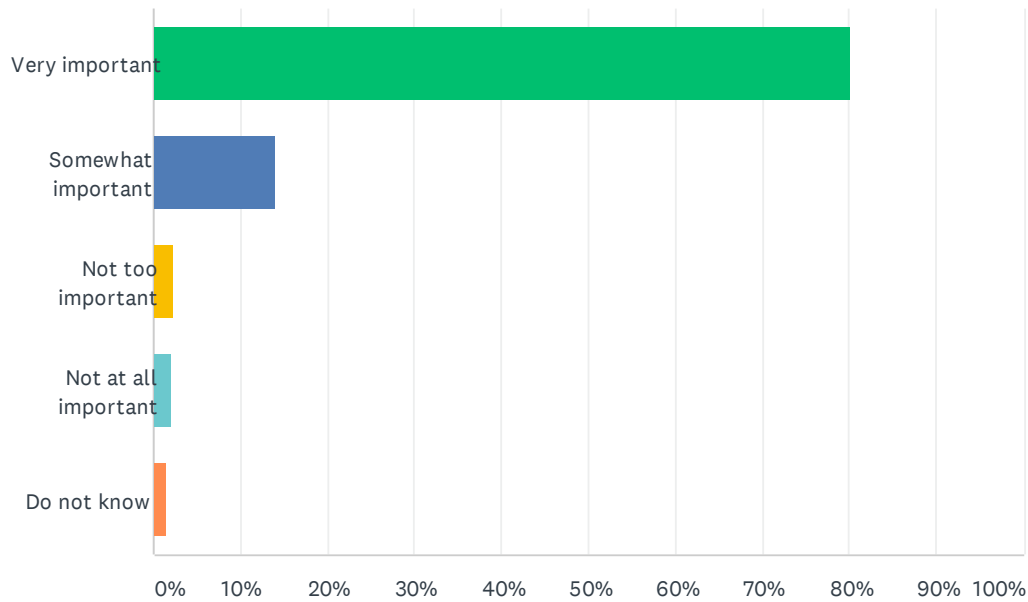
	VERY IMPORTANT	SOMEWHAT IMPORTANT	SLIGHTLY IMPORTANT	NOT AT ALL IMPORTANT	DO NOT KNOW	TOTAL	WEIGHTED AVERAGE
Provide story hours & other programs for children	63.31% 214	14.20% 48	6.21% 21	12.72% 43	3.55% 12	338	1.97
Provide books for all different ages	88.20% 299	5.31% 18	1.47% 5	2.65% 9	2.36% 8	339	1.37
Provide eBooks for different ages	72.62% 244	14.88% 50	4.76% 16	5.06% 17	2.68% 9	336	1.64
Provide DVDs, CDs, Audiobooks, etc.	45.97% 154	26.27% 88	15.22% 51	9.55% 32	2.99% 10	335	2.12
Provide more materials in Spanish and/or other languages	41.62% 139	13.47% 45	15.57% 52	22.75% 76	6.59% 22	334	2.72
Expand the current library facility	72.49% 245	16.57% 56	4.14% 14	2.96% 10	3.85% 13	338	1.68
Provide public computers & Wi-Fi access	73.08% 247	12.43% 42	4.73% 16	8.28% 28	1.48% 5	338	1.60
Provide meeting & conference rooms for community groups & public activities	52.82% 178	21.36% 72	13.65% 46	9.20% 31	2.97% 10	337	2.03
Provide group study rooms	50.75% 170	23.88% 80	12.24% 41	9.55% 32	3.58% 12	335	2.09
Have one or more branch libraries	65.19% 221	16.22% 55	9.14% 31	4.72% 16	4.72% 16	339	1.91
Provide special equipment for visually- & hearing-impaired customers	62.80% 211	16.67% 56	8.63% 29	8.33% 28	3.57% 12	336	1.91
Provide computer-accessed information for research resources & the like	68.06% 228	19.10% 64	5.97% 20	4.18% 14	2.69% 9	335	1.68
Provide classes & courses to learn about computer software programs & hardware	54.17% 182	21.73% 73	13.39% 45	7.74% 26	2.98% 10	336	1.99
Provide lectures, book discussions & other programs for adults	48.50% 162	27.84% 93	12.57% 42	7.78% 26	3.29% 11	334	2.06
Provide activities & programs for teens & tweens	65.77% 219	18.02% 60	7.51% 25	6.01% 20	2.70% 9	333	1.75
Provide STEM, STEAM and/or STREAM classes for all ages	65.36% 217	17.47% 58	8.13% 27	3.92% 13	5.12% 17	332	1.92

# Victorville City Library Online Survey

#	OTHER (PLEASE SPECIFY)	DATE
1	Build a new facility in a safe neighborhood and SO MANY more people would come to the library.	12/16/2020 2:10 PM
2	Make some things or courses free for it would allow the community to take more interest on not only the library but on meeting new people, and learning about subjects.	12/15/2020 5:07 PM
3	Distance-learning resources for parents	11/30/2020 9:53 AM
4	Books. Access to LOTS of real books.	11/29/2020 10:21 PM
5	I don't have kids otherwise I would say those programs are important	11/20/2020 1:37 PM
6	Rejoin county library system	11/16/2020 12:53 AM
7	rejoin the county library system please	11/15/2020 2:28 PM
8	Top security with dogs inside and outside surrounding the building. Must be able to protect cars in your parking lot.	11/15/2020 12:35 AM
9	Deal with homeless use as shelter, they are not utilizing the services of the library as far as books. Keeping other people away. I don't want My grandchildren to a place I feel unsafe and unclean.	11/14/2020 2:11 PM
10	I think everything is important especially for this community.	11/11/2020 8:44 PM

## Q10 Overall, how important are the services provided by the Victorville City Library? PLEASE CHECK ONLY ONE

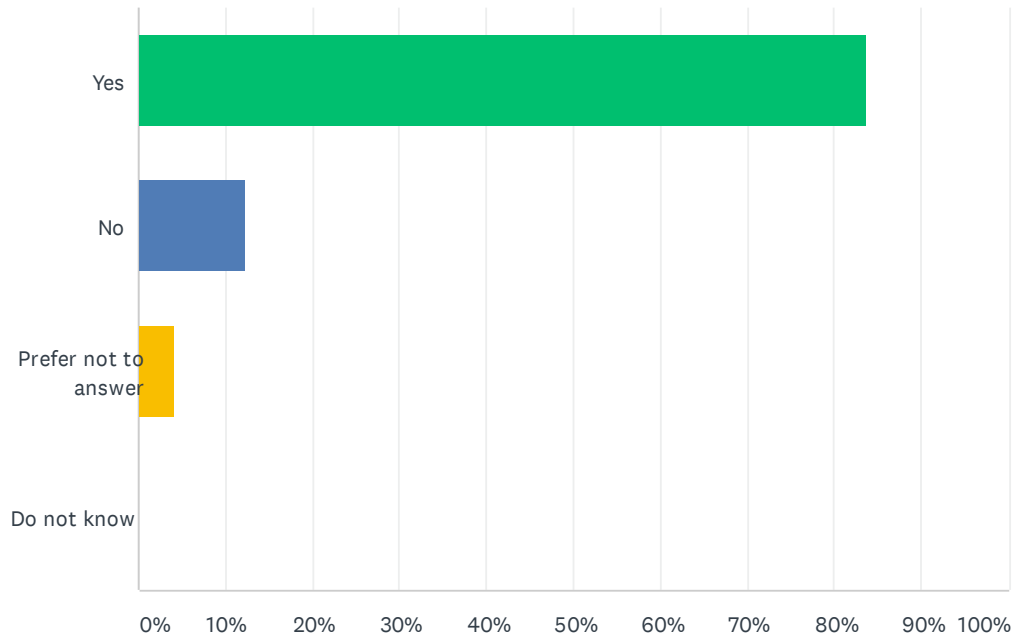
Answered: 341 Skipped: 0



ANSWER CHOICES	RESPONSES	
Very important	80.06%	273
Somewhat important	14.08%	48
Not too important	2.35%	8
Not at all important	2.05%	7
Do not know	1.47%	5
<b>TOTAL</b>		<b>341</b>

## Q11 Are you a Victorville resident? PLEASE CHECK ONLY ONE

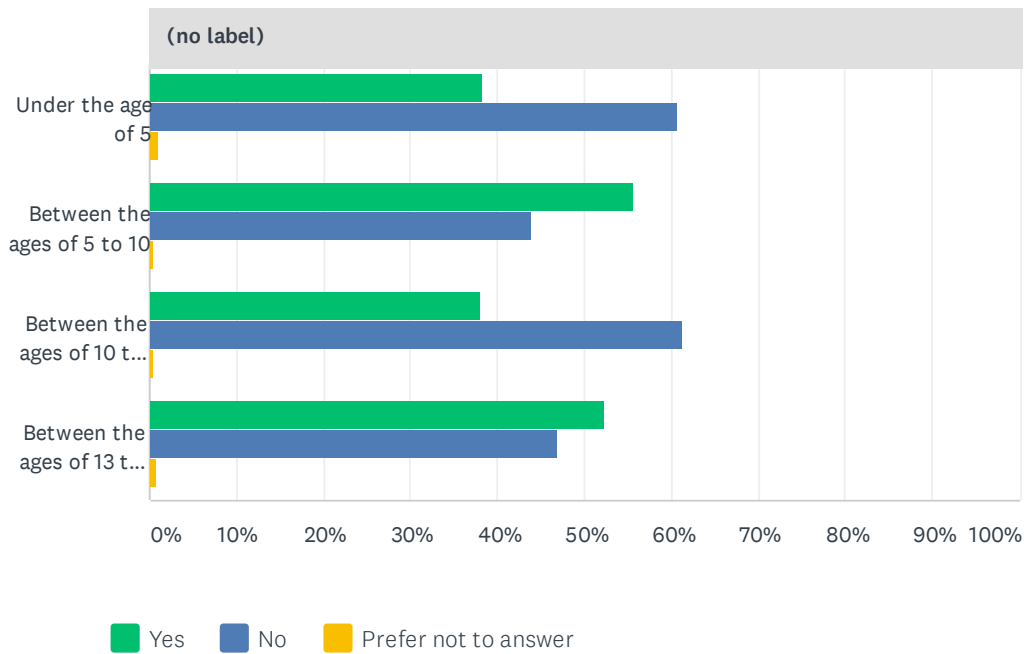
Answered: 341 Skipped: 0



ANSWER CHOICES	RESPONSES	
Yes	83.58%	285
No	12.32%	42
Prefer not to answer	4.11%	14
Do not know	0.00%	0
TOTAL		341

## Q12 If you have children living in your home, answer below. PLEASE CHECK ALL THAT APPLY

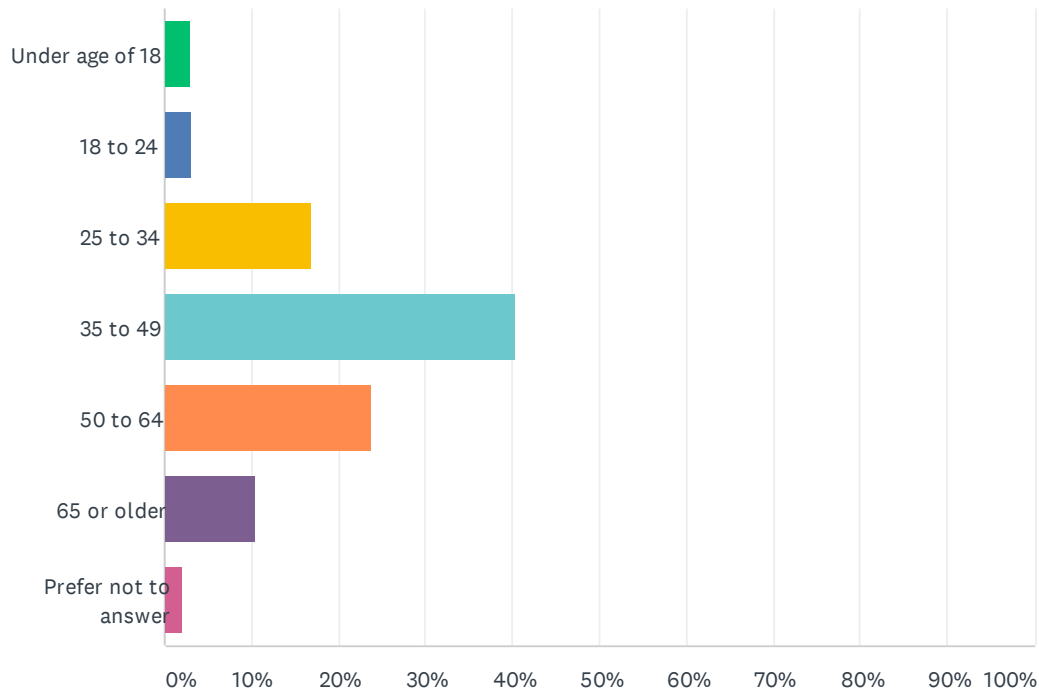
Answered: 271 Skipped: 70



(no label)				
	YES	NO	PREFER NOT TO ANSWER	TOTAL
Under the age of 5	38.38% 76	60.61% 120	1.01% 2	198
Between the ages of 5 to 10	55.61% 124	43.95% 98	0.45% 1	223
Between the ages of 10 to 12	38.16% 79	61.35% 127	0.48% 1	207
Between the ages of 13 to 18	52.21% 118	46.90% 106	0.88% 2	226

## Q13 In which of the following age groups do you fit? PLEASE CHECK ONLY ONE

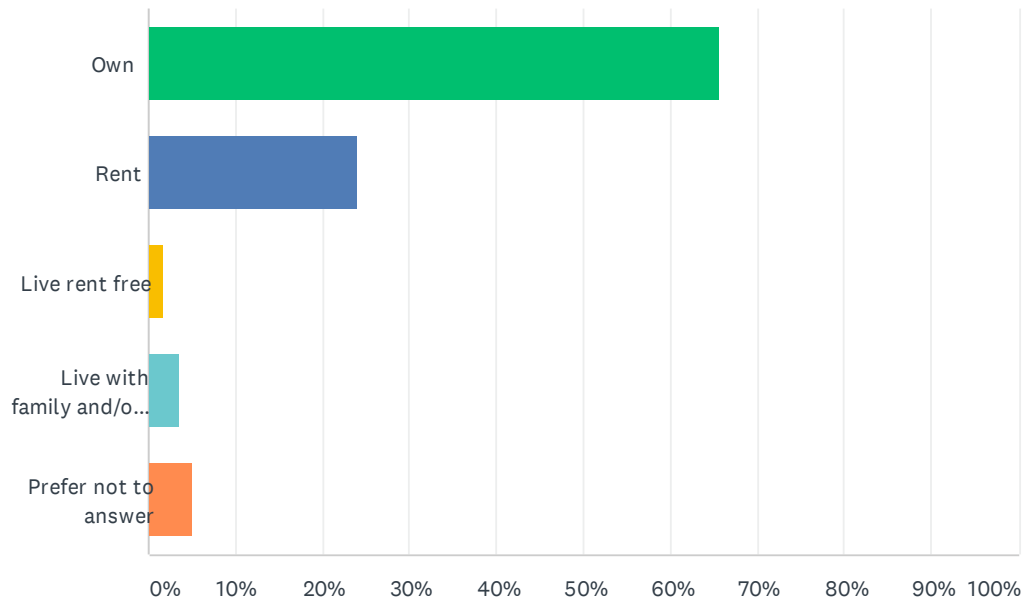
Answered: 341 Skipped: 0



ANSWER CHOICES	RESPONSES	
Under age of 18	2.93%	10
18 to 24	3.23%	11
25 to 34	17.01%	58
35 to 49	40.47%	138
50 to 64	23.75%	81
65 or older	10.56%	36
Prefer not to answer	2.05%	7
<b>TOTAL</b>		<b>341</b>

## Q14 Do you own or rent your current residence? PLEASE CHECK ONLY ONE

Answered: 341 Skipped: 0



ANSWER CHOICES	RESPONSES	
Own	65.69%	224
Rent	24.05%	82
Live rent free	1.76%	6
Live with family and/or friends, but pay rent	3.52%	12
Prefer not to answer	4.99%	17
<b>TOTAL</b>		<b>341</b>

## Q15 What is the Zip Code of your place of residence?

Answered: 341   Skipped: 0

# Victorville City Library Online Survey

#	RESPONSES	DATE
1	92394	12/21/2020 2:06 PM
2	92392	12/21/2020 6:50 AM
3	92395	12/20/2020 8:05 AM
4	92392	12/20/2020 12:24 AM
5	92392	12/19/2020 9:46 AM
6	92392	12/18/2020 11:49 PM
7	92392	12/18/2020 11:47 PM
8	92392	12/18/2020 10:07 PM
9	92392	12/18/2020 8:07 PM
10	92308	12/18/2020 5:48 PM
11	92393	12/18/2020 2:40 PM
12	92308	12/18/2020 2:33 PM
13	92394	12/18/2020 2:28 PM
14	92392	12/18/2020 1:25 PM
15	92392	12/18/2020 1:04 PM
16	92394	12/17/2020 7:14 PM
17	92301	12/17/2020 6:27 PM
18	92392	12/17/2020 4:24 PM
19	92394	12/17/2020 3:42 PM
20	92392	12/17/2020 12:52 PM
21	92345	12/17/2020 10:35 AM
22	92392	12/17/2020 9:00 AM
23	92392	12/17/2020 8:38 AM
24	92301	12/17/2020 8:35 AM
25	92392	12/16/2020 4:22 PM
26	92392	12/16/2020 3:48 PM
27	92372	12/16/2020 3:02 PM
28	92395	12/16/2020 2:10 PM
29	92394	12/16/2020 12:21 PM
30	92395	12/16/2020 11:16 AM
31	92395	12/16/2020 9:35 AM
32	92394	12/16/2020 8:51 AM
33	92394	12/16/2020 6:41 AM
34	92395	12/16/2020 5:36 AM
35	92392	12/16/2020 4:56 AM
36	92392	12/16/2020 1:57 AM
37	92392	12/16/2020 1:21 AM

# Victorville City Library Online Survey

38	92395	12/16/2020 1:13 AM
39	92345	12/16/2020 12:25 AM
40	92394	12/16/2020 12:02 AM
41	92392	12/15/2020 11:57 PM
42	92392	12/15/2020 11:49 PM
43	92392	12/15/2020 11:45 PM
44	92394	12/15/2020 11:39 PM
45	92392	12/15/2020 11:15 PM
46	92392	12/15/2020 10:50 PM
47	92392	12/15/2020 10:29 PM
48	92395	12/15/2020 10:27 PM
49	92392	12/15/2020 10:18 PM
50	92394	12/15/2020 10:03 PM
51	92395	12/15/2020 10:02 PM
52	92392	12/15/2020 9:26 PM
53	92392	12/15/2020 9:20 PM
54	92392	12/15/2020 8:43 PM
55	92392	12/15/2020 8:33 PM
56	92394	12/15/2020 7:49 PM
57	92395	12/15/2020 7:05 PM
58	92342	12/15/2020 7:05 PM
59	92392	12/15/2020 6:50 PM
60	92394	12/15/2020 6:44 PM
61	92395	12/15/2020 6:32 PM
62	92392	12/15/2020 6:19 PM
63	92395	12/15/2020 6:14 PM
64	92394	12/15/2020 6:07 PM
65	92392	12/15/2020 6:06 PM
66	92394	12/15/2020 5:54 PM
67	92392	12/15/2020 5:51 PM
68	92344	12/15/2020 5:50 PM
69	92371	12/15/2020 5:47 PM
70	92394	12/15/2020 5:46 PM
71	92392	12/15/2020 5:43 PM
72	92395	12/15/2020 5:41 PM
73	92345	12/15/2020 5:36 PM
74	92392	12/15/2020 5:30 PM
75	92301	12/15/2020 5:26 PM

# Victorville City Library Online Survey

76	92394	12/15/2020 5:24 PM
77	92392	12/15/2020 5:24 PM
78	92395	12/15/2020 5:22 PM
79	92392	12/15/2020 5:12 PM
80	92394	12/15/2020 5:07 PM
81	92308	12/15/2020 4:58 PM
82	92371	12/15/2020 4:58 PM
83	92394	12/15/2020 4:56 PM
84	92371	12/15/2020 4:52 PM
85	92395	12/15/2020 4:51 PM
86	92394	12/15/2020 4:51 PM
87	92395	12/15/2020 4:50 PM
88	92392	12/13/2020 8:12 PM
89	92395	12/13/2020 5:30 PM
90	92395	12/11/2020 5:50 PM
91	92395	12/11/2020 5:00 PM
92	92392	12/11/2020 2:14 PM
93	92395	12/11/2020 2:11 PM
94	92395	12/11/2020 2:02 PM
95	92395	12/11/2020 11:27 AM
96	92395	12/11/2020 10:53 AM
97	92392	12/11/2020 8:57 AM
98	92344	12/10/2020 10:51 PM
99	92394	12/10/2020 10:10 PM
100	92392	12/10/2020 9:47 PM
101	92392	12/10/2020 8:50 PM
102	92394	12/10/2020 7:40 PM
103	92392	12/10/2020 7:15 PM
104	92395	12/10/2020 7:10 PM
105	92394	12/10/2020 4:17 PM
106	92392	12/9/2020 7:46 PM
107	92394	12/9/2020 7:42 PM
108	92392	12/9/2020 7:34 PM
109	92392	12/9/2020 6:47 PM
110	90723	12/9/2020 6:36 PM
111	92392	12/9/2020 10:12 AM
112	92392	12/8/2020 3:15 PM
113	92392	12/4/2020 8:37 PM

# Victorville City Library Online Survey

114	92395	12/4/2020 8:32 PM
115	92307	12/4/2020 5:36 PM
116	92395	12/4/2020 1:49 PM
117	92395	12/3/2020 6:36 PM
118	92392	12/3/2020 9:36 AM
119	92392	12/2/2020 3:00 PM
120	92394	12/2/2020 12:52 AM
121	92394	12/1/2020 11:51 PM
122	93292	12/1/2020 8:30 PM
123	92344	12/1/2020 3:39 PM
124	92394	11/30/2020 8:16 PM
125	92395	11/30/2020 5:24 PM
126	92394	11/30/2020 2:49 PM
127	92392	11/30/2020 2:00 PM
128	92392	11/30/2020 9:53 AM
129	93202	11/30/2020 9:47 AM
130	92394	11/29/2020 10:21 PM
131	92394	11/29/2020 6:54 PM
132	92394	11/28/2020 12:04 PM
133	92308	11/28/2020 12:02 PM
134	92307	11/27/2020 10:53 PM
135	92392	11/27/2020 10:50 PM
136	92395	11/27/2020 10:42 PM
137	92394	11/27/2020 9:45 PM
138	92392	11/27/2020 4:05 PM
139	92394	11/27/2020 3:22 PM
140	92392	11/27/2020 3:12 PM
141	92394	11/27/2020 3:07 PM
142	92394	11/27/2020 3:00 PM
143	92394	11/27/2020 2:18 PM
144	92392	11/27/2020 12:32 PM
145	92371	11/27/2020 10:32 AM
146	92395	11/27/2020 10:27 AM
147	92394	11/24/2020 9:43 AM
148	92394	11/23/2020 6:47 PM
149	92395	11/22/2020 7:00 PM
150	92395	11/20/2020 8:38 PM
151	92395	11/20/2020 3:25 PM

# Victorville City Library Online Survey

152	92394	11/20/2020 1:37 PM
153	92394	11/20/2020 11:40 AM
154	92394	11/20/2020 11:04 AM
155	92392	11/20/2020 10:10 AM
156	92392	11/20/2020 1:21 AM
157	92394	11/20/2020 1:03 AM
158	92392	11/19/2020 11:46 PM
159	92392	11/19/2020 10:17 PM
160	92394	11/19/2020 8:57 PM
161	92394	11/19/2020 7:54 PM
162	92395	11/19/2020 7:30 PM
163	92395	11/19/2020 5:53 PM
164	92308	11/19/2020 3:23 PM
165	92394	11/19/2020 3:22 PM
166	92392	11/19/2020 2:46 PM
167	92392	11/18/2020 10:56 PM
168	92342	11/18/2020 8:53 PM
169	92395	11/18/2020 8:37 PM
170	92395	11/18/2020 7:11 PM
171	92394	11/17/2020 9:00 PM
172	92394	11/17/2020 6:55 PM
173	92392	11/17/2020 12:12 PM
174	92371	11/17/2020 11:16 AM
175	92392	11/17/2020 11:15 AM
176	92392	11/16/2020 9:21 PM
177	92394	11/16/2020 7:32 PM
178	92394	11/16/2020 7:32 PM
179	92395	11/16/2020 4:21 PM
180	92395	11/16/2020 4:15 PM
181	92394	11/16/2020 12:50 PM
182	92392	11/16/2020 12:33 PM
183	92392	11/16/2020 11:07 AM
184	92394	11/16/2020 8:15 AM
185	92394	11/16/2020 3:45 AM
186	92394	11/16/2020 1:57 AM
187	92382	11/16/2020 12:53 AM
188	92394	11/15/2020 11:02 PM
189	92394	11/15/2020 9:47 PM

# Victorville City Library Online Survey

190	92395	11/15/2020 2:28 PM
191	92301	11/15/2020 12:19 PM
192	92345	11/15/2020 10:56 AM
193	92395	11/15/2020 8:58 AM
194	92392	11/15/2020 1:43 AM
195	92395	11/15/2020 1:41 AM
196	92392	11/15/2020 1:32 AM
197	92307	11/15/2020 1:29 AM
198	92395	11/15/2020 1:18 AM
199	92395	11/15/2020 12:35 AM
200	92345	11/15/2020 12:28 AM
201	92395	11/15/2020 12:17 AM
202	92394	11/14/2020 11:23 PM
203	92394	11/14/2020 11:16 PM
204	92392	11/14/2020 10:46 PM
205	92395	11/14/2020 10:25 PM
206	92394	11/14/2020 10:01 PM
207	92394	11/14/2020 9:31 PM
208	92395	11/14/2020 8:39 PM
209	92392	11/14/2020 6:56 PM
210	92308	11/14/2020 6:50 PM
211	92395	11/14/2020 6:26 PM
212	92392	11/14/2020 6:19 PM
213	92394	11/14/2020 6:14 PM
214	92392	11/14/2020 5:51 PM
215	92301	11/14/2020 5:37 PM
216	92392	11/14/2020 5:36 PM
217	92307	11/14/2020 5:05 PM
218	92395	11/14/2020 5:02 PM
219	92395	11/14/2020 4:16 PM
220	92392	11/14/2020 2:11 PM
221	92394	11/14/2020 1:20 PM
222	92392	11/14/2020 12:57 PM
223	92345	11/14/2020 11:33 AM
224	92394	11/14/2020 11:05 AM
225	92395	11/14/2020 11:01 AM
226	92392	11/14/2020 10:58 AM
227	Your mom	11/14/2020 10:56 AM

# Victorville City Library Online Survey

228	92395	11/14/2020 10:45 AM
229	92395	11/14/2020 10:44 AM
230	92394	11/14/2020 10:16 AM
231	92395	11/14/2020 10:16 AM
232	92392	11/14/2020 9:57 AM
233	92395	11/14/2020 9:32 AM
234	92301	11/14/2020 8:44 AM
235	92394	11/14/2020 8:39 AM
236	92392	11/14/2020 8:35 AM
237	92372	11/14/2020 8:17 AM
238	92394	11/14/2020 7:31 AM
239	92308	11/14/2020 7:07 AM
240	92392	11/14/2020 6:41 AM
241	92395	11/14/2020 3:21 AM
242	92392	11/14/2020 2:40 AM
243	92395	11/14/2020 2:32 AM
244	92392	11/14/2020 2:14 AM
245	92395	11/14/2020 2:13 AM
246	92395	11/14/2020 1:52 AM
247	92395	11/14/2020 1:47 AM
248	92394	11/14/2020 1:39 AM
249	92371	11/14/2020 1:14 AM
250	92395	11/14/2020 1:00 AM
251	92345	11/14/2020 12:58 AM
252	92395	11/14/2020 12:49 AM
253	92392	11/14/2020 12:48 AM
254	92395	11/14/2020 12:46 AM
255	92394	11/14/2020 12:41 AM
256	92311	11/14/2020 12:40 AM
257	92395	11/14/2020 12:31 AM
258	92394	11/14/2020 12:22 AM
259	92392	11/14/2020 12:14 AM
260	92394	11/13/2020 11:55 PM
261	92394	11/13/2020 11:54 PM
262	92394	11/13/2020 11:53 PM
263	92394	11/13/2020 11:46 PM
264	92392	11/13/2020 11:30 PM
265	92342	11/13/2020 11:23 PM

# Victorville City Library Online Survey

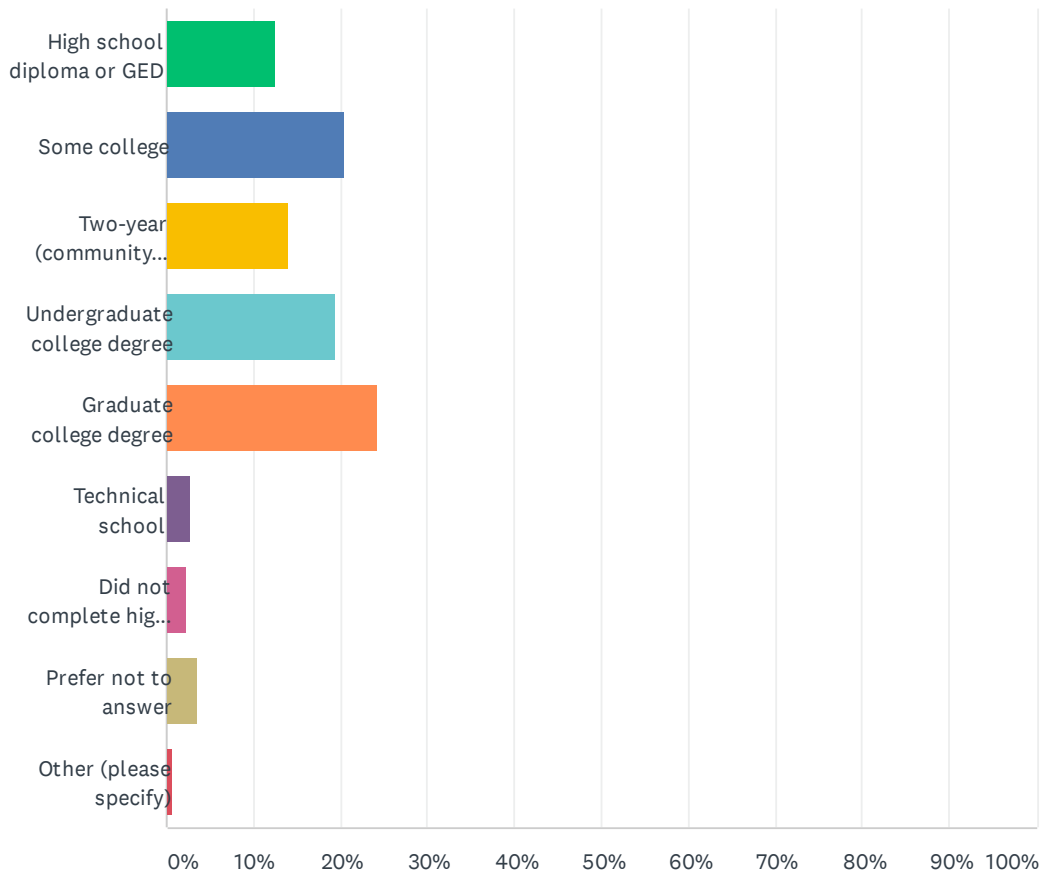
266	92301	11/13/2020 11:20 PM
267	92307	11/13/2020 10:59 PM
268	92394	11/13/2020 10:53 PM
269	92307	11/13/2020 10:51 PM
270	92395	11/13/2020 10:51 PM
271	92392	11/13/2020 10:24 PM
272	92394	11/13/2020 10:02 PM
273	92392	11/13/2020 8:29 PM
274	92392	11/13/2020 8:16 PM
275	92395	11/13/2020 8:13 PM
276	92301	11/13/2020 8:08 PM
277	92395	11/13/2020 8:03 PM
278	92395	11/13/2020 7:57 PM
279	92392	11/13/2020 7:57 PM
280	92392	11/13/2020 7:55 PM
281	92395	11/13/2020 7:53 PM
282	92308	11/13/2020 7:51 PM
283	92395	11/13/2020 6:14 PM
284	92394	11/13/2020 1:08 PM
285	92395	11/13/2020 2:57 AM
286	92395	11/12/2020 10:23 PM
287	92395	11/12/2020 3:22 PM
288	92395	11/12/2020 2:46 PM
289	92394	11/12/2020 11:41 AM
290	92395	11/12/2020 11:40 AM
291	92395	11/12/2020 11:38 AM
292	92345	11/12/2020 11:31 AM
293	92371	11/12/2020 11:31 AM
294	92395	11/12/2020 11:18 AM
295	92395	11/12/2020 11:11 AM
296	92392	11/12/2020 10:57 AM
297	92394	11/12/2020 8:58 AM
298	92392	11/12/2020 8:48 AM
299	92301	11/12/2020 8:34 AM
300	92392	11/12/2020 7:53 AM
301	92395	11/12/2020 6:04 AM
302	92394	11/12/2020 12:12 AM
303	92395	11/11/2020 11:46 PM

# Victorville City Library Online Survey

304	92392	11/11/2020 11:21 PM
305	92392	11/11/2020 11:19 PM
306	92307	11/11/2020 10:57 PM
307	92392	11/11/2020 10:23 PM
308	92394	11/11/2020 10:21 PM
309	92394	11/11/2020 10:17 PM
310	92395	11/11/2020 10:10 PM
311	92392	11/11/2020 10:07 PM
312	92392	11/11/2020 10:05 PM
313	92395	11/11/2020 9:39 PM
314	92308	11/11/2020 9:36 PM
315	92392	11/11/2020 9:26 PM
316	92394	11/11/2020 9:24 PM
317	92392	11/11/2020 9:10 PM
318	92395	11/11/2020 8:56 PM
319	92392	11/11/2020 8:54 PM
320	92301	11/11/2020 8:44 PM
321	92394	11/11/2020 8:42 PM
322	92395	11/11/2020 8:38 PM
323	92394	11/11/2020 8:37 PM
324	92392	11/11/2020 8:27 PM
325	92395	11/11/2020 8:08 PM
326	92394	11/11/2020 8:06 PM
327	92395	11/11/2020 7:55 PM
328	92392	11/11/2020 7:53 PM
329	92395	11/11/2020 7:43 PM
330	92392	11/11/2020 7:30 PM
331	92394	11/11/2020 7:26 PM
332	92392	11/11/2020 7:25 PM
333	92394	11/11/2020 7:24 PM
334	92394	11/11/2020 7:20 PM
335	92392	11/11/2020 7:18 PM
336	92392	11/11/2020 7:13 PM
337	92392	11/11/2020 7:09 PM
338	92395	11/11/2020 7:07 PM
339	92392	11/11/2020 7:04 PM
340	92392	11/11/2020 7:02 PM
341	92395	11/11/2020 11:29 AM

## Q16 What is the highest level of education you have attained? PLEASE CHECK ONLY ONE

Answered: 341 Skipped: 0



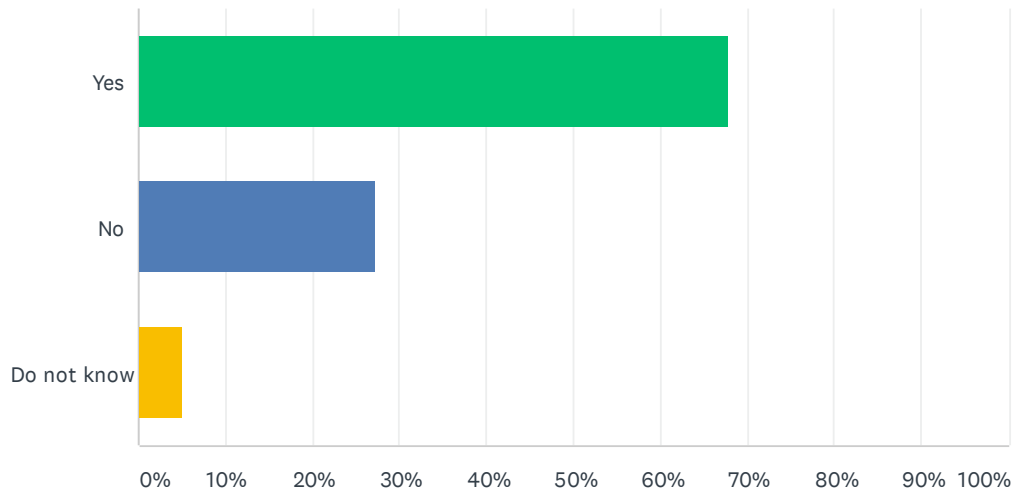
ANSWER CHOICES	RESPONSES	
High school diploma or GED	12.61%	43
Some college	20.53%	70
Two-year (community college/associate degree) college	14.08%	48
Undergraduate college degree	19.35%	66
Graduate college degree	24.34%	83
Technical school	2.64%	9
Did not complete high school	2.35%	8
Prefer not to answer	3.52%	12
Other (please specify)	0.59%	2
<b>TOTAL</b>		<b>341</b>

## Victorville City Library Online Survey

#	OTHER (PLEASE SPECIFY)	DATE
1	I am currently living with my family and I am in the 8th grade of Middle School	11/27/2020 2:18 PM
2	4 years of college	11/15/2020 1:41 AM

## Q1 Do you have a Victorville City Library borrower's card? PLEASE CHECK ONLY ONE

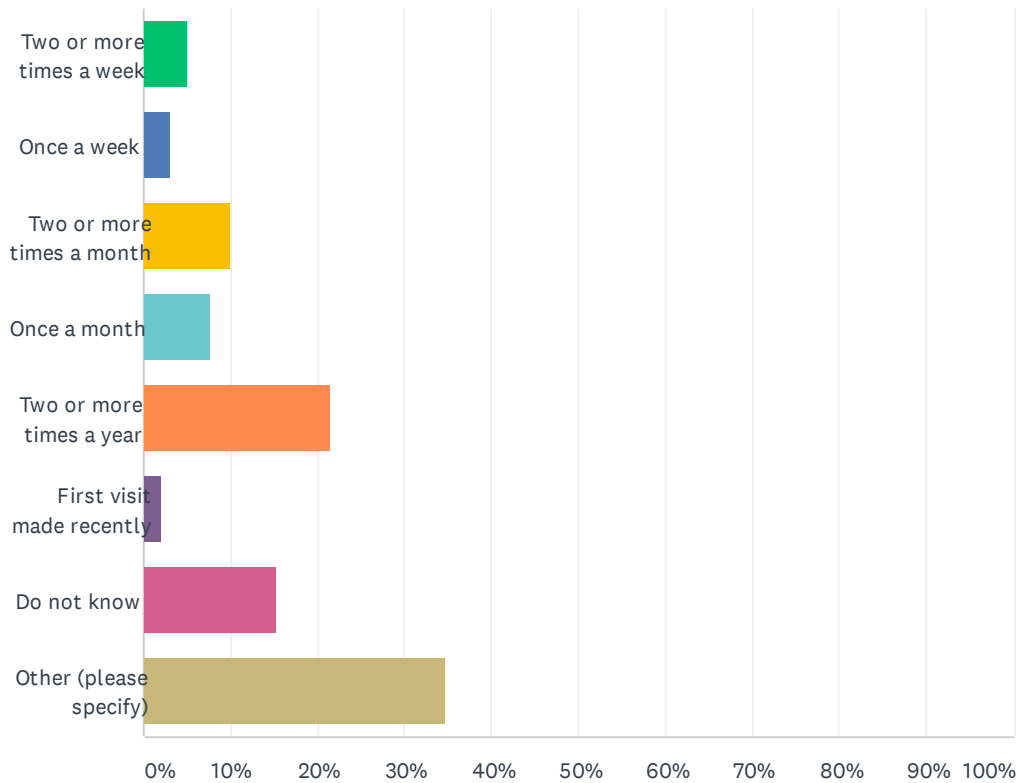
Answered: 319 Skipped: 0



ANSWER CHOICES		RESPONSES	
Yes		67.71%	216
No		27.27%	87
Do not know		5.02%	16
TOTAL			319

## Q2 How many times have you or a member(s) of your household used the Victorville City Library in the past year? PLEASE CHECK ONLY ONE

Answered: 319 Skipped: 0



ANSWER CHOICES	RESPONSES	
Two or more times a week	5.02%	16
Once a week	3.13%	10
Two or more times a month	10.03%	32
Once a month	7.84%	25
Two or more times a year	21.63%	69
First visit made recently	2.19%	7
Do not know	15.36%	49
Other (please specify)	34.80%	111
<b>TOTAL</b>		<b>319</b>

# Victorville City Library Online Survey

#	OTHER (PLEASE SPECIFY)	DATE
1	Once a yeat	12/21/2020 6:50 AM
2	Not at all	12/20/2020 8:05 AM
3	Have not borrowed books this year. Used to be regular, twice/month.	12/18/2020 1:04 PM
4	Didn't know you were open	12/17/2020 12:52 PM
5	none	12/17/2020 8:38 AM
6	0	12/16/2020 3:48 PM
7	none	12/16/2020 3:02 PM
8	Have not been this year	12/16/2020 6:41 AM
9	0	12/16/2020 1:57 AM
10	I don't remember. It was before March.	12/16/2020 1:21 AM
11	Due to COVID none!	12/16/2020 12:25 AM
12	I have a San Bernardino County library card- not sure if this is the same?	12/16/2020 12:02 AM
13	None	12/15/2020 11:39 PM
14	Never	12/15/2020 11:15 PM
15	zero	12/15/2020 10:50 PM
16	1 time ever last year	12/15/2020 10:29 PM
17	Have not attended the Victorville library	12/15/2020 10:18 PM
18	0	12/15/2020 10:03 PM
19	havn't	12/15/2020 9:26 PM
20	Have not been there in about ten years due to the location.	12/15/2020 9:20 PM
21	None- I use sbc library digital books	12/15/2020 7:05 PM
22	None	12/15/2020 6:19 PM
23	NEVER	12/15/2020 6:06 PM
24	Zero	12/15/2020 5:51 PM
25	none this year	12/15/2020 5:50 PM
26	Once a year	12/15/2020 5:43 PM
27	I haven't.	12/15/2020 5:30 PM
28	0	12/15/2020 5:24 PM
29	Twice this year	12/15/2020 5:22 PM
30	none	12/15/2020 4:58 PM
31	None	12/13/2020 8:12 PM
32	None, due to Covid-19	12/11/2020 5:50 PM
33	None	12/11/2020 2:14 PM
34	Haven't been there in years	12/11/2020 2:11 PM
35	Never have been there	12/11/2020 2:02 PM
36	have not gone this year	12/11/2020 10:53 AM
37	we have not	12/11/2020 8:57 AM

# Victorville City Library Online Survey

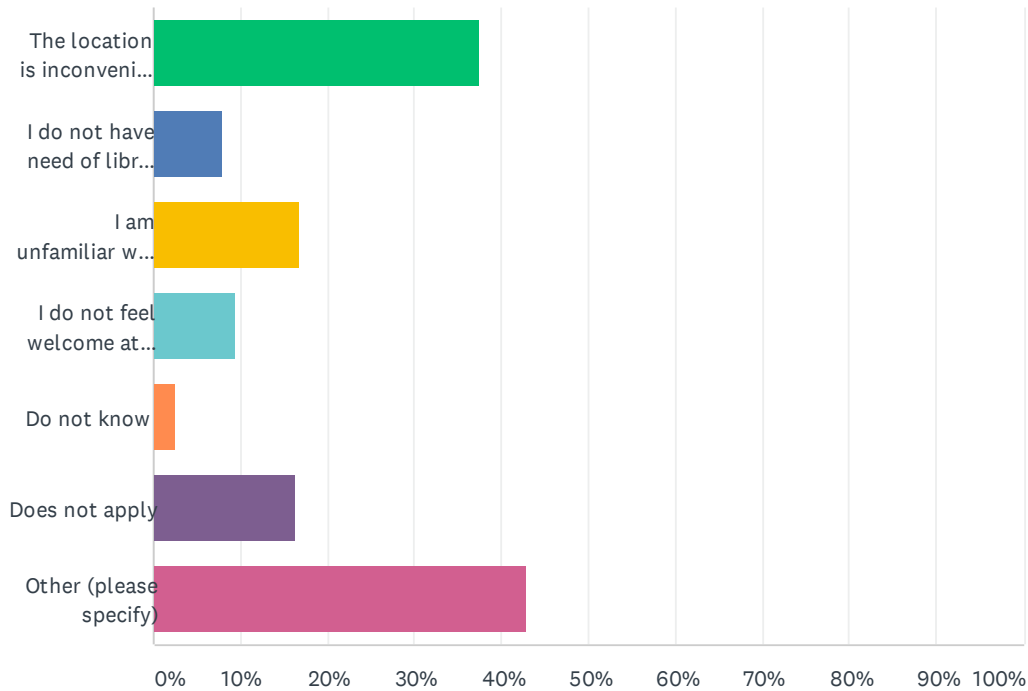
38	Moved from Orange County 4 months ago	12/10/2020 9:47 PM
39	Haven't been able to due to the pandemic	12/10/2020 8:50 PM
40	Stopped using Victorville and drive to Hesperia	12/10/2020 7:40 PM
41	None	12/10/2020 7:15 PM
42	We haven't because of COVID-19	12/1/2020 8:30 PM
43	It's been more than 8 years	11/30/2020 2:49 PM
44	We used to use it a lot but have not for years	11/30/2020 2:00 PM
45	0	11/29/2020 6:54 PM
46	zero	11/27/2020 10:53 PM
47	Not at all.	11/27/2020 10:42 PM
48	zero	11/27/2020 3:07 PM
49	Haven't been to the library since march. I did check out a couple of books in February	11/27/2020 12:32 PM
50	Not this year.	11/20/2020 3:25 PM
51	0	11/20/2020 1:03 AM
52	none	11/19/2020 10:17 PM
53	none	11/19/2020 7:30 PM
54	Because of Covid only about 4 times this year. Normally I go 2 times a month.	11/19/2020 3:23 PM
55	Over two or more years	11/19/2020 3:22 PM
56	I have not been back since I got my library card because the library is so sad and there was nothing there for me. I am serious. I love libraries.	11/18/2020 8:53 PM
57	online only, so SB county or LA county only, you dropped your online!	11/18/2020 8:37 PM
58	Its been years	11/16/2020 4:15 PM
59	Twice decades ago	11/16/2020 11:07 AM
60	Weekly until library left county system	11/16/2020 12:53 AM
61	Haven't gone in a while bc of location	11/15/2020 11:02 PM
62	walked in and saw the amount of homeless people using outlets and sleeping and walked out	11/15/2020 9:47 PM
63	I didn't know you had one	11/15/2020 10:56 AM
64	ten times in twenty years	11/15/2020 1:43 AM
65	Never been but would love to take the children and myself. It's in a bad area but would go if you guys could get security guys there to watch over students and staff and adults using the library.	11/15/2020 12:35 AM
66	None	11/15/2020 12:28 AM
67	It's been a long time	11/14/2020 11:23 PM
68	I go to other nearby libraries	11/14/2020 10:25 PM
69	0	11/14/2020 6:56 PM
70	zero times this year	11/14/2020 6:19 PM
71	10 years	11/14/2020 5:02 PM
72	I work for SB county library	11/14/2020 1:20 PM
73	COVID makes this question invalid. Prior to Covid I visited this location weekly	11/14/2020 11:33 AM
74	0	11/14/2020 11:05 AM

# Victorville City Library Online Survey

75	0	11/14/2020 10:58 AM
76	Never	11/14/2020 10:56 AM
77	Stopped using awhile ago	11/14/2020 10:45 AM
78	Used once before Covid closed it.	11/14/2020 10:44 AM
79	Never	11/14/2020 9:32 AM
80	Not once	11/14/2020 8:39 AM
81	None	11/14/2020 7:07 AM
82	Not since the pandemic shut down in March.	11/14/2020 1:00 AM
83	2yrs ago	11/14/2020 12:49 AM
84	Haven't give since the 90's	11/14/2020 12:14 AM
85	Never	11/13/2020 11:53 PM
86	3X in 5 years	11/13/2020 11:46 PM
87	Never, I use the county libraries in Adelanto and Hesperia	11/13/2020 11:20 PM
88	Over two years or more.	11/13/2020 10:53 PM
89	Once maybe twice per year.	11/13/2020 8:29 PM
90	Haven't been back due to homeless problem.	11/13/2020 8:13 PM
91	We went 2-3 times a month before covid.	11/13/2020 7:55 PM
92	None this year, but in the past I have visited 2-3 times	11/13/2020 7:51 PM
93	once 2 years ago	11/12/2020 10:23 PM
94	Haven't been since high school because of the location	11/12/2020 2:46 PM
95	Xx	11/12/2020 11:40 AM
96	Visited once didn't like the location	11/12/2020 8:34 AM
97	I went once, as long as you have needle dispensaries, homeless drug addicts using it as a place to hangout, I will never be back. My kids were horrified. We will stick with Phelan Library until you clean up. Sincerely, Your Taxpayer	11/11/2020 11:21 PM
98	None	11/11/2020 11:19 PM
99	None	11/11/2020 10:23 PM
100	A couple of months	11/11/2020 10:21 PM
101	New to the community have not visited	11/11/2020 10:17 PM
102	Have not visited in over a year	11/11/2020 10:10 PM
103	None	11/11/2020 10:05 PM
104	Haven't gone because it's such a shady neighborhood	11/11/2020 9:39 PM
105	Haven't been in yet, but want to	11/11/2020 9:36 PM
106	Haven't because of COVID	11/11/2020 8:54 PM
107	0	11/11/2020 8:42 PM
108	Purchased books at the sale	11/11/2020 7:30 PM
109	Maybe two or three times be for covid	11/11/2020 7:25 PM
110	0	11/11/2020 7:18 PM
111	Once a year	11/11/2020 7:13 PM

### Q3 If you have not used the Victorville City Library in the past year or do not use it often, what is the main reason you do not use the library or do not use it often? PLEASE CHECK ALL THAT APPLY

Answered: 317 Skipped: 2



ANSWER CHOICES	RESPONSES	
The location is inconvenient for me	37.54%	119
I do not have need of library services	7.89%	25
I am unfamiliar with all the services and amenities the library offers both in person and online	16.72%	53
I do not feel welcome at library	9.46%	30
Do not know	2.52%	8
Does not apply	16.40%	52
Other (please specify)	42.90%	136
Total Respondents: 317		

# Victorville City Library Online Survey

#	OTHER (PLEASE SPECIFY)	DATE
1	If we can't spend time to read in the library, we will not borrow any books.	12/18/2020 1:04 PM
2	Covid	12/17/2020 7:14 PM
3	This year covid 19 broke out and I stayed home	12/17/2020 6:27 PM
4	It was difficult to figure out how to get books out of the library during this virus	12/17/2020 10:35 AM
5	I don't like the location it is in. We drive farther and go to the Hesperia Library it is nicer	12/17/2020 8:38 AM
6	The location is not in a safe area. Too many homeless people. Its located in a desolate part of town.	12/16/2020 2:10 PM
7	Limited availability of mystery books	12/16/2020 12:21 PM
8	COVID 19	12/16/2020 11:16 AM
9	Covid pandemic	12/16/2020 4:56 AM
10	COVID 19 shut down	12/16/2020 12:25 AM
11	I use my county library card in Apple Valley because I don't know if I can use this card in the Victorville City library as well	12/16/2020 12:02 AM
12	The location is in a dangerous part of the city. Also the library is in need of of new material and upgrades. This make my kids uninterested in going. When we lived in Cerritos we would always go to the library it is a great library. I would like to see Victorville library upgrade its library	12/15/2020 10:18 PM
13	unsafe location	12/15/2020 9:26 PM
14	No online service	12/15/2020 7:05 PM
15	Hesperia library is much nicer and centrally located.	12/15/2020 6:19 PM
16	Usually buy books	12/15/2020 6:07 PM
17	It's a small, crappy library in an unsafe area	12/15/2020 5:51 PM
18	it is small and uninviting. the area is sketchy and it is outdated	12/15/2020 5:50 PM
19	It never has the book I'm looking for.	12/15/2020 5:46 PM
20	Limited reading selection and technological resoures	12/15/2020 5:43 PM
21	It's not as large as the Hesperia library.	12/15/2020 5:30 PM
22	Pandemic	12/15/2020 5:22 PM
23	Friends of the library is very disorganized. This section needs help! We prefer Hesperia's library for their books for sale section.	12/15/2020 4:52 PM
24	For me I don't go often because I work. I wish I could take my children more often to the library	12/15/2020 4:51 PM
25	Library is not in a safe, well lit area. Too many homeless around. Library has creepy people hanging around it.	12/15/2020 4:51 PM
26	Covid-19	12/11/2020 5:50 PM
27	Moved here July 2019 and didn't get there too many times before the pandemic started - miss the book sales	12/11/2020 5:00 PM
28	Library has been closed due to the COVID-19 pandemic. I prefer to browse in person.	12/11/2020 2:14 PM
29	The library has been closed	12/11/2020 2:11 PM
30	don't feel safe there	12/11/2020 10:53 AM
31	New Victorville resident	12/10/2020 9:47 PM
32	Just open it up like Hesperia's library	12/10/2020 7:40 PM

# Victorville City Library Online Survey

33	The covid lockdown, but when it was open it sometimes felt unsafe	12/8/2020 3:15 PM
34	The County library has three locations in the area, which means there is more of a selection to choose from and more convenience of where to return the materials.	12/2/2020 12:52 AM
35	COVID-19	12/1/2020 8:30 PM
36	It is located in a bad area.	11/30/2020 8:16 PM
37	The area is horribly unmaintained. It's an welcoming	11/30/2020 2:49 PM
38	Feels Unsafe.. does not have the same services as the county libraries	11/30/2020 2:00 PM
39	Too many transients outside and I don't feel safe	11/30/2020 9:53 AM
40	It's not a library anymore--loud, few books, not inviting	11/29/2020 10:21 PM
41	I lost my card 16 years ago. I don't want to pay to get another one.	11/29/2020 6:54 PM
42	Not very big. Don't feel safe.	11/27/2020 10:42 PM
43	Road conditions around library	11/27/2020 9:45 PM
44	Homeless people hanging out in the bathroom washing up in the sink. Hostile people arguing with library employees. Questionable characters loitering around reading tables	11/27/2020 3:12 PM
45	I use the library from school.	11/27/2020 2:18 PM
46	Coronavirus	11/27/2020 12:32 PM
47	Don't like the area Where it's located	11/20/2020 8:38 PM
48	Not a good neighborhood.	11/20/2020 3:25 PM
49	Has been closed due to covid	11/20/2020 1:37 PM
50	The library is in an unsafe area and is very outdated and small.	11/20/2020 1:03 AM
51	i'm bad at returning books and i live out of the way	11/19/2020 11:46 PM
52	Too many homeless, do not feel safe	11/19/2020 8:57 PM
53	recently moved back to Victorville and am on Covid-19 lockdown	11/19/2020 7:30 PM
54	Never liked the area or felt safe in the parking lot.	11/19/2020 5:53 PM
55	Covid.	11/19/2020 3:23 PM
56	The area is invited , not safe , old buildings surrounding the area . Seems condemned. I don't feel safe taking my kids . I go to Hesperia instead.	11/19/2020 3:22 PM
57	Safety	11/19/2020 2:46 PM
58	The internet was poor, books were very old.	11/18/2020 8:53 PM
59	I prefer online access (libby) you turned yours off!	11/18/2020 8:37 PM
60	I would love the library to be more secure, there's a lot of homeless people around the area..	11/17/2020 9:00 PM
61	Because of homeless people	11/16/2020 4:15 PM
62	The road is horrible over there	11/16/2020 12:50 PM
63	Library is no longer part of county system	11/16/2020 12:53 AM
64	The area and how broken up the roads are next to it	11/15/2020 11:02 PM
65	too many homeless using it as a hangout	11/15/2020 9:47 PM
66	Have tons of reading at home and not currently doing research	11/15/2020 1:43 AM
67	Slow WiFi	11/15/2020 1:41 AM
68	You need security guys/women there to watch over staff, students of all ages and adults. It's not in a good area so we would need some type of security. Hopefully with a few police dogs.	11/15/2020 12:35 AM

# Victorville City Library Online Survey

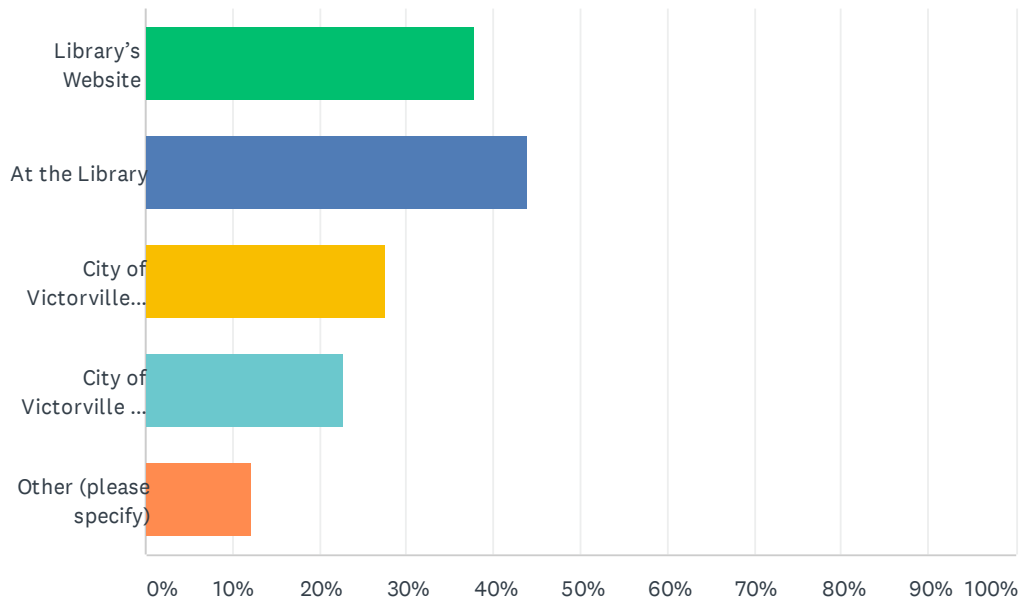
69	Homeless are always there	11/15/2020 12:28 AM
70	The area has gone down a lot . I don't feel safe to bring my kids . I go to the Hesperia library	11/14/2020 11:23 PM
71	Ghetto area	11/14/2020 6:56 PM
72	i use e-books that are available through the county.	11/14/2020 6:19 PM
73	I don't know much about it, where it's located and it seems small compared to Hesperia	11/14/2020 5:51 PM
74	Very small	11/14/2020 5:05 PM
75	I forgot it existed	11/14/2020 5:02 PM
76	I don't feel safe bringing my kids to the location. The Victorville library is closest to me, but I would rather drive to the Hesperia library. The homelessness around the library has continually gotten worse over the last few years.	11/14/2020 4:16 PM
77	Homeless use as a shelter. Road around library is a hazard.	11/14/2020 2:11 PM
78	I work for SB County library	11/14/2020 1:20 PM
79	Safest outside and the rough roads	11/14/2020 12:57 PM
80	The city makes a poor effort to include the library in relevant community events.	11/14/2020 11:05 AM
81	I don't feel safe going in that area	11/14/2020 10:58 AM
82	Homeless	11/14/2020 10:56 AM
83	Use Overdrive during shutdown	11/14/2020 10:44 AM
84	Are used to library for audio books and now I have found an online app that keeps me from needing to go into the library to check out books	11/14/2020 10:16 AM
85	Didn't know about it	11/14/2020 9:32 AM
86	I thought it was closed during COVID-19	11/14/2020 8:44 AM
87	Not a welcoming location. Too many homeless	11/14/2020 8:39 AM
88	Don't feel safe because homeless hang out	11/14/2020 8:17 AM
89	covid	11/14/2020 7:31 AM
90	Do not feel safe, bad area, secluded	11/14/2020 2:40 AM
91	I dont like the locations too much homeless	11/14/2020 2:32 AM
92	Homeless always taking up space and restrooms	11/14/2020 2:13 AM
93	COVID-19	11/14/2020 1:52 AM
94	The Library is to small,not a good enviroment.	11/14/2020 1:47 AM
95	Location of library feels unsafe with all the homeless surrounding the area.	11/14/2020 1:14 AM
96	Surrounding area.	11/14/2020 1:00 AM
97	The location is horrible	11/14/2020 12:58 AM
98	Weirdos and homeless people hanging around outside and inside, homeless watching porn on the computers.	11/14/2020 12:49 AM
99	Books needed not available	11/14/2020 12:41 AM
100	Live in Barstow	11/14/2020 12:40 AM
101	The homeless camps near the library	11/14/2020 12:31 AM
102	The location does not feel safe	11/14/2020 12:14 AM
103	Streets are horrible and need larger place	11/13/2020 11:55 PM
104	Homeless people hanging out outside and bad area	11/13/2020 11:46 PM

# Victorville City Library Online Survey

105	The homeless are to hostile while there.	11/13/2020 11:23 PM
106	Rough & blighted area	11/13/2020 11:20 PM
107	Feel so dirty and in an unsafe location.	11/13/2020 10:53 PM
108	It is not in the best area.	11/13/2020 10:02 PM
109	Need more reading nooks and uninformed about activities.	11/13/2020 8:16 PM
110	It is in a blighted area.	11/13/2020 8:13 PM
111	I don't have a car at the time	11/13/2020 8:08 PM
112	Pan handlers and people sleeping in the library	11/13/2020 8:03 PM
113	I do not feel comfortable in the area	11/13/2020 7:57 PM
114	Last time I went there was a large gathering of homeless individuals inside	11/13/2020 7:57 PM
115	Too small	11/13/2020 7:53 PM
116	I hate driving on the pot hole road. I also don't feel totally safe going there alone.	11/13/2020 1:08 PM
117	was taking precautions with the whole COVID 19 thing	11/13/2020 2:57 AM
118	very old and uninviting	11/12/2020 10:23 PM
119	Area doesn't feel safe and isn't part of the county system making it more difficult to use	11/12/2020 2:46 PM
120	The library is dirty, outdated, and gloomy.	11/12/2020 11:31 AM
121	It's not inviting, homeless people around & don't feel safe, don't want my children to see something crazy outside, the street to get to the library is bad. It's a complete embarrassment to the city we live in. The area around is so bad, we avoid going in that area as clearly the city council cares more about arguing vs doing what they were elected to do for the residents of the community!	11/12/2020 8:58 AM
122	Bad location and I feel unsafe to visit	11/12/2020 8:48 AM
123	I feel unsafe for myself and my kids due to the location	11/12/2020 8:34 AM
124	I felt very unsafe as a women with my kids in your library.	11/11/2020 11:21 PM
125	Building is very dated.	11/11/2020 10:57 PM
126	The road is all messed up, building is all old, and the location of the library is sketchy	11/11/2020 10:21 PM
127	Can never find books I'm interested in. The selection is small.	11/11/2020 10:10 PM
128	Dangerous area	11/11/2020 8:56 PM
129	Very small and limited with book availability with not enough activities for the family.	11/11/2020 8:54 PM
130	There should be more cultural events, poetry readings, stuff like that.	11/11/2020 8:44 PM
131	The environment	11/11/2020 8:38 PM
132	Outdated exterior and interior. Needs a revamp	11/11/2020 8:08 PM
133	Location is unsafe. Many homeless people inside who's are disruptive.	11/11/2020 7:26 PM
134	I live in Victorville, but perfect to drive to the Hesperia library. Much nicer, safer and cleaner.	11/11/2020 7:25 PM
135	The homeless and the area the library is located in is a deterrent.	11/11/2020 7:18 PM
136	The road/parking lot access is terrible. Homeless are camped out in front. Trashcans were overflowing. Could use a facelift or full overhaul.	11/11/2020 7:13 PM

## Q4 How do you typically learn about services and amenities the library provides? PLEASE CHECK ALL THAT APPLY

Answered: 319 Skipped: 0



ANSWER CHOICES	RESPONSES	
Library's Website	37.93%	121
At the Library	43.89%	140
City of Victorville Social Media	27.59%	88
City of Victorville Rec Pages	22.88%	73
Other (please specify)	12.23%	39
Total Respondents: 319		

# Victorville City Library Online Survey

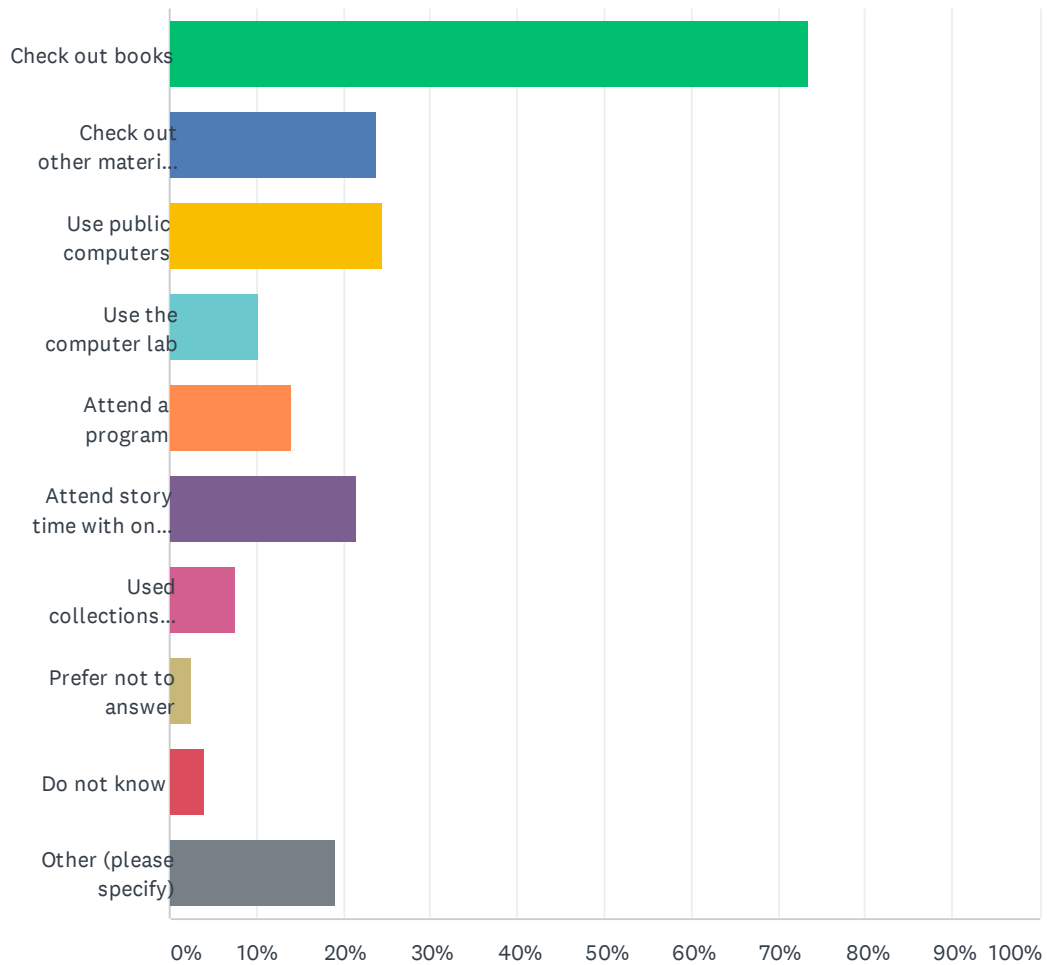
#	OTHER (PLEASE SPECIFY)	DATE
1	Media clerk at school where I work.	12/20/2020 8:05 AM
2	Little league	12/19/2020 9:46 AM
3	I dont hear about it. I heard from word of mouth from a co-worker.	12/16/2020 2:10 PM
4	Not sure what is offered	12/15/2020 10:29 PM
5	By word of mouth	12/15/2020 10:18 PM
6	Sbc was easy to use	12/15/2020 7:05 PM
7	NOT INTERESTED IN WHAT THEY PROVIDE	12/15/2020 6:06 PM
8	Friends telling me	12/15/2020 5:47 PM
9	Call the Library	12/15/2020 5:43 PM
10	Emails from City of Victorville	12/15/2020 5:07 PM
11	I don't know of any services they offer	12/15/2020 4:58 PM
12	I do not hear anything about Victorville's library	12/11/2020 2:11 PM
13	i haven't seen anything	12/11/2020 8:57 AM
14	Friends	12/4/2020 8:32 PM
15	Employee	12/2/2020 3:00 PM
16	Librarian	12/1/2020 3:39 PM
17	Other social media sites	11/30/2020 9:53 AM
18	I need to use the library more. I forget about it.	11/30/2020 9:47 AM
19	City emails	11/27/2020 10:42 PM
20	Prior use	11/27/2020 9:45 PM
21	I don't learn about services.	11/20/2020 11:40 AM
22	When I go in and see the flyers.	11/19/2020 3:23 PM
23	Actually I hear about it in Facebook	11/19/2020 3:22 PM
24	I'm friends with an Employee	11/16/2020 9:21 PM
25	Online	11/16/2020 11:07 AM
26	we font hear of anything going on	11/15/2020 9:47 PM
27	If I saw an ad I would probably go. I use social media A LOT	11/15/2020 10:56 AM
28	I don't	11/15/2020 12:28 AM
29	I don't	11/14/2020 5:02 PM
30	N/A	11/14/2020 11:05 AM
31	FB	11/14/2020 10:56 AM
32	Google	11/14/2020 9:32 AM
33	Flyer	11/14/2020 1:00 AM
34	I don't use the city's library services due to location. It should be moved to Civic Dr along with the court and city hall buildings	11/13/2020 11:20 PM
35	Facebook	11/13/2020 10:59 PM
36	Friends	11/13/2020 8:08 PM
37	Kids school	11/11/2020 11:19 PM

## Victorville City Library Online Survey

38	Library employees	11/11/2020 10:05 PM
39	VVNG	11/11/2020 7:04 PM

## Q5 When you visit the Victorville City Library building, what services do you use? PLEASE CHECK ALL THAT APPLY

Answered: 319 Skipped: 0



# Victorville City Library Online Survey

ANSWER CHOICES	RESPONSES	
Check out books	73.35%	234
Check out other materials such as DVDs, Audiobooks, Music CDs, etc.	23.82%	76
Use public computers	24.45%	78
Use the computer lab	10.34%	33
Attend a program	14.11%	45
Attend story time with one or more children	21.63%	69
Used collections such as large print books or Spanish language materials	7.52%	24
Prefer not to answer	2.51%	8
Do not know	4.08%	13
Other (please specify)	19.12%	61
Total Respondents: 319		

# Victorville City Library Online Survey

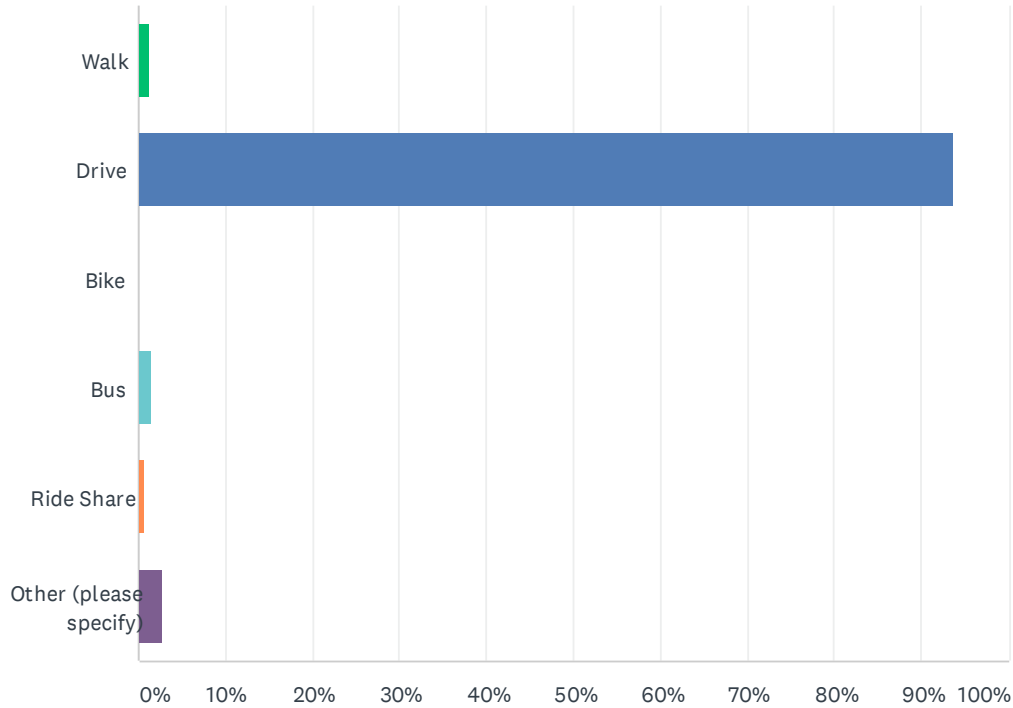
#	OTHER (PLEASE SPECIFY)	DATE
1	buy books for my grandson	12/18/2020 5:48 PM
2	Buy used books from the library	12/17/2020 6:27 PM
3	not used yet, COVID	12/17/2020 4:24 PM
4	Buy movies or books	12/17/2020 12:52 PM
5	We go to Hesperia Library	12/17/2020 8:38 AM
6	do not attend	12/16/2020 3:02 PM
7	I have not been inside the library since I was a kid. I am an adult now. It is not a safe area of town to travel into.	12/16/2020 2:10 PM
8	When obligated to fill out a application at library	12/16/2020 4:56 AM
9	Buy books	12/16/2020 1:21 AM
10	Passport service	12/15/2020 11:39 PM
11	Not a lot of adult focused things	12/15/2020 10:29 PM
12	Does not apply	12/15/2020 10:27 PM
13	None	12/15/2020 10:18 PM
14	n/a	12/15/2020 9:26 PM
15	None	12/15/2020 9:20 PM
16	DO NOT USE	12/15/2020 6:06 PM
17	I don't use the library	12/15/2020 5:51 PM
18	Passport services	12/15/2020 5:26 PM
19	Friends of the library book sales	12/15/2020 4:52 PM
20	Passport services	12/15/2020 4:51 PM
21	Book sale	12/11/2020 5:00 PM
22	I purchase books that are on sale.	12/11/2020 2:14 PM
23	Friends of the library meeting	12/10/2020 10:51 PM
24	I often donate books	12/10/2020 8:50 PM
25	None until it opens back up again	12/10/2020 7:40 PM
26	Passport services	12/4/2020 8:32 PM
27	To donate magazines and books	11/30/2020 2:49 PM
28	Purchase used books from Friends of the Library	11/30/2020 9:53 AM
29	None	11/29/2020 6:54 PM
30	Read magazines	11/28/2020 12:02 PM
31	I don't visit the library	11/27/2020 10:53 PM
32	Dont Visit	11/27/2020 3:07 PM
33	Quiet place to study	11/20/2020 1:37 PM
34	none	11/19/2020 10:17 PM
35	Passport services	11/19/2020 3:22 PM
36	Purchase books	11/19/2020 2:46 PM
37	The time I went I used the poor internet.	11/18/2020 8:53 PM

# Victorville City Library Online Survey

38	I used too check out materials until it left the county system	11/16/2020 12:53 AM
39	Pick up reserved books from other SBCL system but service no longer available.	11/15/2020 2:28 PM
40	I will have to stop by and check you out.	11/15/2020 10:56 AM
41	Haven't been to this library but I've worked at a elementary school library as a volunteer for 6 yrs in Fontana California. We miss going to the library. Would love to go to this library if only you had security for this place in the parking lot and inside. Fontana public library has top security guys all over.	11/15/2020 12:35 AM
42	Passport service	11/14/2020 11:23 PM
43	i have not been to the library for several years	11/14/2020 6:19 PM
44	Use wifi	11/14/2020 5:05 PM
45	Internet	11/14/2020 12:57 PM
46	Purchase reduced price items	11/14/2020 8:44 AM
47	Passports	11/14/2020 2:40 AM
48	Printer,Print	11/14/2020 1:47 AM
49	Passport	11/14/2020 12:46 AM
50	Buy books on sale	11/14/2020 12:40 AM
51	Buy used books	11/13/2020 11:46 PM
52	Summer program	11/13/2020 10:02 PM
53	Buy novels, get my passport filed, print and make copies.	11/13/2020 7:55 PM
54	passport services	11/13/2020 2:57 AM
55	Passport services	11/12/2020 11:31 AM
56	Had a meeting	11/11/2020 11:21 PM
57	Volunteering	11/11/2020 10:21 PM
58	N/A yet	11/11/2020 9:36 PM
59	Tutoring, passports,	11/11/2020 9:24 PM
60	Homework	11/11/2020 8:37 PM
61	buy used books	11/11/2020 7:09 PM

## Q6 How do you travel to the library? PLEASE CHECK ONLY ONE

Answered: 319 Skipped: 0



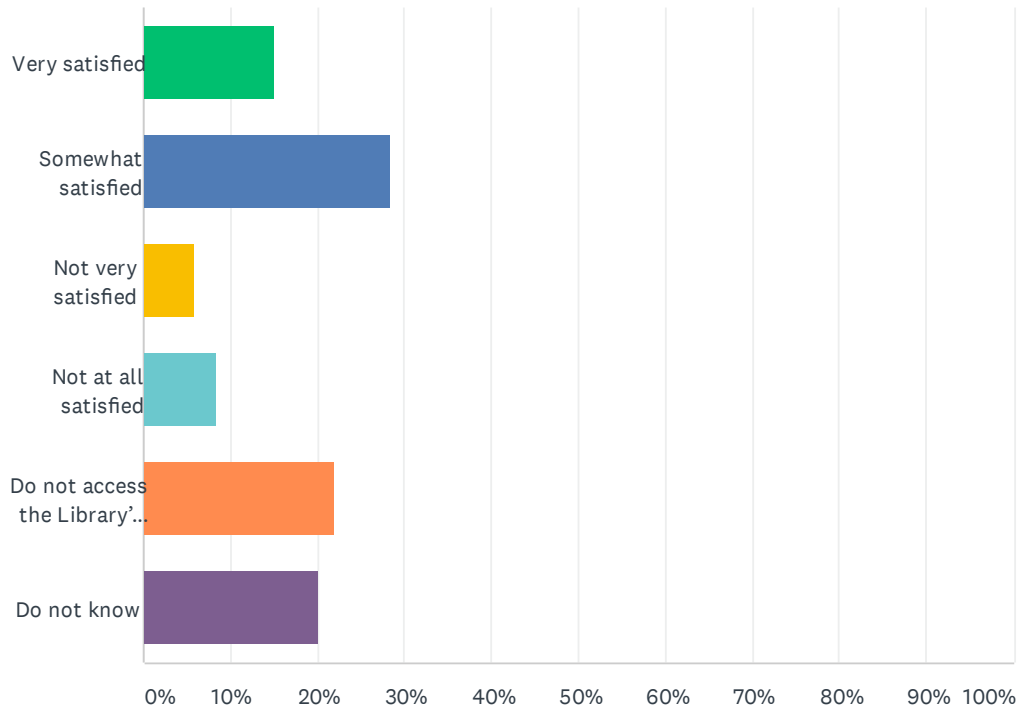
ANSWER CHOICES	RESPONSES	
Walk	1.25%	4
Drive	93.73%	299
Bike	0.00%	0
Bus	1.57%	5
Ride Share	0.63%	2
Other (please specify)	2.82%	9
TOTAL		319

# Victorville City Library Online Survey

#	OTHER (PLEASE SPECIFY)	DATE
1	I dont drive into that area. It is not safe. too many homeless people.	12/16/2020 2:10 PM
2	Virtual	12/15/2020 10:27 PM
3	Online if i were to use	12/15/2020 7:05 PM
4	N/A	12/15/2020 6:06 PM
5	I don't visit the library	11/27/2020 10:53 PM
6	None	11/27/2020 3:07 PM
7	I don't attend this one , if so I drive	11/19/2020 3:22 PM
8	Helicopter	11/14/2020 10:56 AM
9	I don't, but I would drive if that helps the survey	11/13/2020 11:20 PM

## Q7 Overall, how satisfied are you with the electronic resources and digital material available via the Victorville City Library website? PLEASE CHECK ONLY ONE

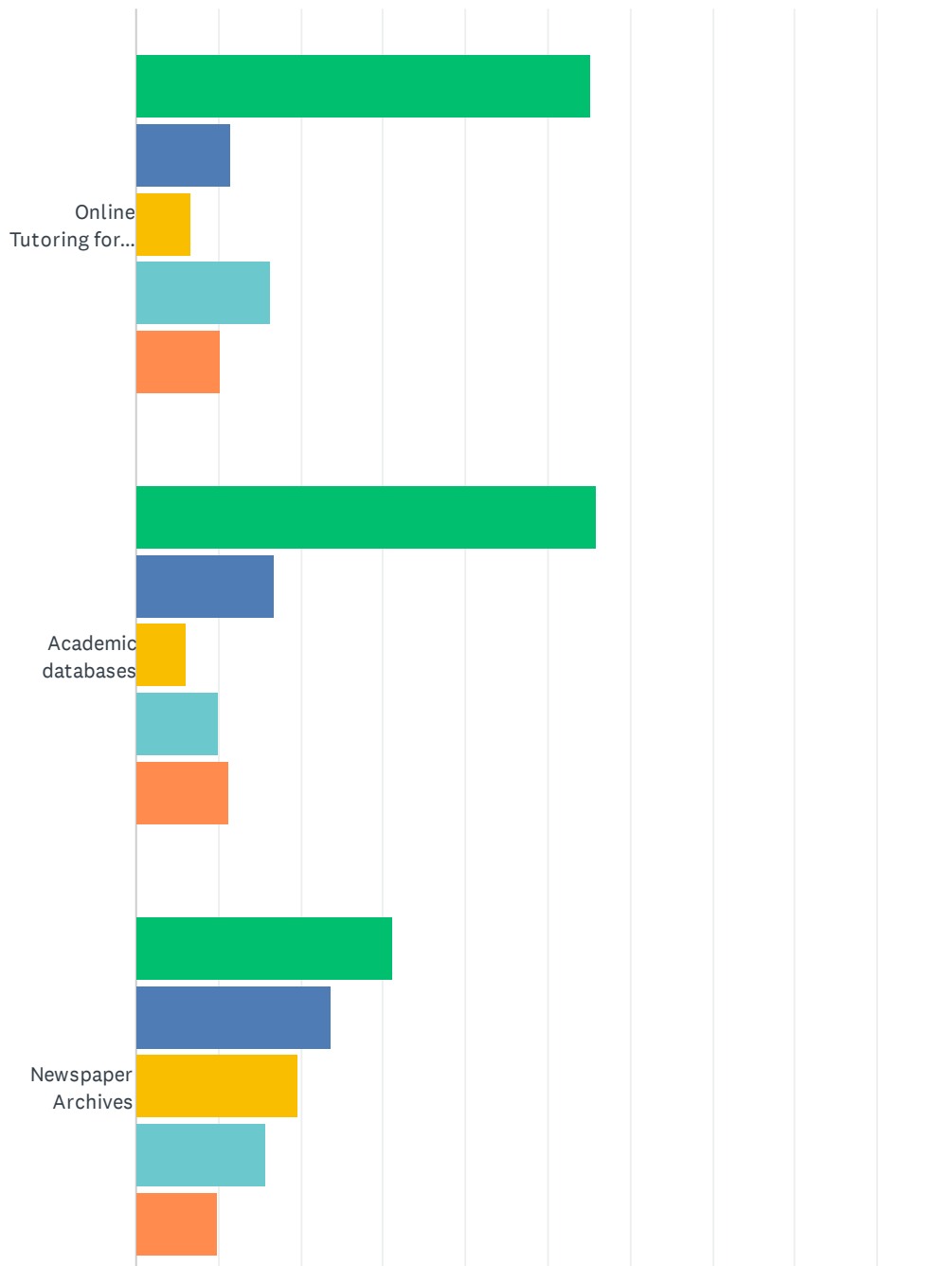
Answered: 319 Skipped: 0



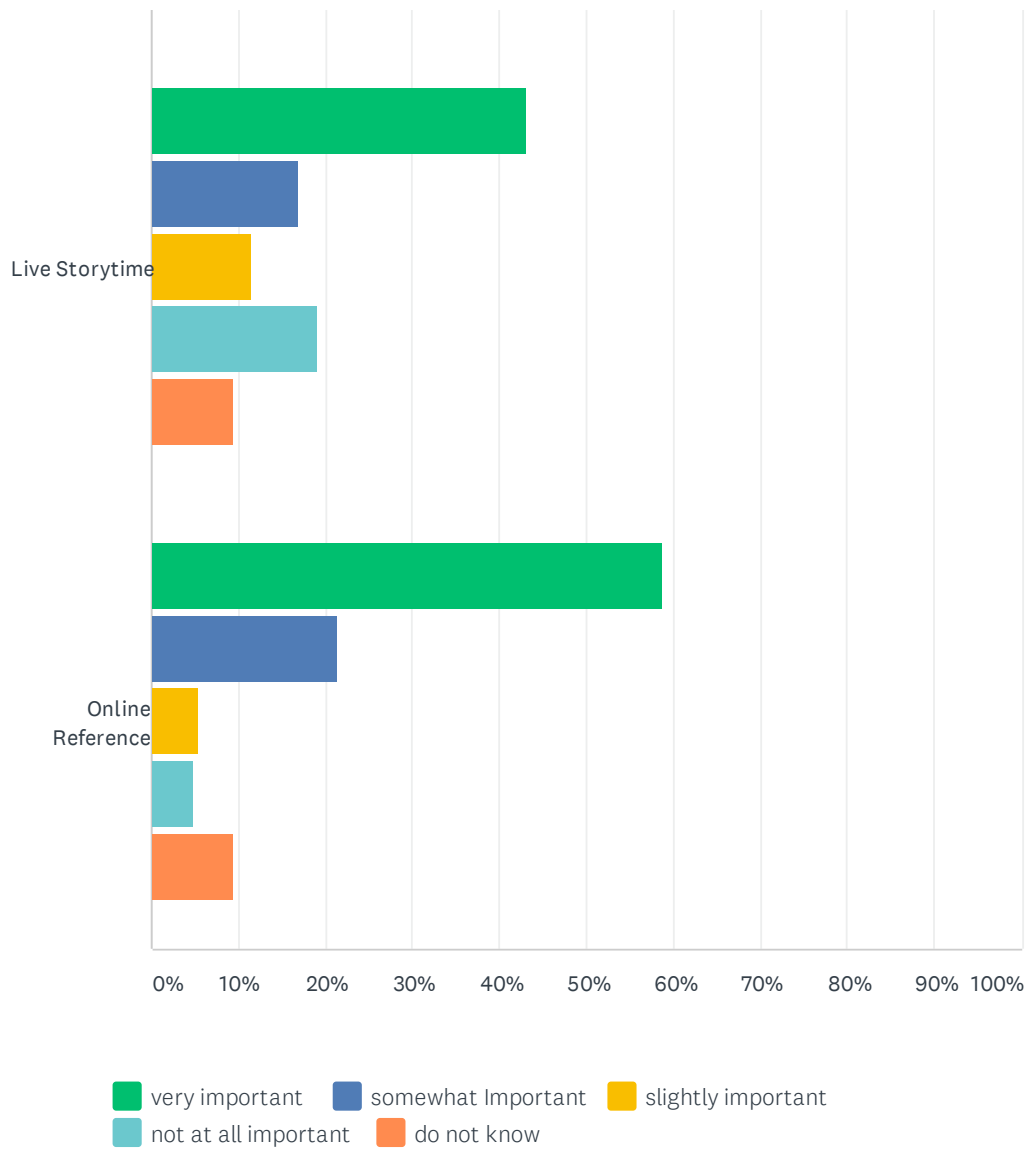
ANSWER CHOICES	RESPONSES	
Very satisfied	15.05%	48
Somewhat satisfied	28.53%	91
Not very satisfied	5.96%	19
Not at all satisfied	8.46%	27
Do not access the Library's website	21.94%	70
Do not know	20.06%	64
<b>TOTAL</b>		<b>319</b>

Q8 The Victorville City Library website offers a variety of electronic resources, including Hoopla (free digital e-books, audiobooks, comics, music, and movies) and Enki (free e-books), virtual programming for children, resources for job seekers and veterans. The following is a list of additional electronic services and resources that many public libraries provide. Read the list and click to indicate which items are very important or not at all important to you and those in your household. PLEASE CHECK ALL THAT APPLY.

Answered: 319 Skipped: 0



## Victorville City Library Online Survey



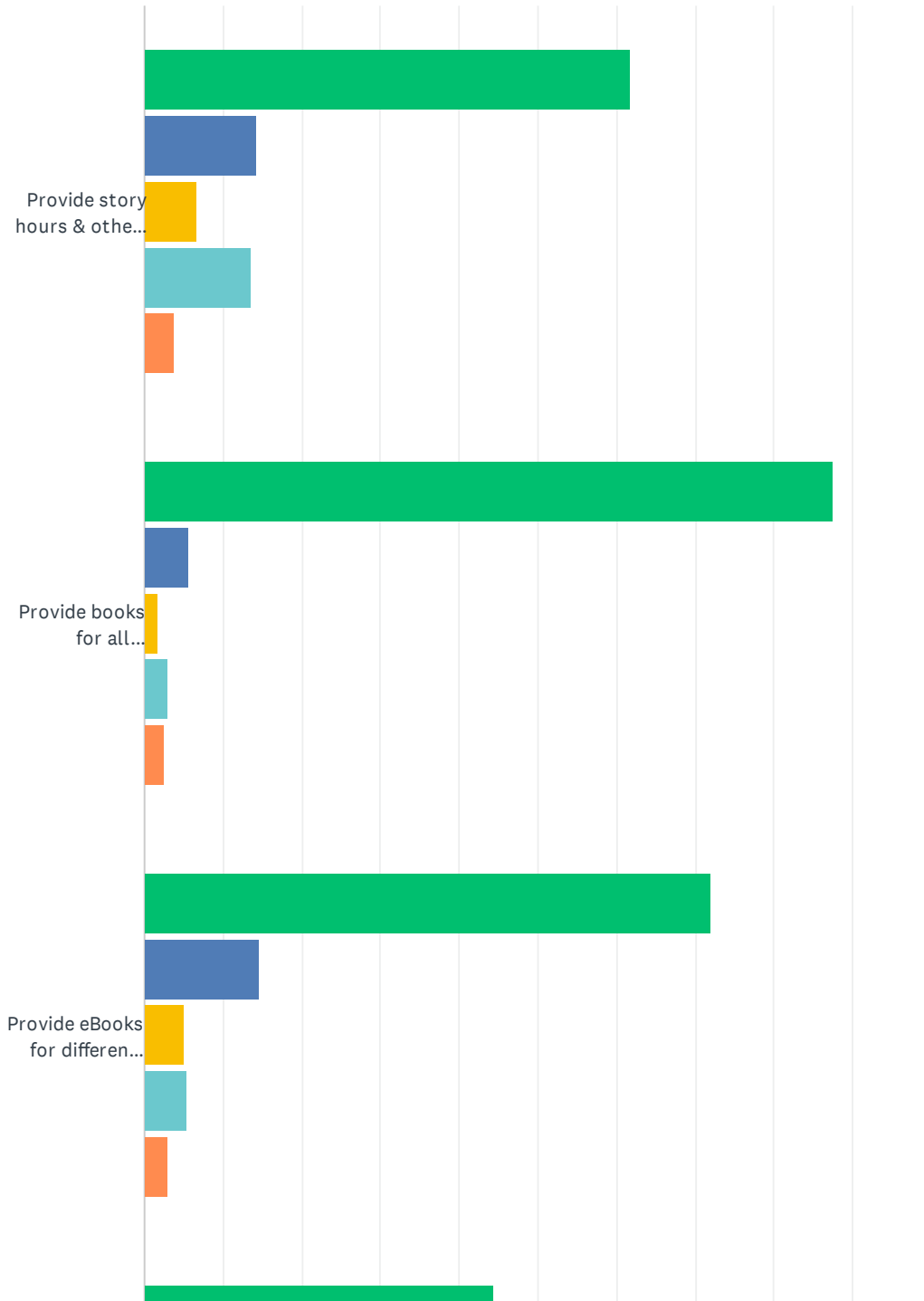
	VERY IMPORTANT	SOMEWHAT IMPORTANT	SLIGHTLY IMPORTANT	NOT AT ALL IMPORTANT	DO NOT KNOW	TOTAL	WEIGHTED AVERAGE
Online Tutoring for K-12	55.13% 172	11.54% 36	6.73% 21	16.35% 51	10.26% 32	312	2.66
Academic databases	55.95% 174	16.72% 52	6.11% 19	9.97% 31	11.25% 35	311	2.60
Newspaper Archives	31.15% 95	23.61% 72	19.67% 60	15.74% 48	9.84% 30	305	2.99
Live Storytime	43.09% 134	17.04% 53	11.58% 36	18.97% 59	9.32% 29	311	2.81
Online Reference	58.77% 181	21.43% 66	5.52% 17	4.87% 15	9.42% 29	308	2.32

# Victorville City Library Online Survey

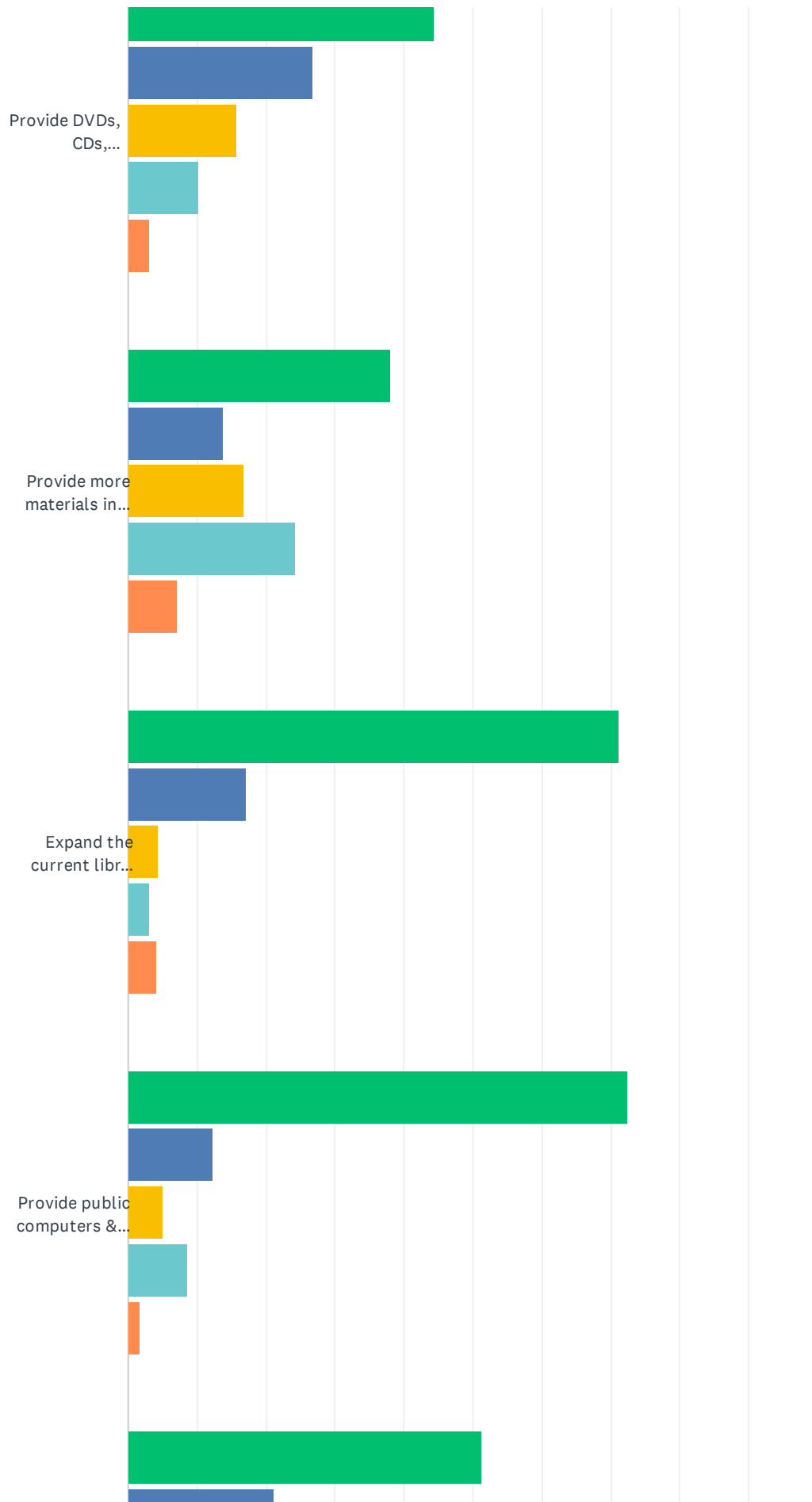
#	OTHER (PLEASE SPECIFY)	DATE
1	Copy machines are very important	12/17/2020 6:27 PM
2	Children's activities	12/15/2020 10:02 PM
3	Non physical resources (e-books, audio via website, etc.)	12/15/2020 4:50 PM
4	Public Safety, Cleanliness	12/11/2020 2:11 PM
5	Classes for computer applications	11/30/2020 9:53 AM
6	I like that I can request books from other library's and hold for me.	11/20/2020 11:04 AM
7	Genealogy Database	11/18/2020 8:53 PM
8	connection with other libraries in the county	11/15/2020 2:28 PM
9	Education is important.	11/15/2020 10:56 AM
10	Books to check out by students. Computers to use also.	11/15/2020 1:32 AM

Q9 Following is a list of services and amenities that many public libraries provide. Read the list and click to indicate which items, for you and those in your household, are very important, somewhat important, slightly important, or not at all important. **PLEASE CHECK ALL THAT APPLY** Definition for STREAM = Science, Technology, Reading, Engineering, Art, and Math

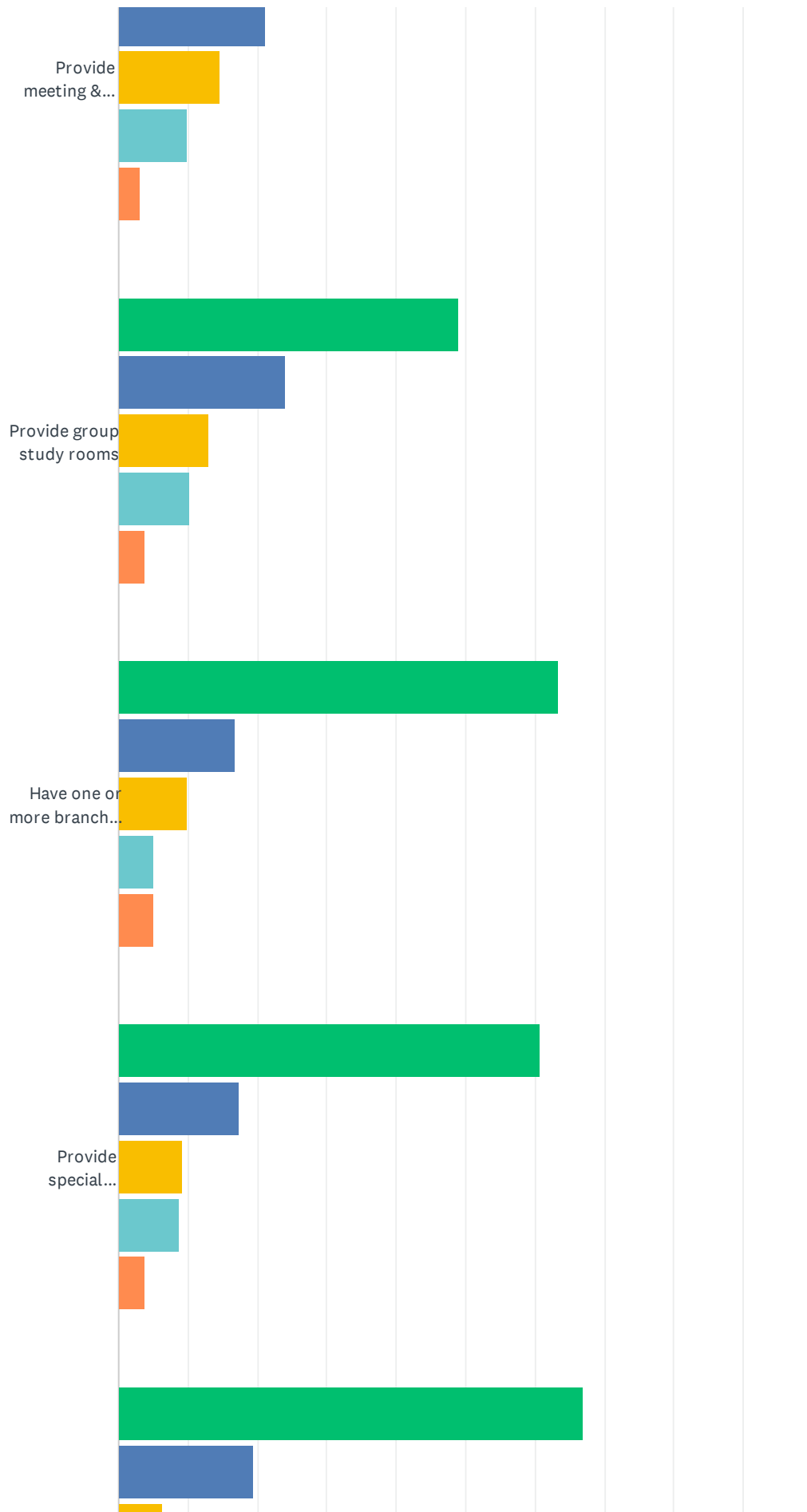
Answered: 319 Skipped: 0



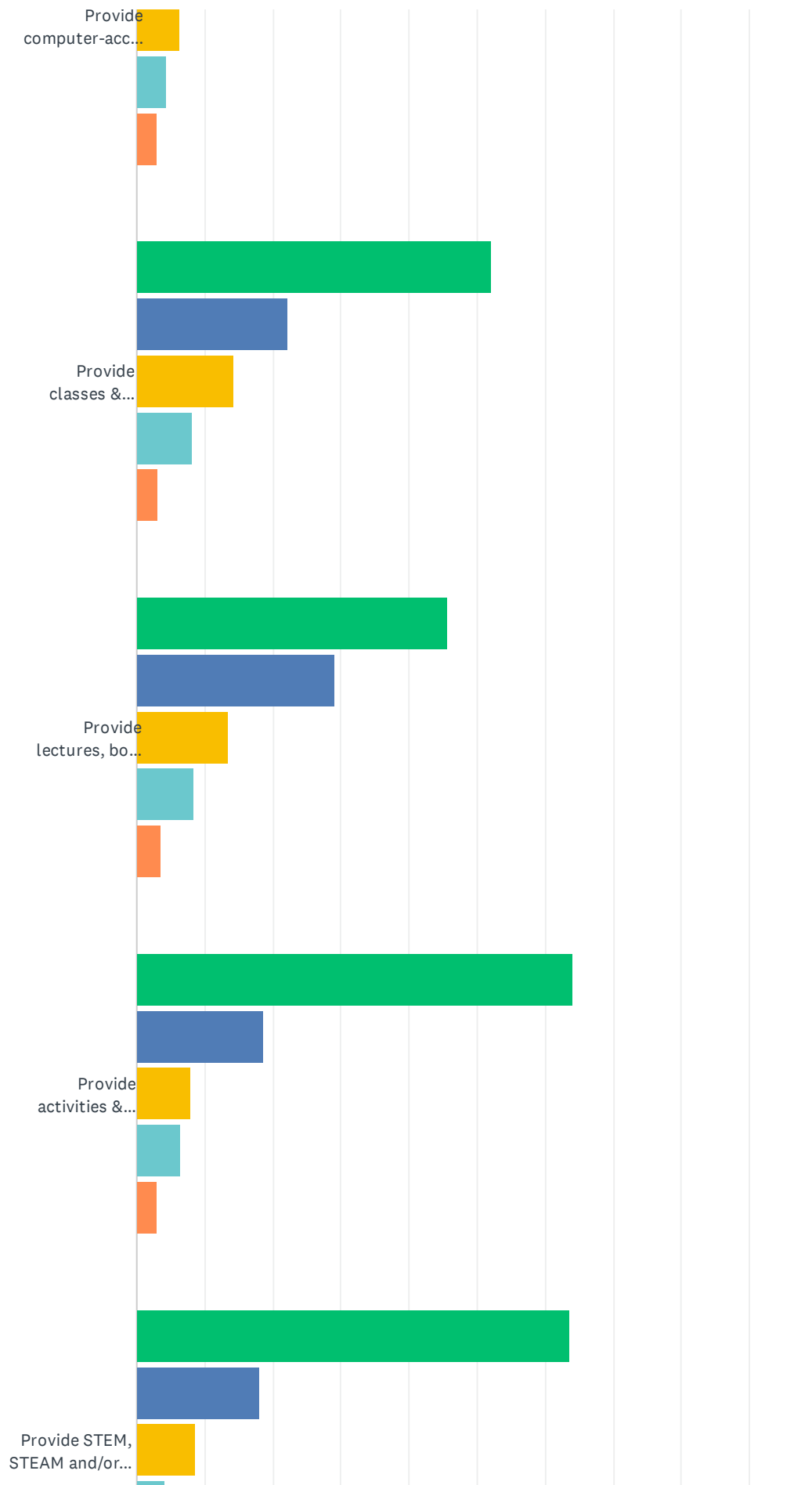
# Victorville City Library Online Survey



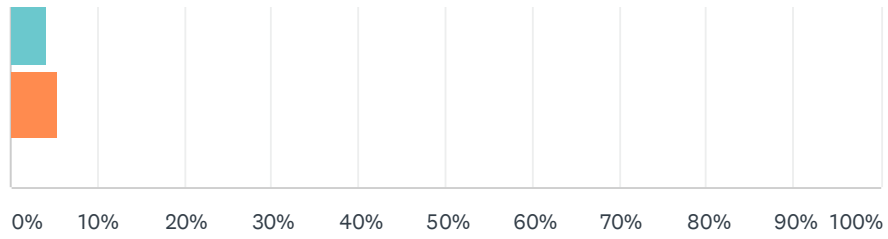
# Victorville City Library Online Survey



# Victorville City Library Online Survey



## Victorville City Library Online Survey



very important    somewhat Important    slightly important  
not at all important    do not know

# Victorville City Library Online Survey

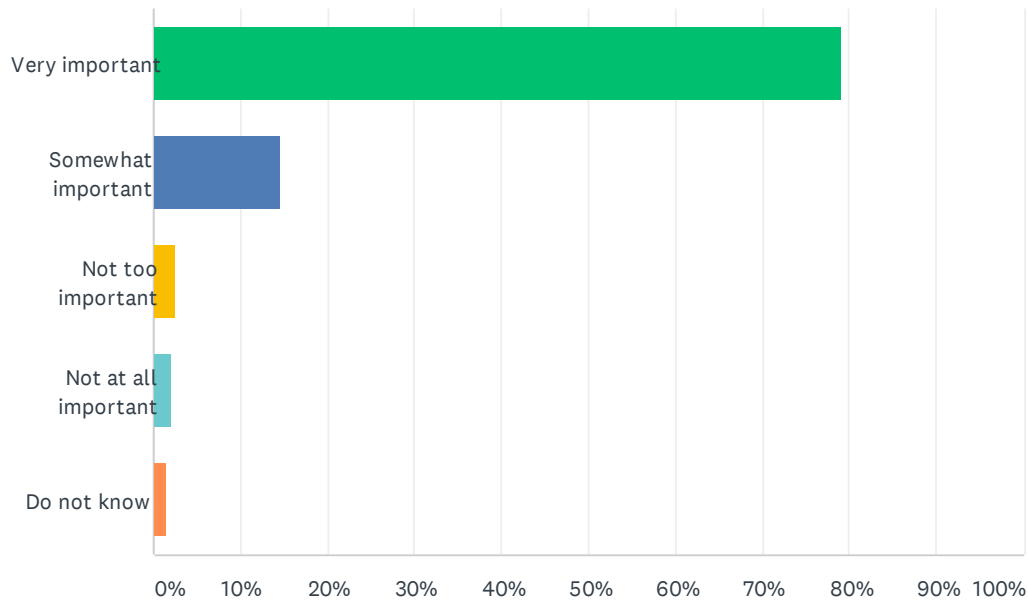
	VERY IMPORTANT	SOMEWHAT IMPORTANT	SLIGHTLY IMPORTANT	NOT AT ALL IMPORTANT	DO NOT KNOW	TOTAL	WEIGHTED AVERAGE
Provide story hours & other programs for children	61.71% 195	14.24% 45	6.65% 21	13.61% 43	3.80% 12	316	2.03
Provide books for all different ages	87.38% 277	5.68% 18	1.58% 5	2.84% 9	2.52% 8	317	1.40
Provide eBooks for different ages	72.06% 227	14.60% 46	5.08% 16	5.40% 17	2.86% 9	315	1.67
Provide DVDs, CDs, Audiobooks, etc.	44.27% 139	26.75% 84	15.61% 49	10.19% 32	3.18% 10	314	2.17
Provide more materials in Spanish and/or other languages	38.14% 119	13.78% 43	16.67% 52	24.36% 76	7.05% 22	312	2.84
Expand the current library facility	71.20% 225	17.09% 54	4.43% 14	3.16% 10	4.11% 13	316	1.72
Provide public computers & Wi-Fi access	72.47% 229	12.34% 39	5.06% 16	8.54% 27	1.58% 5	316	1.62
Provide meeting & conference rooms for community groups & public activities	51.27% 162	21.20% 67	14.56% 46	9.81% 31	3.16% 10	316	2.08
Provide group study rooms	48.89% 154	24.13% 76	13.02% 41	10.16% 32	3.81% 12	315	2.15
Have one or more branch libraries	63.41% 201	16.72% 53	9.78% 31	5.05% 16	5.05% 16	317	1.97
Provide special equipment for visually- & hearing-impaired customers	60.63% 191	17.46% 55	9.21% 29	8.89% 28	3.81% 12	315	1.97
Provide computer-accessed information for research resources & the like	66.88% 210	19.43% 61	6.37% 20	4.46% 14	2.87% 9	314	1.71
Provide classes & courses to learn about computer software programs & hardware	52.06% 164	22.22% 70	14.29% 45	8.25% 26	3.17% 10	315	2.04
Provide lectures, book discussions & other programs for adults	45.69% 143	29.07% 91	13.42% 42	8.31% 26	3.51% 11	313	2.12
Provide activities & programs for teens & tweens	64.10% 200	18.59% 58	8.01% 25	6.41% 20	2.88% 9	312	1.80
Provide STEM, STEAM and/or STREAM classes for all ages	63.67% 198	18.01% 56	8.68% 27	4.18% 13	5.47% 17	311	1.97

# Victorville City Library Online Survey

#	OTHER (PLEASE SPECIFY)	DATE
1	Build a new facility in a safe neighborhood and SO MANY more people would come to the library.	12/16/2020 2:10 PM
2	Make some things or courses free for it would allow the community to take more interest on not only the library but on meeting new people, and learning about subjects.	12/15/2020 5:07 PM
3	Distance-learning resources for parents	11/30/2020 9:53 AM
4	Books. Access to LOTS of real books.	11/29/2020 10:21 PM
5	I don't have kids otherwise I would say those programs are important	11/20/2020 1:37 PM
6	Rejoin county library system	11/16/2020 12:53 AM
7	rejoin the county library system please	11/15/2020 2:28 PM
8	Top security with dogs inside and outside surrounding the building. Must be able to protect cars in your parking lot.	11/15/2020 12:35 AM
9	Deal with homeless use as shelter, they are not utilizing the services of the library as far as books. Keeping other people away. I don't want My grandchildren to a place I feel unsafe and unclean.	11/14/2020 2:11 PM
10	I think everything is important especially for this community.	11/11/2020 8:44 PM

## Q10 Overall, how important are the services provided by the Victorville City Library? PLEASE CHECK ONLY ONE

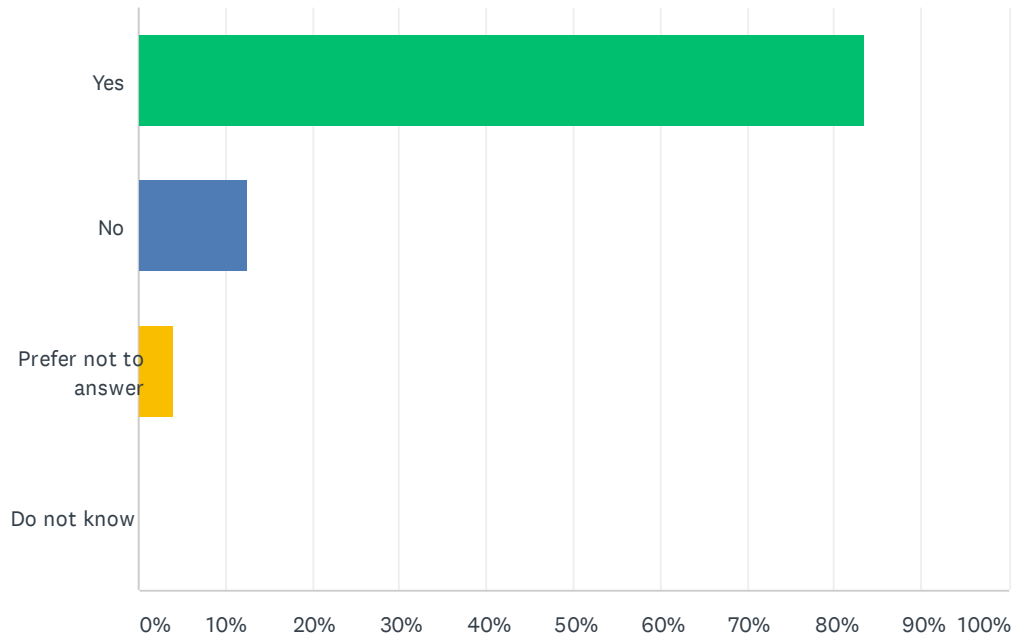
Answered: 319 Skipped: 0



ANSWER CHOICES	RESPONSES	
Very important	79.00%	252
Somewhat important	14.73%	47
Not too important	2.51%	8
Not at all important	2.19%	7
Do not know	1.57%	5
TOTAL		319

## Q11 Are you a Victorville resident? PLEASE CHECK ONLY ONE

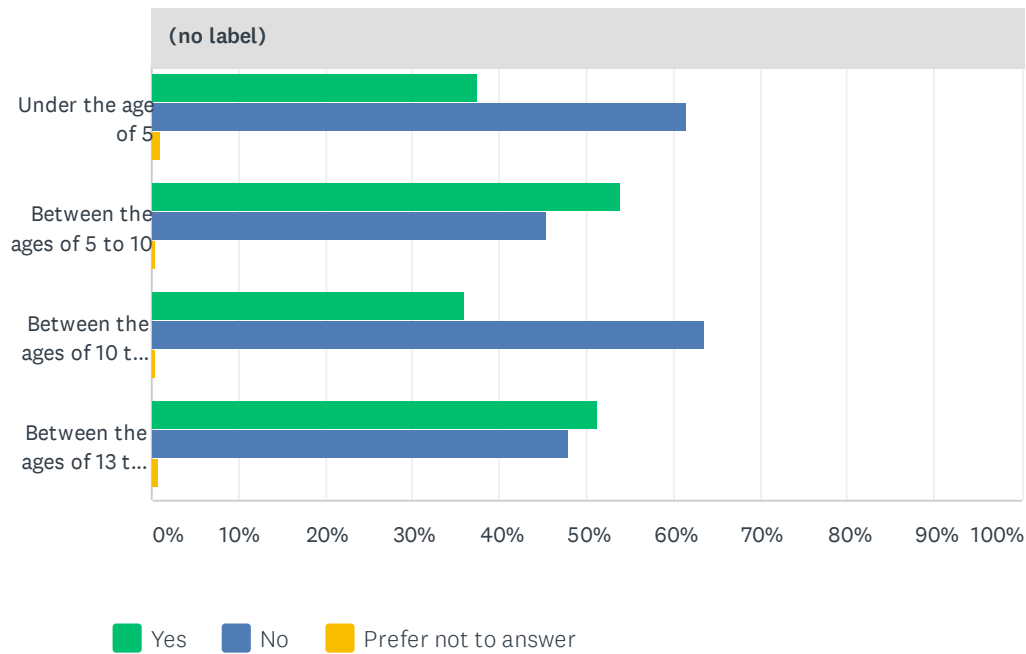
Answered: 319 Skipped: 0



ANSWER CHOICES	RESPONSES	
Yes	83.39%	266
No	12.54%	40
Prefer not to answer	4.08%	13
Do not know	0.00%	0
TOTAL		319

## Q12 If you have children living in your home, answer below. PLEASE CHECK ALL THAT APPLY

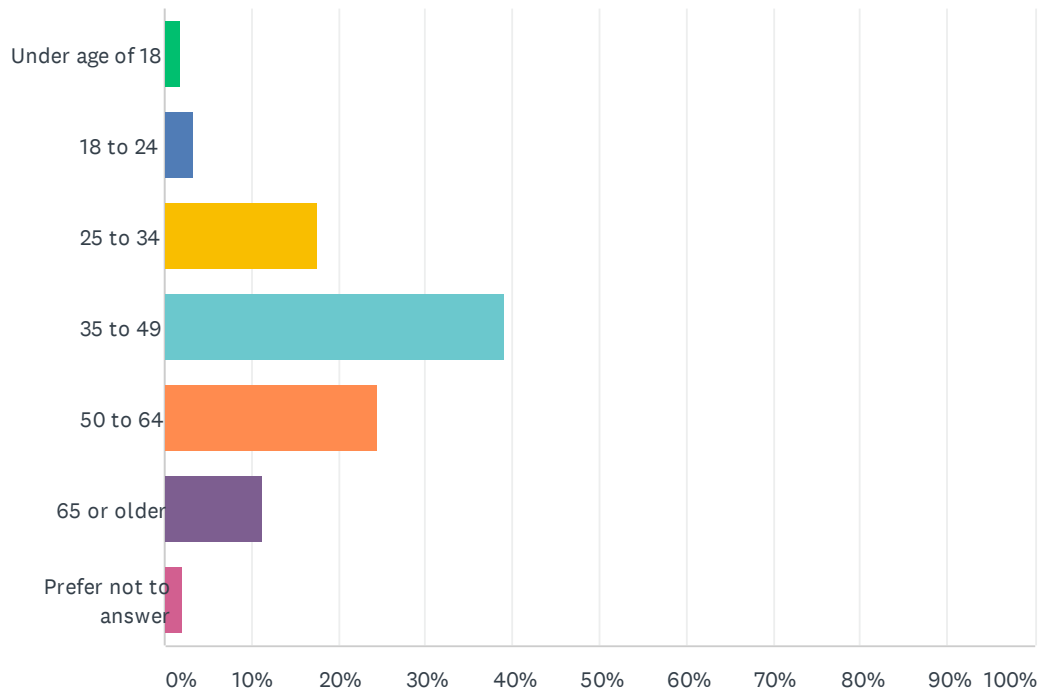
Answered: 250 Skipped: 69



(no label)				
	YES	NO	PREFER NOT TO ANSWER	TOTAL
Under the age of 5	37.43% 70	61.50% 115	1.07% 2	187
Between the ages of 5 to 10	54.07% 113	45.45% 95	0.48% 1	209
Between the ages of 10 to 12	35.94% 69	63.54% 122	0.52% 1	192
Between the ages of 13 to 18	51.17% 109	47.89% 102	0.94% 2	213

## Q13 In which of the following age groups do you fit? PLEASE CHECK ONLY ONE

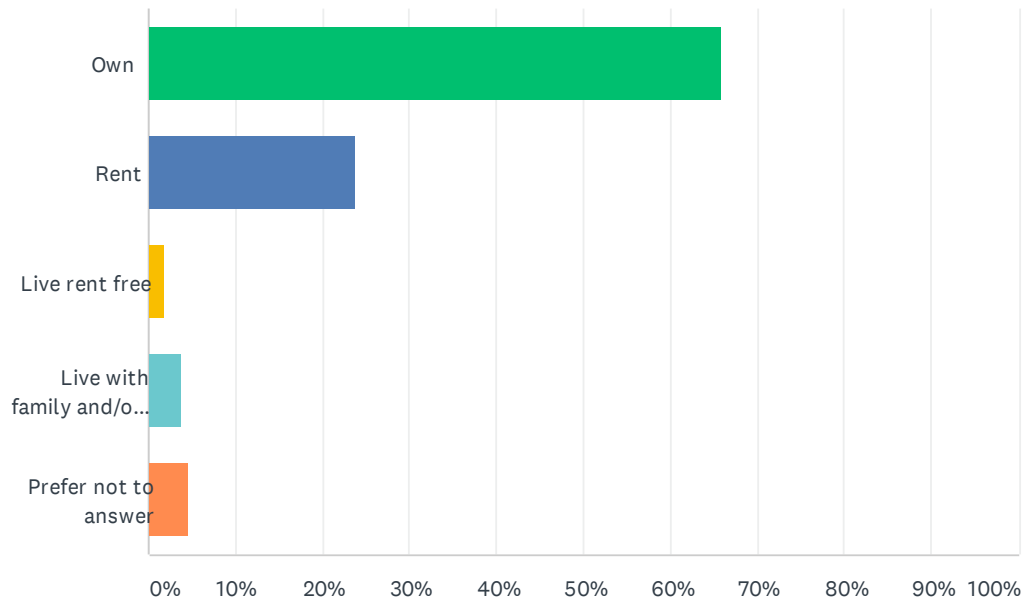
Answered: 319 Skipped: 0



ANSWER CHOICES	RESPONSES	
Under age of 18	1.88%	6
18 to 24	3.45%	11
25 to 34	17.55%	56
35 to 49	39.18%	125
50 to 64	24.45%	78
65 or older	11.29%	36
Prefer not to answer	2.19%	7
<b>TOTAL</b>		<b>319</b>

## Q14 Do you own or rent your current residence? PLEASE CHECK ONLY ONE

Answered: 319 Skipped: 0



ANSWER CHOICES	RESPONSES	
Own	65.83%	210
Rent	23.82%	76
Live rent free	1.88%	6
Live with family and/or friends, but pay rent	3.76%	12
Prefer not to answer	4.70%	15
<b>TOTAL</b>		<b>319</b>

## Q15 What is the Zip Code of your place of residence?

Answered: 319   Skipped: 0

# Victorville City Library Online Survey

#	RESPONSES	DATE
1	92392	12/21/2020 6:50 AM
2	92395	12/20/2020 8:05 AM
3	92392	12/20/2020 12:24 AM
4	92392	12/19/2020 9:46 AM
5	92392	12/18/2020 8:07 PM
6	92308	12/18/2020 5:48 PM
7	92308	12/18/2020 2:33 PM
8	92394	12/18/2020 2:28 PM
9	92392	12/18/2020 1:04 PM
10	92394	12/17/2020 7:14 PM
11	92301	12/17/2020 6:27 PM
12	92392	12/17/2020 4:24 PM
13	92394	12/17/2020 3:42 PM
14	92392	12/17/2020 12:52 PM
15	92345	12/17/2020 10:35 AM
16	92392	12/17/2020 9:00 AM
17	92392	12/17/2020 8:38 AM
18	92301	12/17/2020 8:35 AM
19	92392	12/16/2020 4:22 PM
20	92392	12/16/2020 3:48 PM
21	92372	12/16/2020 3:02 PM
22	92395	12/16/2020 2:10 PM
23	92394	12/16/2020 12:21 PM
24	92395	12/16/2020 11:16 AM
25	92395	12/16/2020 9:35 AM
26	92394	12/16/2020 8:51 AM
27	92394	12/16/2020 6:41 AM
28	92395	12/16/2020 5:36 AM
29	92392	12/16/2020 4:56 AM
30	92392	12/16/2020 1:57 AM
31	92392	12/16/2020 1:21 AM
32	92395	12/16/2020 1:13 AM
33	92345	12/16/2020 12:25 AM
34	92394	12/16/2020 12:02 AM
35	92392	12/15/2020 11:57 PM
36	92392	12/15/2020 11:49 PM
37	92392	12/15/2020 11:45 PM

# Victorville City Library Online Survey

38	92394	12/15/2020 11:39 PM
39	92392	12/15/2020 11:15 PM
40	92392	12/15/2020 10:50 PM
41	92392	12/15/2020 10:29 PM
42	92395	12/15/2020 10:27 PM
43	92392	12/15/2020 10:18 PM
44	92394	12/15/2020 10:03 PM
45	92395	12/15/2020 10:02 PM
46	92392	12/15/2020 9:26 PM
47	92392	12/15/2020 9:20 PM
48	92392	12/15/2020 8:43 PM
49	92392	12/15/2020 8:33 PM
50	92394	12/15/2020 7:49 PM
51	92395	12/15/2020 7:05 PM
52	92342	12/15/2020 7:05 PM
53	92392	12/15/2020 6:50 PM
54	92394	12/15/2020 6:44 PM
55	92395	12/15/2020 6:32 PM
56	92392	12/15/2020 6:19 PM
57	92395	12/15/2020 6:14 PM
58	92394	12/15/2020 6:07 PM
59	92392	12/15/2020 6:06 PM
60	92394	12/15/2020 5:54 PM
61	92392	12/15/2020 5:51 PM
62	92344	12/15/2020 5:50 PM
63	92371	12/15/2020 5:47 PM
64	92394	12/15/2020 5:46 PM
65	92392	12/15/2020 5:43 PM
66	92395	12/15/2020 5:41 PM
67	92345	12/15/2020 5:36 PM
68	92392	12/15/2020 5:30 PM
69	92301	12/15/2020 5:26 PM
70	92394	12/15/2020 5:24 PM
71	92392	12/15/2020 5:24 PM
72	92395	12/15/2020 5:22 PM
73	92392	12/15/2020 5:12 PM
74	92394	12/15/2020 5:07 PM
75	92308	12/15/2020 4:58 PM

# Victorville City Library Online Survey

76	92371	12/15/2020 4:58 PM
77	92394	12/15/2020 4:56 PM
78	92371	12/15/2020 4:52 PM
79	92395	12/15/2020 4:51 PM
80	92394	12/15/2020 4:51 PM
81	92395	12/15/2020 4:50 PM
82	92392	12/13/2020 8:12 PM
83	92395	12/13/2020 5:30 PM
84	92395	12/11/2020 5:50 PM
85	92395	12/11/2020 5:00 PM
86	92392	12/11/2020 2:14 PM
87	92395	12/11/2020 2:11 PM
88	92395	12/11/2020 2:02 PM
89	92395	12/11/2020 11:27 AM
90	92395	12/11/2020 10:53 AM
91	92392	12/11/2020 8:57 AM
92	92344	12/10/2020 10:51 PM
93	92394	12/10/2020 10:10 PM
94	92392	12/10/2020 9:47 PM
95	92392	12/10/2020 8:50 PM
96	92394	12/10/2020 7:40 PM
97	92392	12/10/2020 7:15 PM
98	92395	12/10/2020 7:10 PM
99	92392	12/9/2020 7:46 PM
100	92392	12/8/2020 3:15 PM
101	92392	12/4/2020 8:37 PM
102	92395	12/4/2020 8:32 PM
103	92307	12/4/2020 5:36 PM
104	92395	12/4/2020 1:49 PM
105	92395	12/3/2020 6:36 PM
106	92392	12/3/2020 9:36 AM
107	92392	12/2/2020 3:00 PM
108	92394	12/2/2020 12:52 AM
109	92394	12/1/2020 11:51 PM
110	93292	12/1/2020 8:30 PM
111	92344	12/1/2020 3:39 PM
112	92394	11/30/2020 8:16 PM
113	92395	11/30/2020 5:24 PM

# Victorville City Library Online Survey

114	92394	11/30/2020 2:49 PM
115	92392	11/30/2020 2:00 PM
116	92392	11/30/2020 9:53 AM
117	93202	11/30/2020 9:47 AM
118	92394	11/29/2020 10:21 PM
119	92394	11/29/2020 6:54 PM
120	92394	11/28/2020 12:04 PM
121	92308	11/28/2020 12:02 PM
122	92307	11/27/2020 10:53 PM
123	92392	11/27/2020 10:50 PM
124	92395	11/27/2020 10:42 PM
125	92394	11/27/2020 9:45 PM
126	92392	11/27/2020 4:05 PM
127	92394	11/27/2020 3:22 PM
128	92392	11/27/2020 3:12 PM
129	92394	11/27/2020 3:07 PM
130	92394	11/27/2020 3:00 PM
131	92394	11/27/2020 2:18 PM
132	92392	11/27/2020 12:32 PM
133	92371	11/27/2020 10:32 AM
134	92395	11/27/2020 10:27 AM
135	92394	11/24/2020 9:43 AM
136	92394	11/23/2020 6:47 PM
137	92395	11/20/2020 8:38 PM
138	92395	11/20/2020 3:25 PM
139	92394	11/20/2020 1:37 PM
140	92394	11/20/2020 11:40 AM
141	92394	11/20/2020 11:04 AM
142	92392	11/20/2020 10:10 AM
143	92394	11/20/2020 1:03 AM
144	92392	11/19/2020 11:46 PM
145	92392	11/19/2020 10:17 PM
146	92394	11/19/2020 8:57 PM
147	92394	11/19/2020 7:54 PM
148	92395	11/19/2020 7:30 PM
149	92395	11/19/2020 5:53 PM
150	92308	11/19/2020 3:23 PM
151	92394	11/19/2020 3:22 PM

# Victorville City Library Online Survey

152	92392	11/19/2020 2:46 PM
153	92392	11/18/2020 10:56 PM
154	92342	11/18/2020 8:53 PM
155	92395	11/18/2020 8:37 PM
156	92395	11/18/2020 7:11 PM
157	92394	11/17/2020 9:00 PM
158	92394	11/17/2020 6:55 PM
159	92392	11/17/2020 11:15 AM
160	92392	11/16/2020 9:21 PM
161	92395	11/16/2020 4:21 PM
162	92395	11/16/2020 4:15 PM
163	92394	11/16/2020 12:50 PM
164	92392	11/16/2020 12:33 PM
165	92392	11/16/2020 11:07 AM
166	92394	11/16/2020 8:15 AM
167	92394	11/16/2020 3:45 AM
168	92394	11/16/2020 1:57 AM
169	92382	11/16/2020 12:53 AM
170	92394	11/15/2020 11:02 PM
171	92394	11/15/2020 9:47 PM
172	92395	11/15/2020 2:28 PM
173	92301	11/15/2020 12:19 PM
174	92345	11/15/2020 10:56 AM
175	92395	11/15/2020 8:58 AM
176	92392	11/15/2020 1:43 AM
177	92395	11/15/2020 1:41 AM
178	92392	11/15/2020 1:32 AM
179	92307	11/15/2020 1:29 AM
180	92395	11/15/2020 1:18 AM
181	92395	11/15/2020 12:35 AM
182	92345	11/15/2020 12:28 AM
183	92395	11/15/2020 12:17 AM
184	92394	11/14/2020 11:23 PM
185	92394	11/14/2020 11:16 PM
186	92392	11/14/2020 10:46 PM
187	92395	11/14/2020 10:25 PM
188	92394	11/14/2020 10:01 PM
189	92394	11/14/2020 9:31 PM

# Victorville City Library Online Survey

190	92395	11/14/2020 8:39 PM
191	92392	11/14/2020 6:56 PM
192	92308	11/14/2020 6:50 PM
193	92395	11/14/2020 6:26 PM
194	92392	11/14/2020 6:19 PM
195	92394	11/14/2020 6:14 PM
196	92392	11/14/2020 5:51 PM
197	92301	11/14/2020 5:37 PM
198	92392	11/14/2020 5:36 PM
199	92307	11/14/2020 5:05 PM
200	92395	11/14/2020 5:02 PM
201	92395	11/14/2020 4:16 PM
202	92392	11/14/2020 2:11 PM
203	92394	11/14/2020 1:20 PM
204	92392	11/14/2020 12:57 PM
205	92345	11/14/2020 11:33 AM
206	92394	11/14/2020 11:05 AM
207	92395	11/14/2020 11:01 AM
208	92392	11/14/2020 10:58 AM
209	Your mom	11/14/2020 10:56 AM
210	92395	11/14/2020 10:45 AM
211	92395	11/14/2020 10:44 AM
212	92394	11/14/2020 10:16 AM
213	92395	11/14/2020 10:16 AM
214	92392	11/14/2020 9:57 AM
215	92395	11/14/2020 9:32 AM
216	92301	11/14/2020 8:44 AM
217	92394	11/14/2020 8:39 AM
218	92392	11/14/2020 8:35 AM
219	92372	11/14/2020 8:17 AM
220	92394	11/14/2020 7:31 AM
221	92308	11/14/2020 7:07 AM
222	92392	11/14/2020 6:41 AM
223	92392	11/14/2020 2:40 AM
224	92395	11/14/2020 2:32 AM
225	92392	11/14/2020 2:14 AM
226	92395	11/14/2020 2:13 AM
227	92395	11/14/2020 1:52 AM

# Victorville City Library Online Survey

228	92395	11/14/2020 1:47 AM
229	92394	11/14/2020 1:39 AM
230	92371	11/14/2020 1:14 AM
231	92395	11/14/2020 1:00 AM
232	92345	11/14/2020 12:58 AM
233	92395	11/14/2020 12:49 AM
234	92392	11/14/2020 12:48 AM
235	92395	11/14/2020 12:46 AM
236	92394	11/14/2020 12:41 AM
237	92311	11/14/2020 12:40 AM
238	92395	11/14/2020 12:31 AM
239	92394	11/14/2020 12:22 AM
240	92392	11/14/2020 12:14 AM
241	92394	11/13/2020 11:55 PM
242	92394	11/13/2020 11:54 PM
243	92394	11/13/2020 11:53 PM
244	92394	11/13/2020 11:46 PM
245	92392	11/13/2020 11:30 PM
246	92342	11/13/2020 11:23 PM
247	92301	11/13/2020 11:20 PM
248	92307	11/13/2020 10:59 PM
249	92394	11/13/2020 10:53 PM
250	92307	11/13/2020 10:51 PM
251	92395	11/13/2020 10:51 PM
252	92394	11/13/2020 10:02 PM
253	92392	11/13/2020 8:29 PM
254	92392	11/13/2020 8:16 PM
255	92395	11/13/2020 8:13 PM
256	92301	11/13/2020 8:08 PM
257	92395	11/13/2020 8:03 PM
258	92395	11/13/2020 7:57 PM
259	92392	11/13/2020 7:57 PM
260	92392	11/13/2020 7:55 PM
261	92395	11/13/2020 7:53 PM
262	92308	11/13/2020 7:51 PM
263	92395	11/13/2020 6:14 PM
264	92394	11/13/2020 1:08 PM
265	92395	11/13/2020 2:57 AM

# Victorville City Library Online Survey

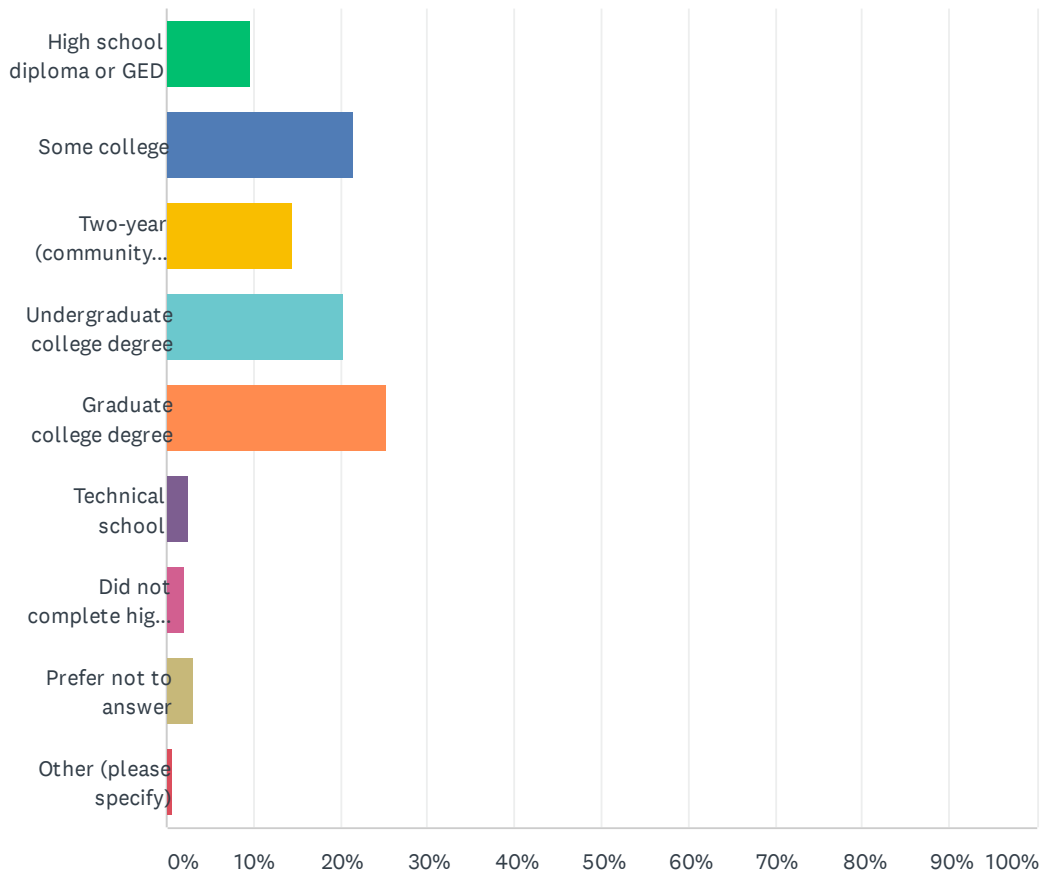
266	92395	11/12/2020 10:23 PM
267	92395	11/12/2020 2:46 PM
268	92394	11/12/2020 11:41 AM
269	92395	11/12/2020 11:40 AM
270	92395	11/12/2020 11:38 AM
271	92345	11/12/2020 11:31 AM
272	92371	11/12/2020 11:31 AM
273	92395	11/12/2020 11:18 AM
274	92395	11/12/2020 11:11 AM
275	92392	11/12/2020 10:57 AM
276	92394	11/12/2020 8:58 AM
277	92392	11/12/2020 8:48 AM
278	92301	11/12/2020 8:34 AM
279	92392	11/12/2020 7:53 AM
280	92395	11/12/2020 6:04 AM
281	92394	11/12/2020 12:12 AM
282	92395	11/11/2020 11:46 PM
283	92392	11/11/2020 11:21 PM
284	92392	11/11/2020 11:19 PM
285	92307	11/11/2020 10:57 PM
286	92392	11/11/2020 10:23 PM
287	92394	11/11/2020 10:21 PM
288	92394	11/11/2020 10:17 PM
289	92395	11/11/2020 10:10 PM
290	92392	11/11/2020 10:05 PM
291	92395	11/11/2020 9:39 PM
292	92308	11/11/2020 9:36 PM
293	92392	11/11/2020 9:26 PM
294	92394	11/11/2020 9:24 PM
295	92392	11/11/2020 9:10 PM
296	92395	11/11/2020 8:56 PM
297	92392	11/11/2020 8:54 PM
298	92301	11/11/2020 8:44 PM
299	92394	11/11/2020 8:42 PM
300	92395	11/11/2020 8:38 PM
301	92394	11/11/2020 8:37 PM
302	92392	11/11/2020 8:27 PM
303	92395	11/11/2020 8:08 PM

# Victorville City Library Online Survey

304	92394	11/11/2020 8:06 PM
305	92395	11/11/2020 7:55 PM
306	92392	11/11/2020 7:53 PM
307	92395	11/11/2020 7:43 PM
308	92392	11/11/2020 7:30 PM
309	92394	11/11/2020 7:26 PM
310	92392	11/11/2020 7:25 PM
311	92394	11/11/2020 7:24 PM
312	92394	11/11/2020 7:20 PM
313	92392	11/11/2020 7:18 PM
314	92392	11/11/2020 7:13 PM
315	92392	11/11/2020 7:09 PM
316	92395	11/11/2020 7:07 PM
317	92392	11/11/2020 7:04 PM
318	92392	11/11/2020 7:02 PM
319	92395	11/11/2020 11:29 AM

## Q16 What is the highest level of education you have attained? PLEASE CHECK ONLY ONE

Answered: 319 Skipped: 0



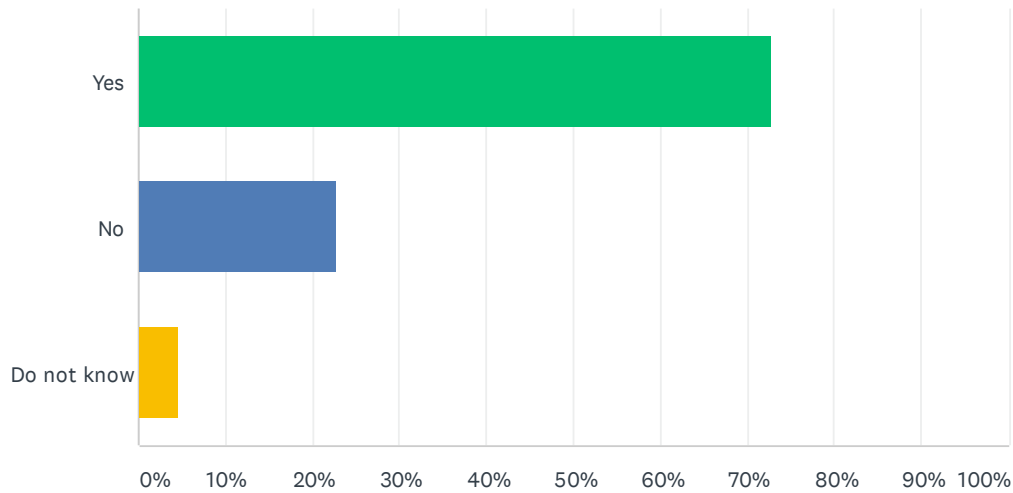
ANSWER CHOICES	RESPONSES	
High school diploma or GED	9.72%	31
Some college	21.63%	69
Two-year (community college/associate degree) college	14.42%	46
Undergraduate college degree	20.38%	65
Graduate college degree	25.39%	81
Technical school	2.51%	8
Did not complete high school	2.19%	7
Prefer not to answer	3.13%	10
Other (please specify)	0.63%	2
<b>TOTAL</b>		<b>319</b>

## Victorville City Library Online Survey

#	OTHER (PLEASE SPECIFY)	DATE
1	I am currently living with my family and I am in the 8th grade of Middle School	11/27/2020 2:18 PM
2	4 years of college	11/15/2020 1:41 AM

## Q1 Do you have a Victorville City Library borrower's card? PLEASE CHECK ONLY ONE

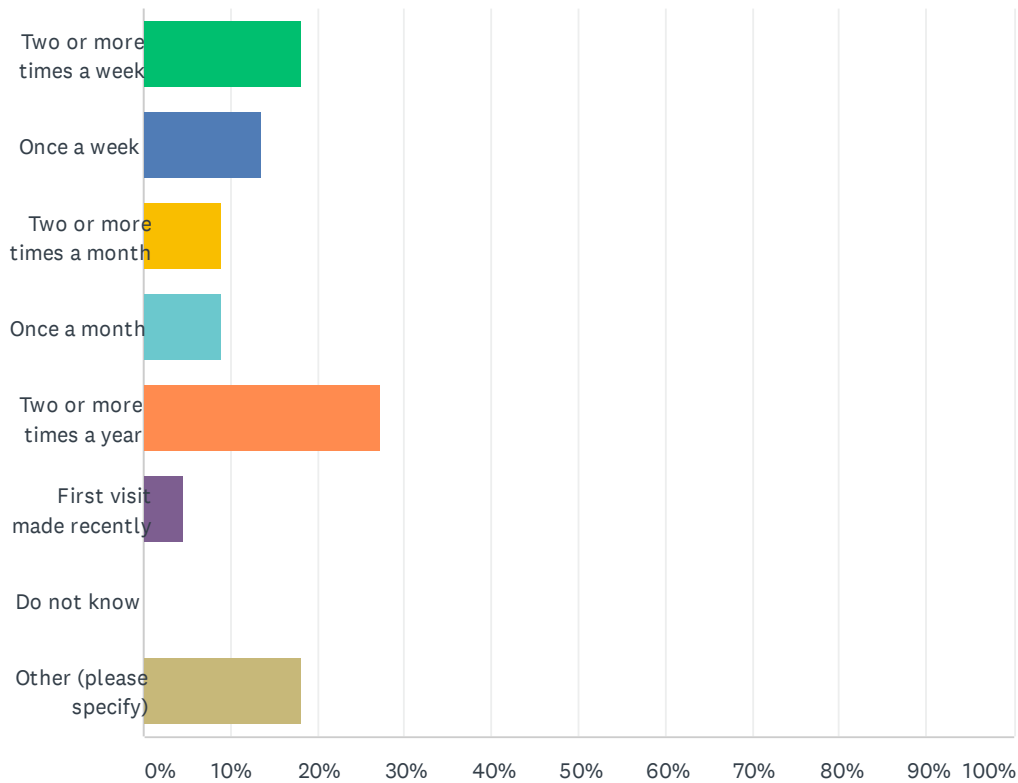
Answered: 22 Skipped: 0



ANSWER CHOICES	RESPONSES	
Yes	72.73%	16
No	22.73%	5
Do not know	4.55%	1
TOTAL		22

## Q2 How many times have you or a member(s) of your household used the Victorville City Library in the past year? PLEASE CHECK ONLY ONE

Answered: 22 Skipped: 0



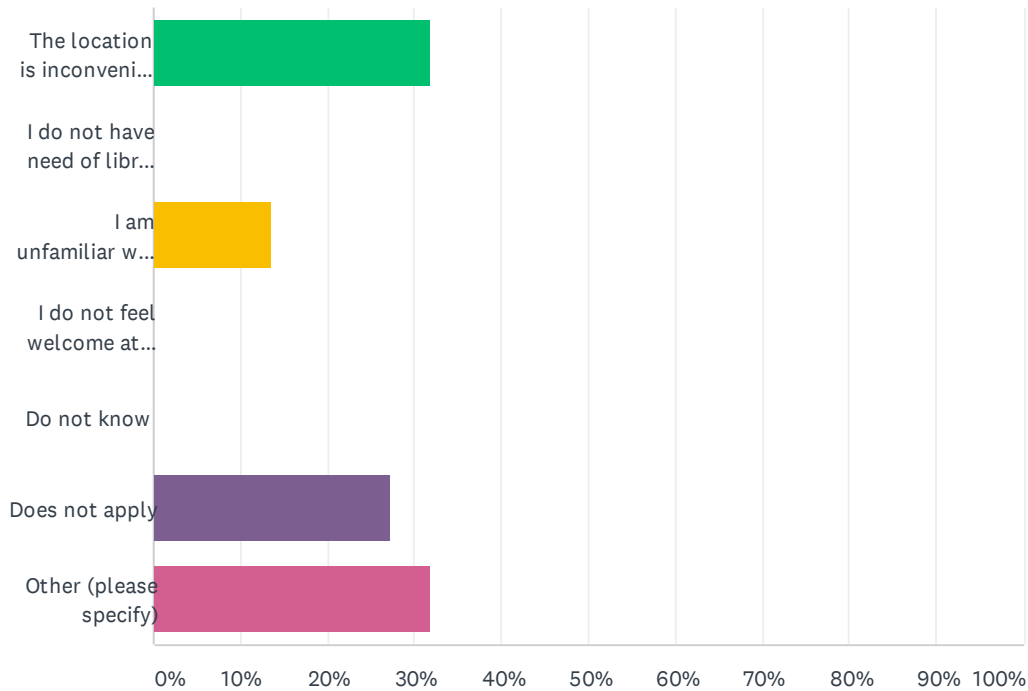
ANSWER CHOICES	RESPONSES	
Two or more times a week	18.18%	4
Once a week	13.64%	3
Two or more times a month	9.09%	2
Once a month	9.09%	2
Two or more times a year	27.27%	6
First visit made recently	4.55%	1
Do not know	0.00%	0
Other (please specify)	18.18%	4
<b>TOTAL</b>		<b>22</b>

# Victorville City Library Online Survey

#	OTHER (PLEASE SPECIFY)	DATE
1	Ninguna	12/9/2020 7:42 PM
2	no la he usado este ano	11/20/2020 1:21 AM
3	Antes de la pandemic dos o mas veces	11/16/2020 7:32 PM
4	Antes de la pandemia 2 o más veces a la semana. Actualmente 1 vez al mes	11/16/2020 7:32 PM

### Q3 If you have not used the Victorville City Library in the past year or do not use it often, what is the main reason you do not use the library or do not use it often? PLEASE CHECK ALL THAT APPLY

Answered: 22 Skipped: 0



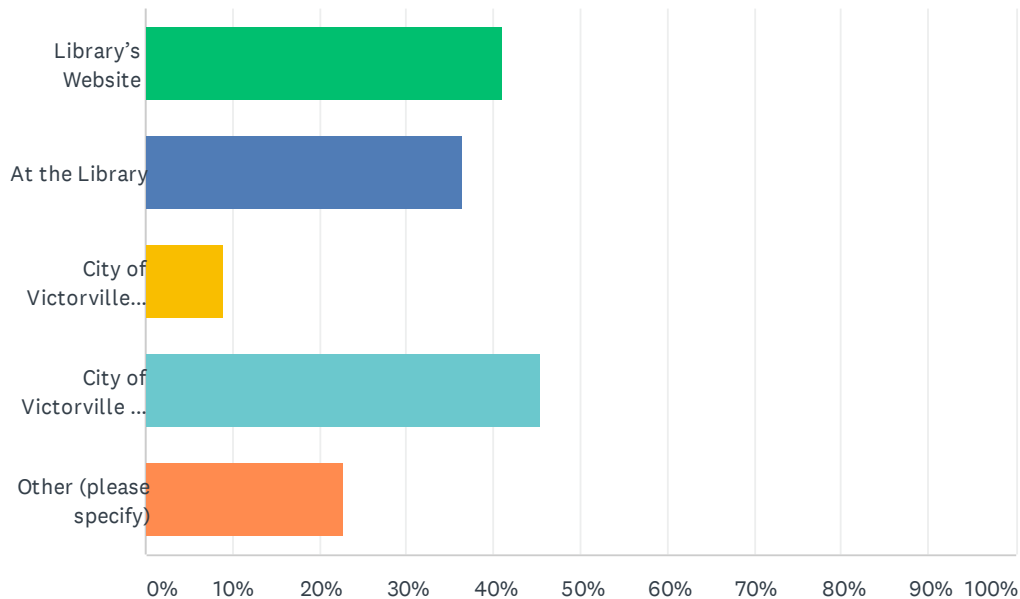
ANSWER CHOICES	RESPONSES	
The location is inconvenient for me	31.82%	7
I do not have need of library services	0.00%	0
I am unfamiliar with all the services and amenities the library offers both in person and online	13.64%	3
I do not feel welcome at library	0.00%	0
Do not know	0.00%	0
Does not apply	27.27%	6
Other (please specify)	31.82%	7
Total Respondents: 22		

# Victorville City Library Online Survey

#	OTHER (PLEASE SPECIFY)	DATE
1	No me siento seguro	12/18/2020 2:40 PM
2	Si la uso, frecuentemente. En especial, lo que se ofrece en linea.	12/18/2020 1:25 PM
3	no se me hace segura el lugar donde esta la biblioteca	11/20/2020 1:21 AM
4	El lugar en el q esta no es muy adecuado para mi	11/17/2020 12:12 PM
5	Anteriormente la localization por la inseguridad,actualmente Es mas dificil ahora con la pandemic ,me es dificil utilizar el internet	11/16/2020 7:32 PM
6	Anteriormente no me sentía segura en la localización. Actualmente como no podemos entrar físicamente se nos complica más el utilizar los servicios.	11/16/2020 7:32 PM
7	Por el covid19	11/14/2020 3:21 AM

## Q4 How do you typically learn about services and amenities the library provides? PLEASE CHECK ALL THAT APPLY

Answered: 22 Skipped: 0

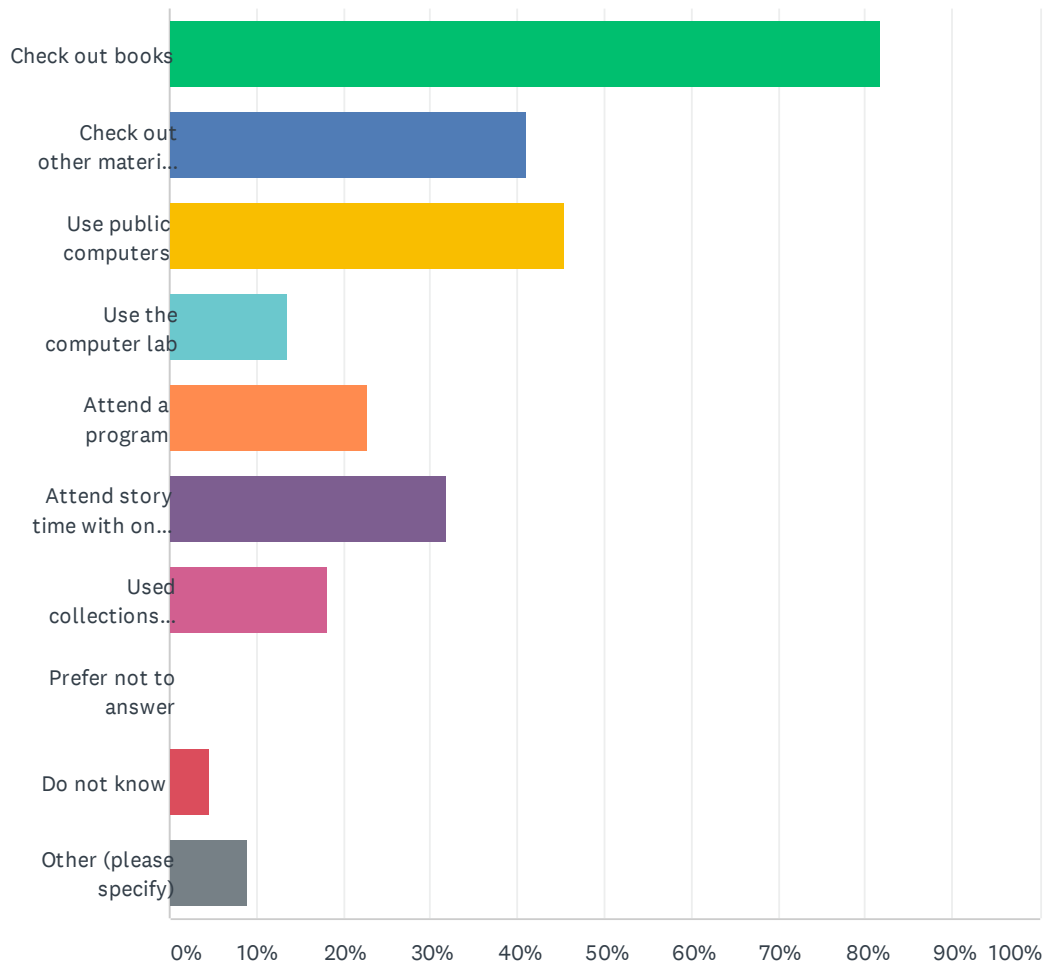


ANSWER CHOICES	RESPONSES	
Library's Website	40.91%	9
At the Library	36.36%	8
City of Victorville Social Media	9.09%	2
City of Victorville Rec Pages	45.45%	10
Other (please specify)	22.73%	5
Total Respondents: 22		

#	OTHER (PLEASE SPECIFY)	DATE
1	De parte de conocidos.	12/18/2020 1:25 PM
2	Por la escuela village elementary school	12/9/2020 7:42 PM
3	Amigas	11/17/2020 12:12 PM
4	Por la school de mis hijos en la junta de elac	11/16/2020 7:32 PM
5	flyer de calendario mensual de la biblioteca	11/12/2020 3:22 PM

## Q5 When you visit the Victorville City Library building, what services do you use? PLEASE CHECK ALL THAT APPLY

Answered: 22 Skipped: 0



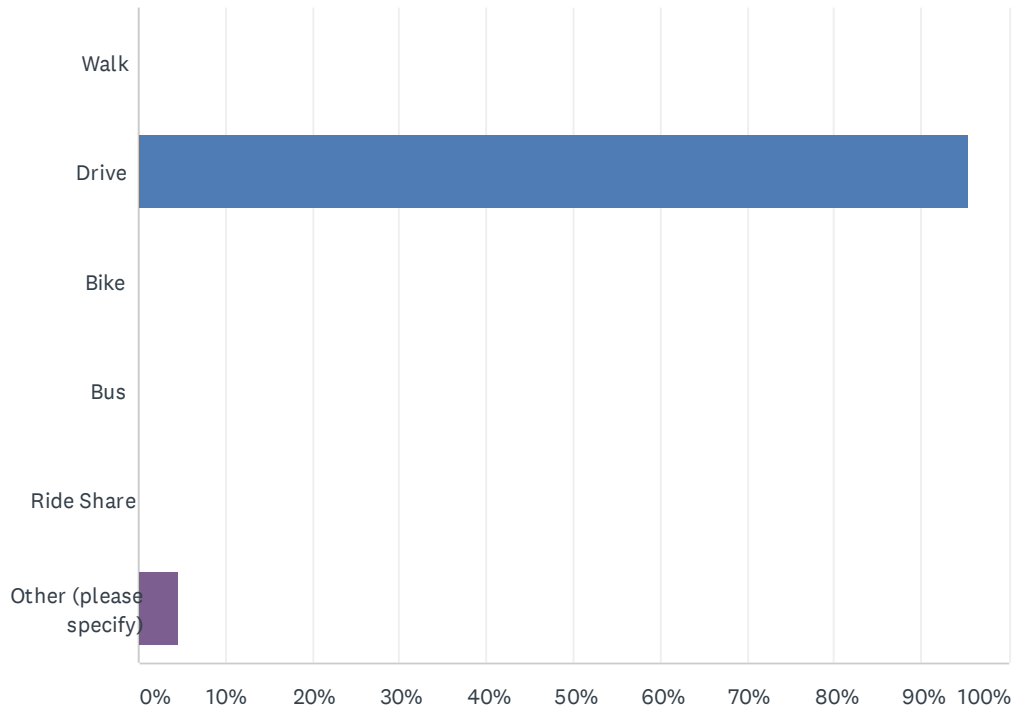
# Victorville City Library Online Survey

ANSWER CHOICES	RESPONSES	
Check out books	81.82%	18
Check out other materials such as DVDs, Audiobooks, Music CDs, etc.	40.91%	9
Use public computers	45.45%	10
Use the computer lab	13.64%	3
Attend a program	22.73%	5
Attend story time with one or more children	31.82%	7
Used collections such as large print books or Spanish language materials	18.18%	4
Prefer not to answer	0.00%	0
Do not know	4.55%	1
Other (please specify)	9.09%	2
Total Respondents: 22		

#	OTHER (PLEASE SPECIFY)	DATE
1	Asistona escutcheon cuentos con mis niños	12/18/2020 11:49 PM
2	Tutoria	11/17/2020 12:12 PM

## Q6 How do you travel to the library? PLEASE CHECK ONLY ONE

Answered: 22 Skipped: 0

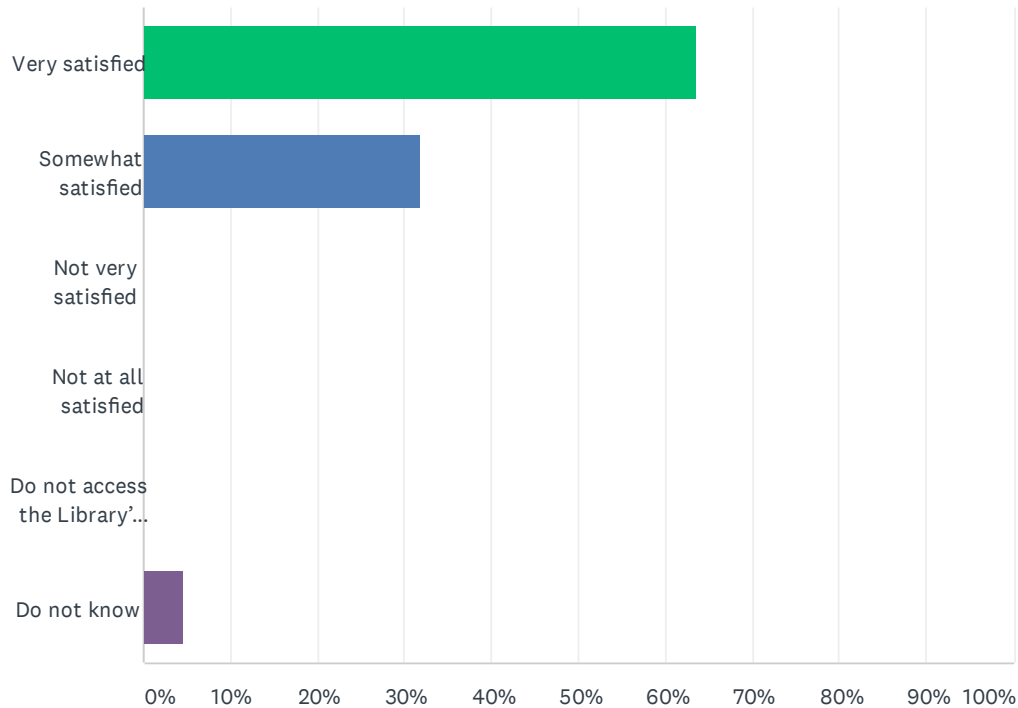


ANSWER CHOICES	RESPONSES	
Walk	0.00%	0
Drive	95.45%	21
Bike	0.00%	0
Bus	0.00%	0
Ride Share	0.00%	0
Other (please specify)	4.55%	1
<b>TOTAL</b>		<b>22</b>

#	OTHER (PLEASE SPECIFY)	DATE
1	Nunca he ido ala biblioteca	12/9/2020 7:42 PM

## Q7 Overall, how satisfied are you with the electronic resources and digital material available via the Victorville City Library website? PLEASE CHECK ONLY ONE

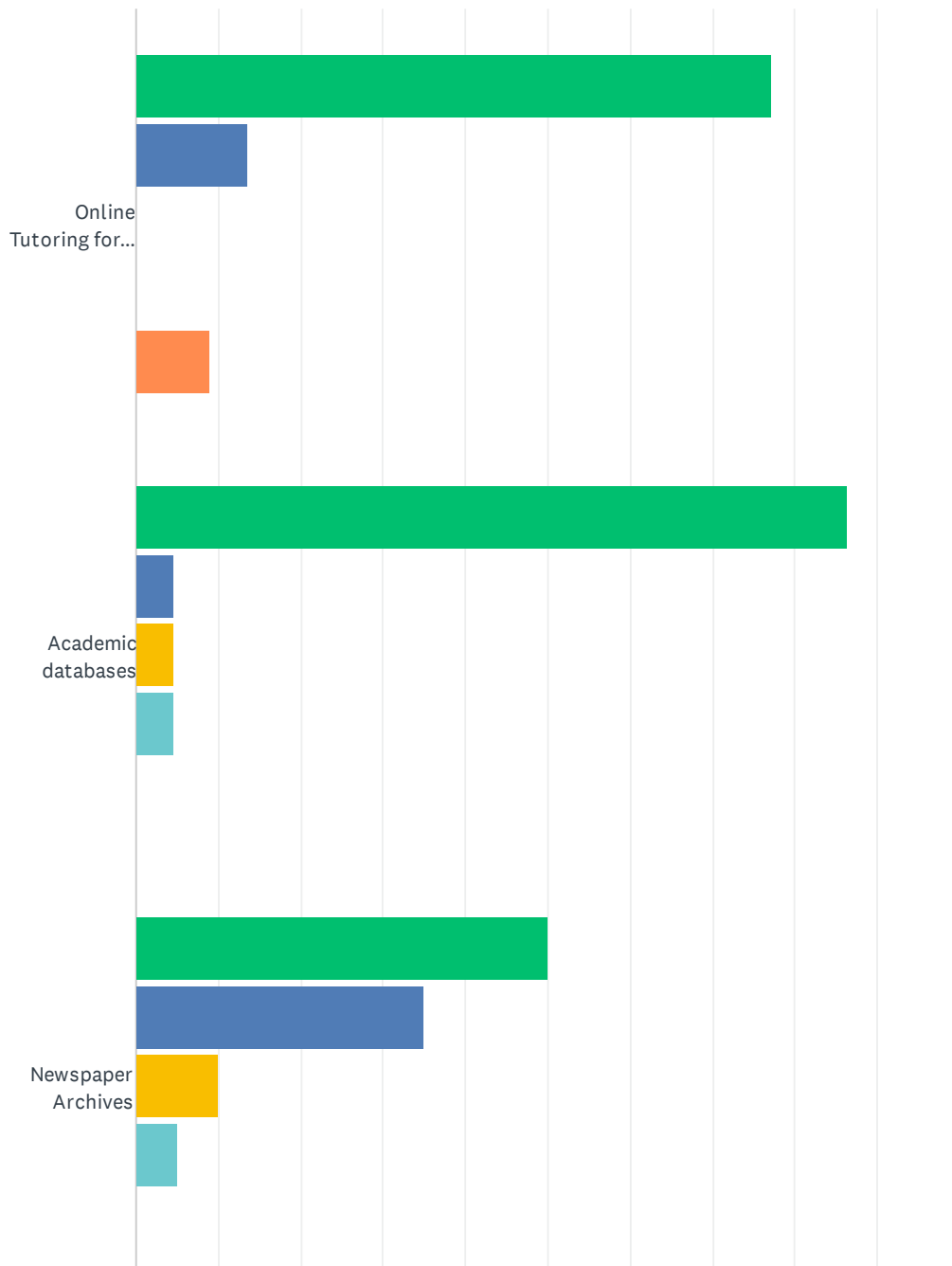
Answered: 22 Skipped: 0



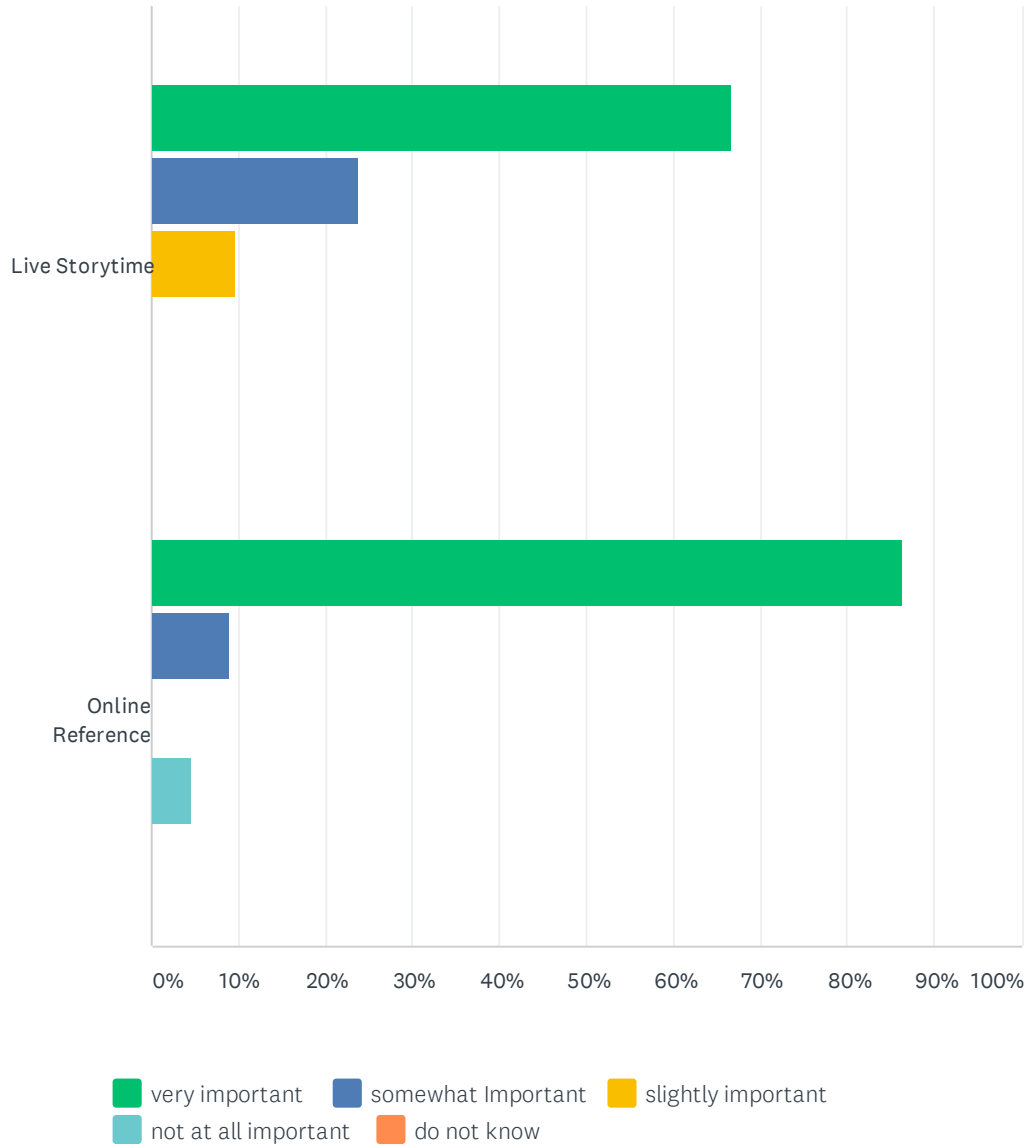
ANSWER CHOICES	RESPONSES	
Very satisfied	63.64%	14
Somewhat satisfied	31.82%	7
Not very satisfied	0.00%	0
Not at all satisfied	0.00%	0
Do not access the Library's website	0.00%	0
Do not know	4.55%	1
<b>TOTAL</b>		<b>22</b>

Q8 The Victorville City Library website offers a variety of electronic resources, including Hoopla (free digital e-books, audiobooks, comics, music, and movies) and Enki (free e-books), virtual programming for children, resources for job seekers and veterans. The following is a list of additional electronic services and resources that many public libraries provide. Read the list and click to indicate which items are very important or not at all important to you and those in your household. PLEASE CHECK ALL THAT APPLY.

Answered: 22 Skipped: 0



## Victorville City Library Online Survey



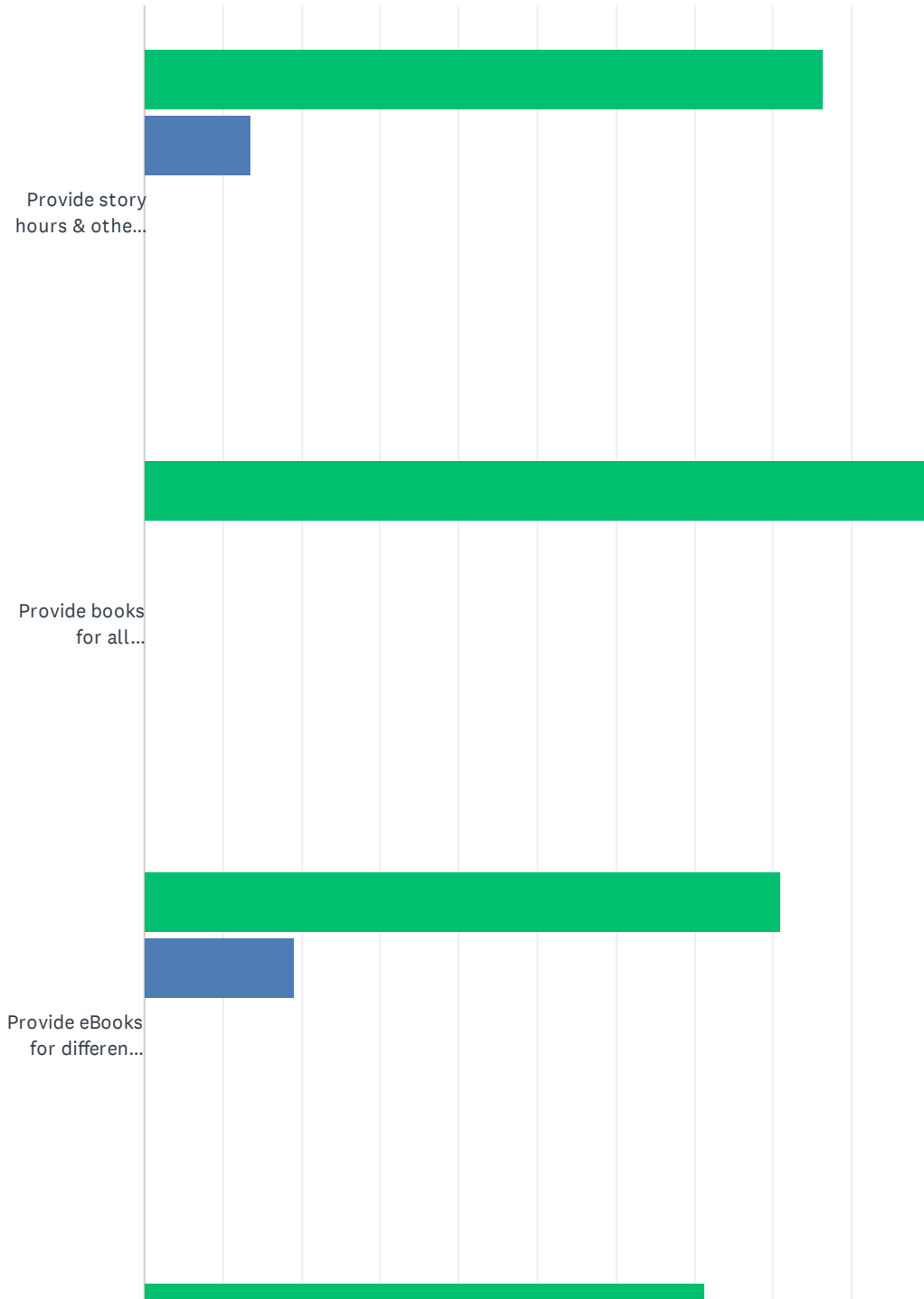
	VERY IMPORTANT	SOMEWHAT IMPORTANT	SLIGHTLY IMPORTANT	NOT AT ALL IMPORTANT	DO NOT KNOW	TOTAL	WEIGHTED AVERAGE
Online Tutoring for K-12	77.27% 17	13.64% 3	0.00% 0	0.00% 0	9.09% 2	22	1.95
Academic databases	86.36% 19	4.55% 1	4.55% 1	4.55% 1	0.00% 0	22	1.27
Newspaper Archives	50.00% 10	35.00% 7	10.00% 2	5.00% 1	0.00% 0	20	1.70
Live Storytime	66.67% 14	23.81% 5	9.52% 2	0.00% 0	0.00% 0	21	1.43
Online Reference	86.36% 19	9.09% 2	0.00% 0	4.55% 1	0.00% 0	22	1.23

# Victorville City Library Online Survey

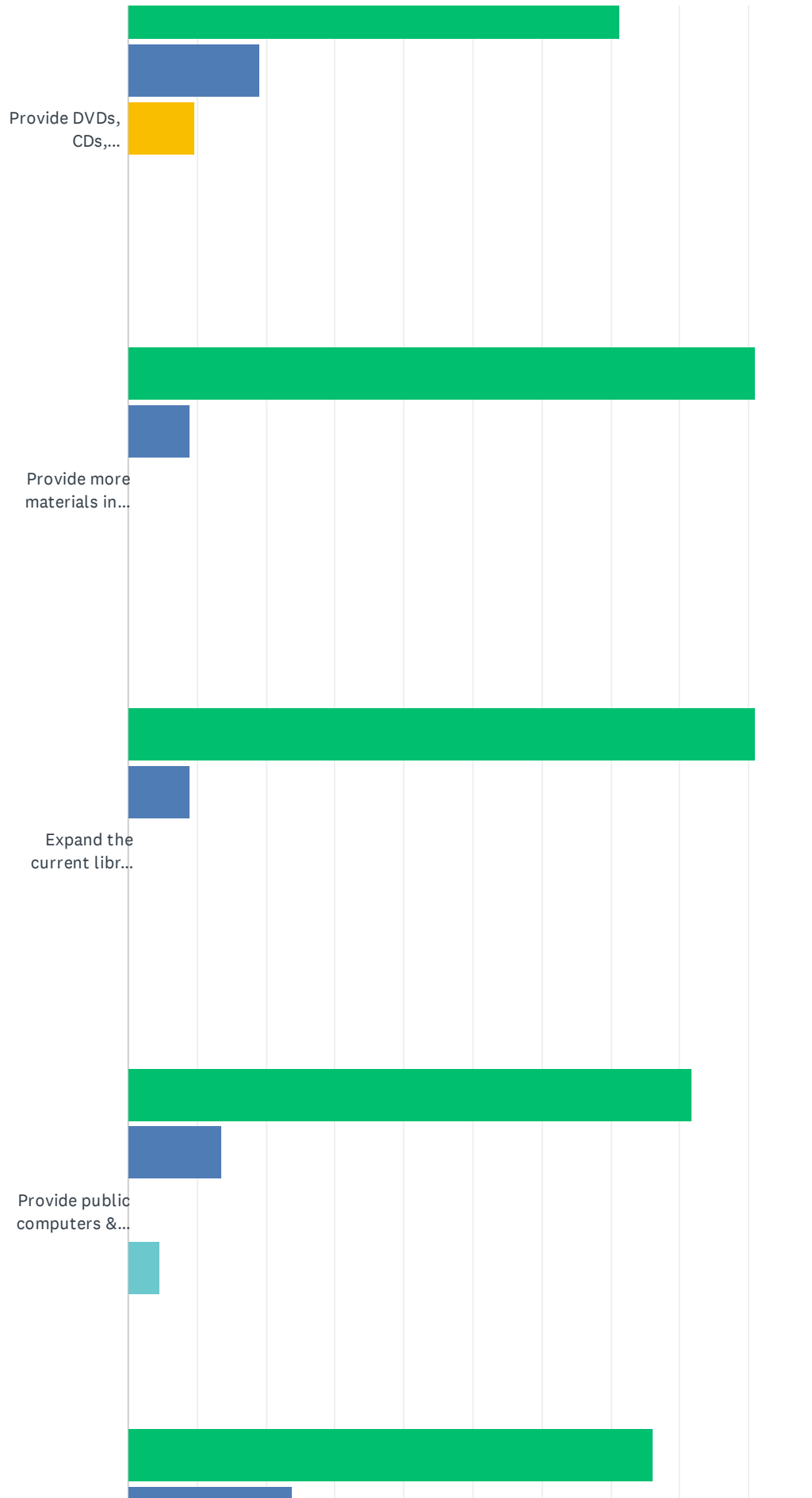
#	OTHER (PLEASE SPECIFY)	DATE
1	Cambiar ubicación	11/17/2020 12:12 PM
2	Tutoria para niños en línea ,lectura, grammar, math....	11/16/2020 7:32 PM
3	Es muy importante que los niños reciban tutoría personalizada aunque sea en línea.	11/16/2020 7:32 PM
4	Programas para los niños	11/11/2020 10:07 PM

Q9 Following is a list of services and amenities that many public libraries provide. Read the list and click to indicate which items, for you and those in your household, are very important, somewhat important, slightly important, or not at all important. **PLEASE CHECK ALL THAT APPLY** Definition for STREAM = Science, Technology, Reading, Engineering, Art, and Math

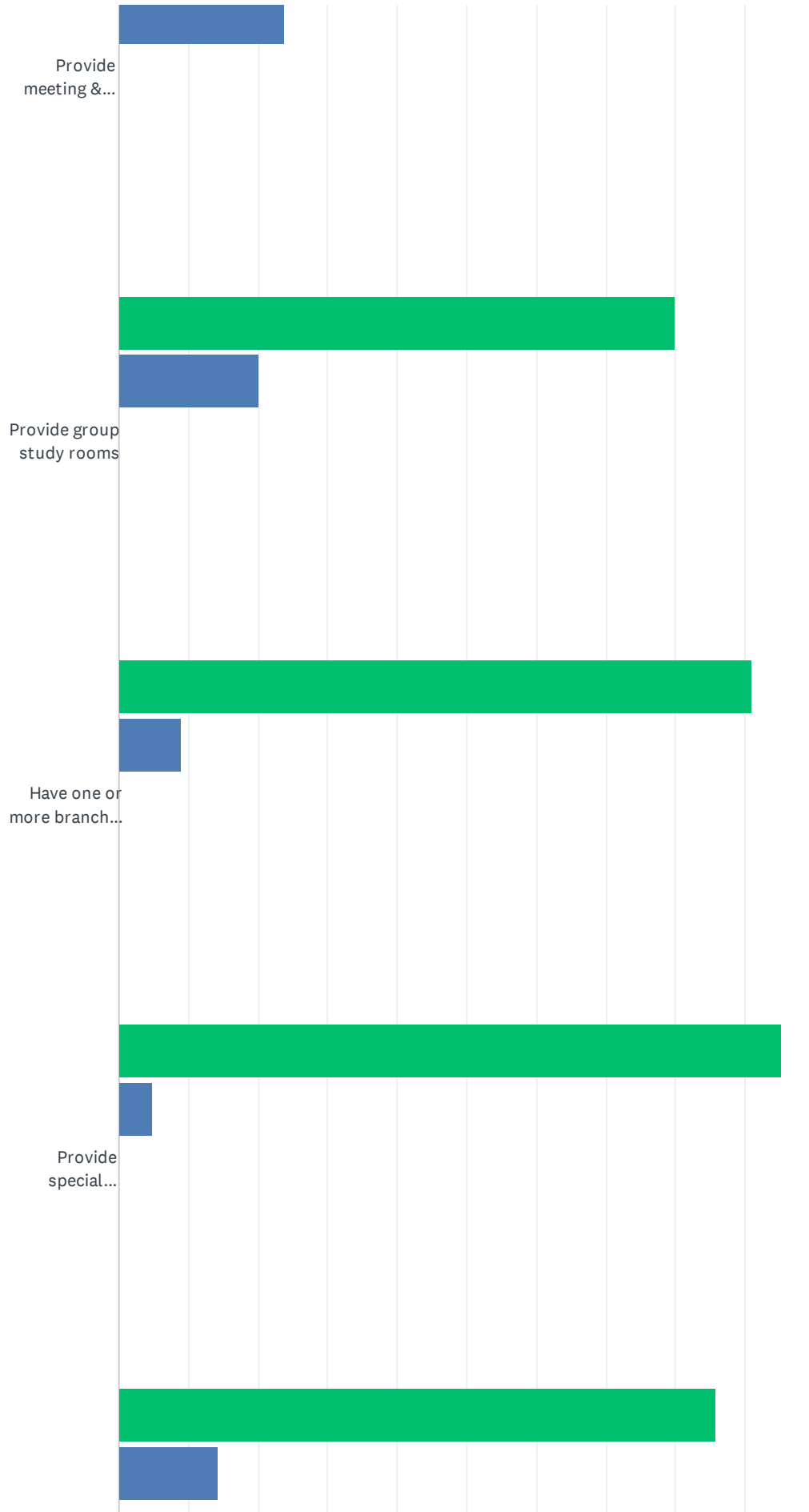
Answered: 22 Skipped: 0



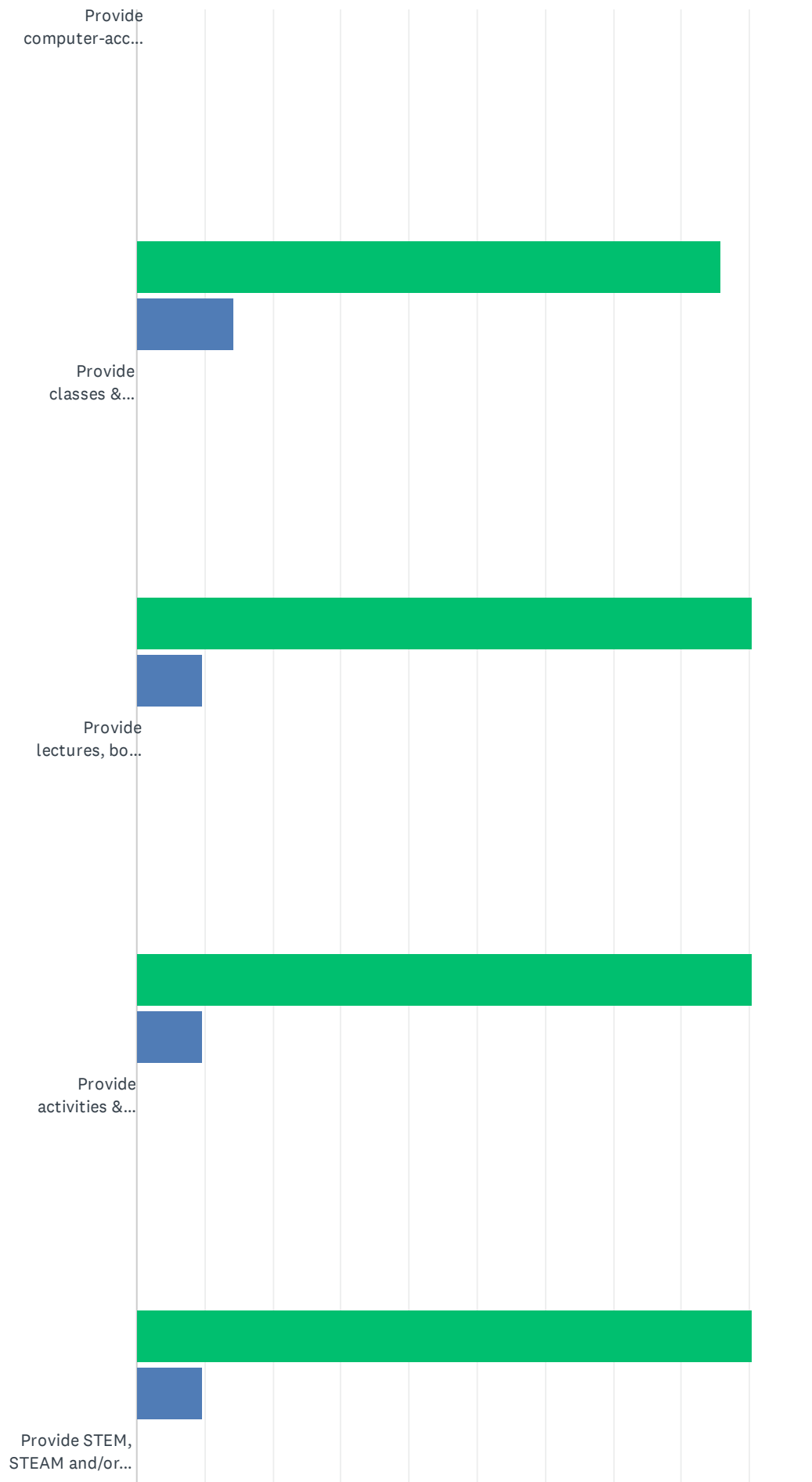
# Victorville City Library Online Survey



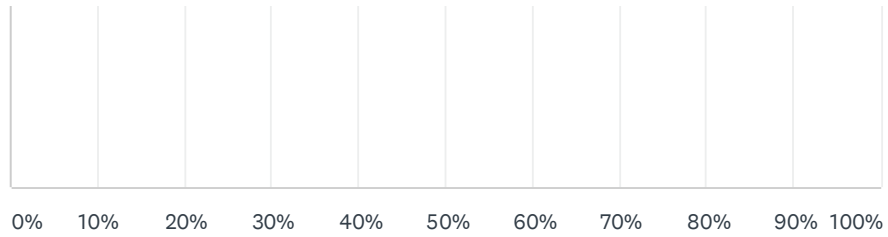
# Victorville City Library Online Survey



# Victorville City Library Online Survey



## Victorville City Library Online Survey



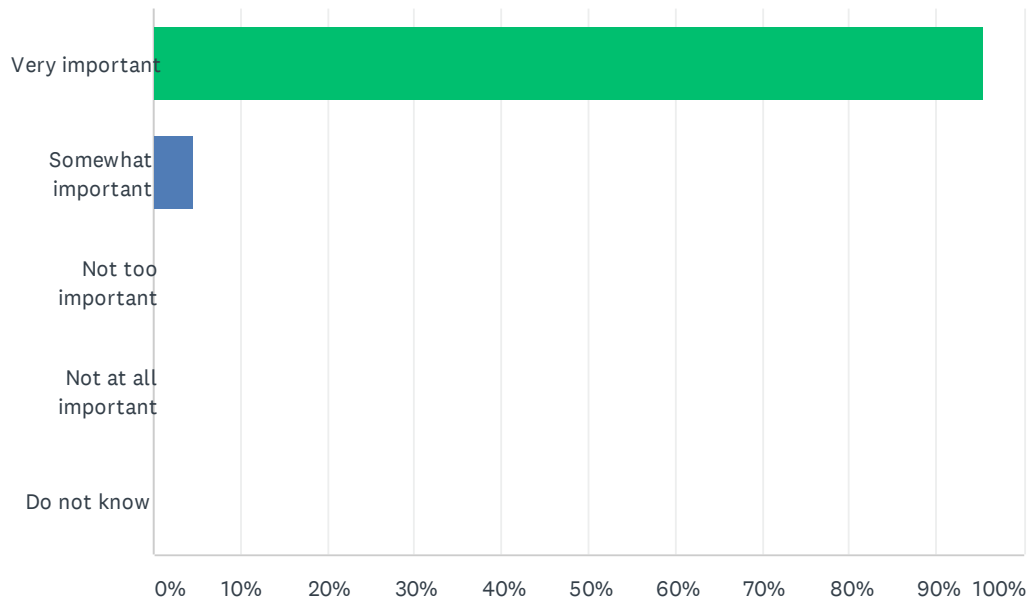
very important somewhat Important slightly important  
not at all important do not know

# Victorville City Library Online Survey

	VERY IMPORTANT	SOMEWHAT IMPORTANT	SLIGHTLY IMPORTANT	NOT AT ALL IMPORTANT	DO NOT KNOW	TOTAL	WEIGHTED AVERAGE
Provide story hours & other programs for children	86.36% 19	13.64% 3	0.00% 0	0.00% 0	0.00% 0	22	1.14
Provide books for all different ages	100.00% 22	0.00% 0	0.00% 0	0.00% 0	0.00% 0	22	1.00
Provide eBooks for different ages	80.95% 17	19.05% 4	0.00% 0	0.00% 0	0.00% 0	21	1.19
Provide DVDs, CDs, Audiobooks, etc.	71.43% 15	19.05% 4	9.52% 2	0.00% 0	0.00% 0	21	1.38
Provide more materials in Spanish and/or other languages	90.91% 20	9.09% 2	0.00% 0	0.00% 0	0.00% 0	22	1.09
Expand the current library facility	90.91% 20	9.09% 2	0.00% 0	0.00% 0	0.00% 0	22	1.09
Provide public computers & Wi-Fi access	81.82% 18	13.64% 3	0.00% 0	4.55% 1	0.00% 0	22	1.27
Provide meeting & conference rooms for community groups & public activities	76.19% 16	23.81% 5	0.00% 0	0.00% 0	0.00% 0	21	1.24
Provide group study rooms	80.00% 16	20.00% 4	0.00% 0	0.00% 0	0.00% 0	20	1.20
Have one or more branch libraries	90.91% 20	9.09% 2	0.00% 0	0.00% 0	0.00% 0	22	1.09
Provide special equipment for visually- & hearing-impaired customers	95.24% 20	4.76% 1	0.00% 0	0.00% 0	0.00% 0	21	1.05
Provide computer-accessed information for research resources & the like	85.71% 18	14.29% 3	0.00% 0	0.00% 0	0.00% 0	21	1.14
Provide classes & courses to learn about computer software programs & hardware	85.71% 18	14.29% 3	0.00% 0	0.00% 0	0.00% 0	21	1.14
Provide lectures, book discussions & other programs for adults	90.48% 19	9.52% 2	0.00% 0	0.00% 0	0.00% 0	21	1.10
Provide activities & programs for teens & tweens	90.48% 19	9.52% 2	0.00% 0	0.00% 0	0.00% 0	21	1.10
Provide STEM, STEAM and/or STREAM classes for all ages	90.48% 19	9.52% 2	0.00% 0	0.00% 0	0.00% 0	21	1.10

## Q10 Overall, how important are the services provided by the Victorville City Library? PLEASE CHECK ONLY ONE

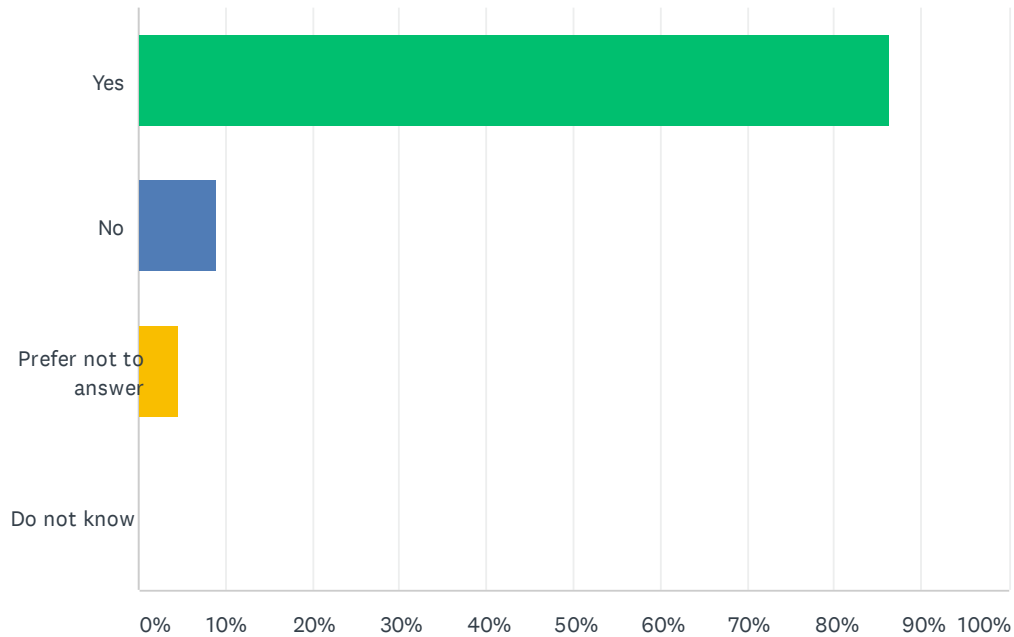
Answered: 22 Skipped: 0



ANSWER CHOICES	RESPONSES	
Very important	95.45%	21
Somewhat important	4.55%	1
Not too important	0.00%	0
Not at all important	0.00%	0
Do not know	0.00%	0
TOTAL		22

## Q11 Are you a Victorville resident? PLEASE CHECK ONLY ONE

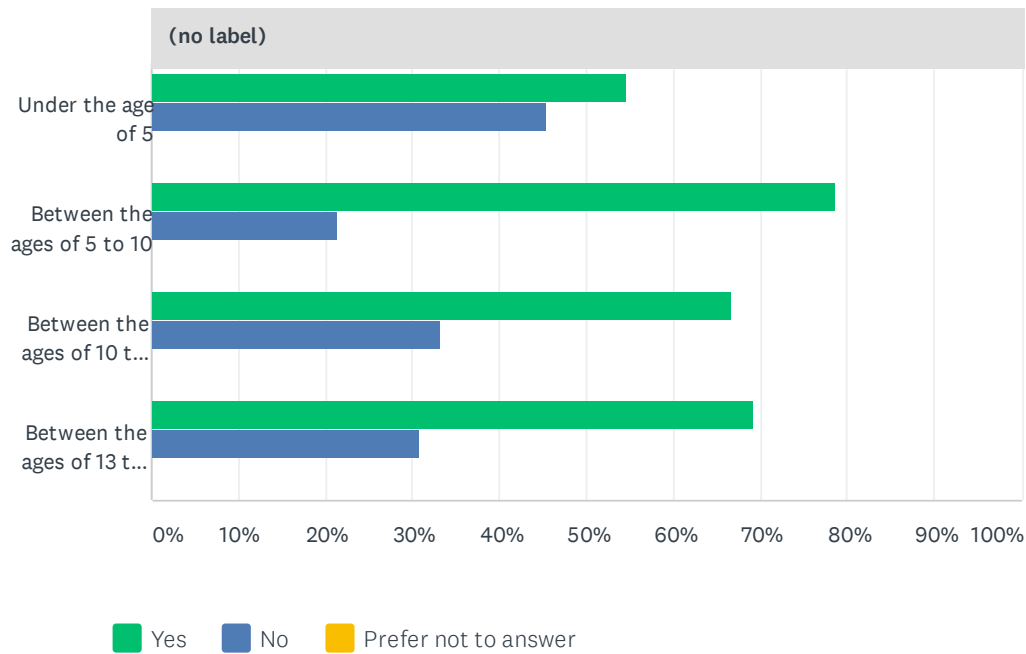
Answered: 22 Skipped: 0



ANSWER CHOICES		RESPONSES	
Yes		86.36%	19
No		9.09%	2
Prefer not to answer		4.55%	1
Do not know		0.00%	0
TOTAL			22

## Q12 If you have children living in your home, answer below. PLEASE CHECK ALL THAT APPLY

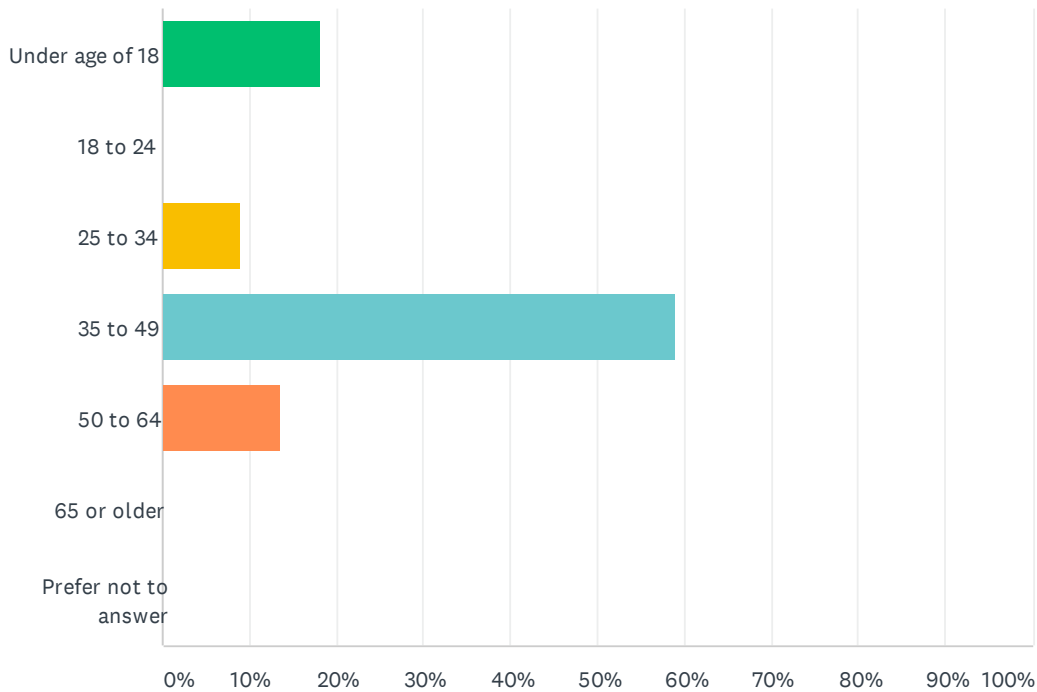
Answered: 21 Skipped: 1



(no label)				
	YES	NO	PREFER NOT TO ANSWER	TOTAL
Under the age of 5	54.55% 6	45.45% 5	0.00% 0	11
Between the ages of 5 to 10	78.57% 11	21.43% 3	0.00% 0	14
Between the ages of 10 to 12	66.67% 10	33.33% 5	0.00% 0	15
Between the ages of 13 to 18	69.23% 9	30.77% 4	0.00% 0	13

## Q13 In which of the following age groups do you fit? PLEASE CHECK ONLY ONE

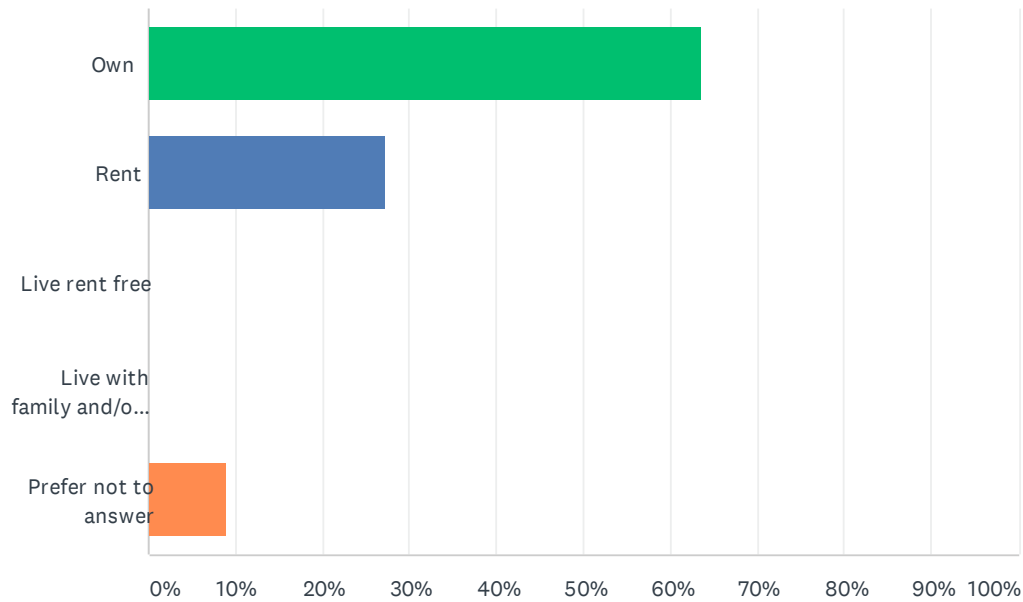
Answered: 22 Skipped: 0



ANSWER CHOICES	RESPONSES	
Under age of 18	18.18%	4
18 to 24	0.00%	0
25 to 34	9.09%	2
35 to 49	59.09%	13
50 to 64	13.64%	3
65 or older	0.00%	0
Prefer not to answer	0.00%	0
<b>TOTAL</b>		<b>22</b>

## Q14 Do you own or rent your current residence? PLEASE CHECK ONLY ONE

Answered: 22 Skipped: 0



ANSWER CHOICES	RESPONSES	
Own	63.64%	14
Rent	27.27%	6
Live rent free	0.00%	0
Live with family and/or friends, but pay rent	0.00%	0
Prefer not to answer	9.09%	2
TOTAL		22

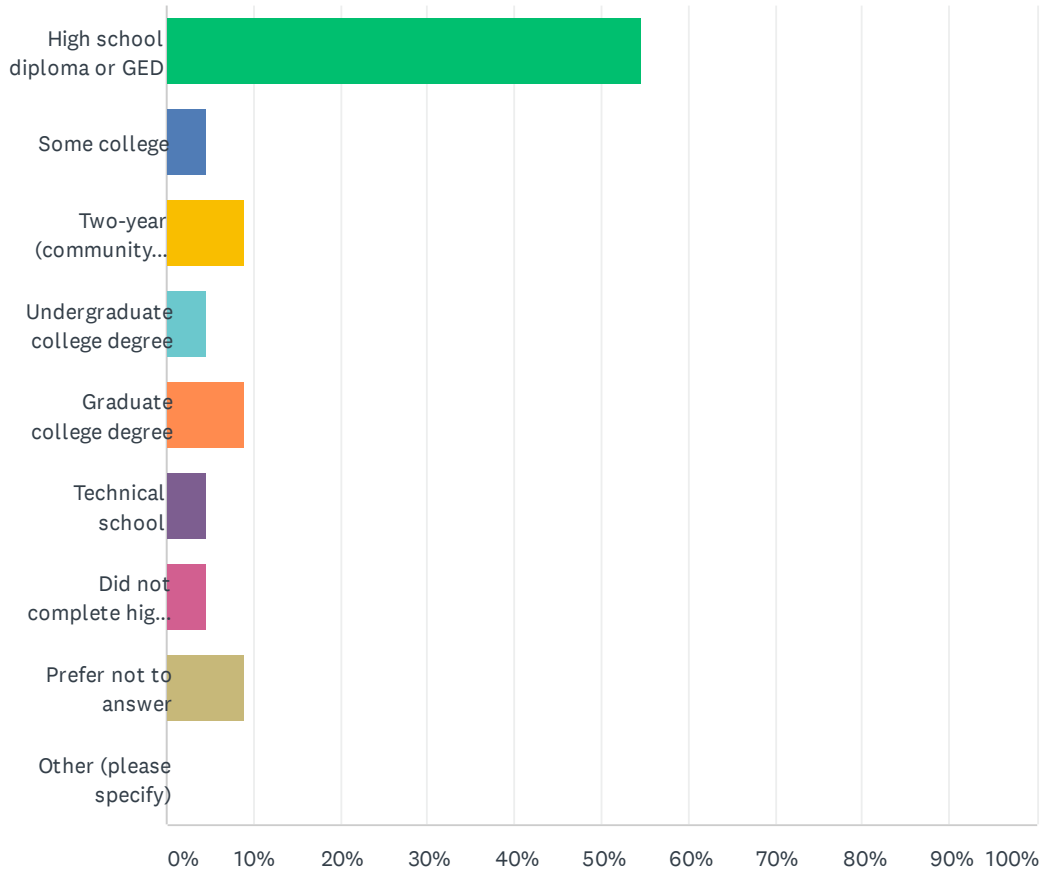
## Q15 What is the Zip Code of your place of residence?

Answered: 22   Skipped: 0

#	RESPONSES	DATE
1	92394	12/21/2020 2:06 PM
2	92392	12/18/2020 11:49 PM
3	92392	12/18/2020 11:47 PM
4	92392	12/18/2020 10:07 PM
5	92393	12/18/2020 2:40 PM
6	92392	12/18/2020 1:25 PM
7	92394	12/10/2020 4:17 PM
8	92394	12/9/2020 7:42 PM
9	92392	12/9/2020 7:34 PM
10	92392	12/9/2020 6:47 PM
11	90723	12/9/2020 6:36 PM
12	92392	12/9/2020 10:12 AM
13	92395	11/22/2020 7:00 PM
14	92392	11/20/2020 1:21 AM
15	92392	11/17/2020 12:12 PM
16	92371	11/17/2020 11:16 AM
17	92394	11/16/2020 7:32 PM
18	92394	11/16/2020 7:32 PM
19	92395	11/14/2020 3:21 AM
20	92392	11/13/2020 10:24 PM
21	92395	11/12/2020 3:22 PM
22	92392	11/11/2020 10:07 PM

## Q16 What is the highest level of education you have attained? PLEASE CHECK ONLY ONE

Answered: 22 Skipped: 0



ANSWER CHOICES	RESPONSES	
High school diploma or GED	54.55%	12
Some college	4.55%	1
Two-year (community college/associate degree) college	9.09%	2
Undergraduate college degree	4.55%	1
Graduate college degree	9.09%	2
Technical school	4.55%	1
Did not complete high school	4.55%	1
Prefer not to answer	9.09%	2
Other (please specify)	0.00%	0
<b>TOTAL</b>		<b>22</b>

## Victorville City Library Online Survey

#	OTHER (PLEASE SPECIFY)	DATE
	There are no responses.	

Question # 1 <i>Have a Victorville borrower's card?</i>		All Respondents		English Language		Spanish Language	
	Yes	232	68.0%	216	67.7%	16	72.7%
	No	92	27.0%	87	27.3%	5	22.7%
	do not know	17	5.0%	16	5.0%	1	4.5%
	Totals	341	100.0%	319	100.0%	22	100.0%
Question # 2 <i>Frequency of use this past year?</i>		All Respondents		English Language		Spanish Language	
	2 or + a Week	20	5.9%	16	5.0%	4	18.2%
	1 a Week	13	3.8%	10	3.1%	3	13.6%
	2 or + a Month	34	10.0%	32	10.0%	2	9.1%
	1 a Month	27	7.9%	25	7.8%	2	9.1%
	2 or + a Year	75	22.0%	69	21.6%	6	27.3%
	1st Visit Recently	8	2.3%	7	2.2%	1	4.5%
	do not know	49	14.4%	49	15.4%	0	0.0%
	Other	115	33.7%	111	34.8%	4	18.2%
	Totals	341	100.0%	319	100.0%	22	100.0%
Question # 3 <i>If not used or not used often, why?</i>		All Respondents		English Language		Spanish Language	
	Location inconvenient	126	28.3%	119	28.1%	7	30.4%
	No need for library services	25	5.6%	25	5.9%	0	0.0%
	Unfamiliar with services, etc.	56	12.6%	53	12.5%	3	13.0%
	Do not feel welcomed	30	6.7%	30	7.1%	0	0.0%
	do not know	8	1.8%	8	1.9%	0	0.0%
	Does not apply	58	13.0%	52	12.3%	6	26.1%
	Other	143	32.1%	136	32.2%	7	30.4%
	Totals	446	100.0%	423	100.0%	23	100.0%

Question # 4	How do you learn about library services?	All Respondents		English Language		Spanish Language	
	Library website	130	26.3%	121	26.2%	9	26.5%
	At the library	148	29.9%	140	30.4%	8	23.5%
	City social media	90	18.2%	88	19.1%	2	5.9%
	City rec pages	83	16.8%	73	15.8%	10	29.4%
	Other	44	8.9%	39	8.5%	5	14.7%
	Totals	495	100.0%	461	100.0%	34	100.0%
Question #5	Services used when visiting the Library?	All Respondents		English Language		Spanish Language	
	Check out books	252	36.0%	234	36.5%	18	30.5%
	Check out other materials	85	12.1%	76	11.9%	9	15.3%
	Use public computers	88	12.6%	78	12.2%	10	16.9%
	Use computer lab	36	5.1%	33	5.1%	3	5.1%
	Attend a program	50	7.1%	45	7.0%	5	8.5%
	Attend story time	76	10.9%	69	10.8%	7	11.9%
	User collections	28	4.0%	24	3.7%	4	6.8%
	Prefer not answer	8	1.1%	8	1.2%	0	0.0%
	do not know	14	2.0%	13	2.0%	1	1.7%
	Other	63	9.0%	61	9.5%	2	3.4%
	Totals	700	100.0%	641	100.0%	59	100.0%

Question # 7 *Satisfied with electronic resources?**and digital material available*

	All Respondents		English Language		Spanish Language	
Very satisfied	62	18.2%	48	15.0%	14	63.6%
Somewhat satisfied	98	28.7%	91	28.5%	7	31.8%
Not very satisfied	19	5.6%	19	6.0%	0	0.0%
Not at all satisfied	27	7.9%	27	8.5%	0	0.0%
Do not access the Library	70	20.5%	70	21.9%	0	0.0%
do not know	65	19.1%	64	20.1%	1	4.5%
Totals	341	100.0%	319	100.0%	22	100.0%

Question #10 *Importance of City Library services?*

	All Respondents		English Language		Spanish Language	
Very important	273	80.1%	252	79.0%	21	95.5%
Somewhat Important	48	14.1%	47	14.7%	1	4.5%
Not too important	8	2.3%	8	2.5%	0	0.0%
Not at all important	7	2.1%	7	2.2%	0	0.0%
do not know	5	1.5%	5	1.6%	0	0.0%
Totals	341	100.0%	319	100.0%	22	100.0%

Question #6	How do you travel to the Library?	All Respondents		English Language		Spanish Language	
	Walk	4	1.2%	4	1.3%	0	0.0%
	Drive	320	93.8%	299	93.7%	21	95.5%
	Bike	0	0.0%	0	0.0%	0	0.0%
	Bus	5	1.5%	5	1.6%	0	0.0%
	Ride Share	2	0.6%	2	0.6%	0	0.0%
	Other*	10	2.9%	9	2.8%	1	4.5%
	Totals	341	100.0%	319	100.0%	22	100.0%
Question #11	Are you a resident of Victorville?	All Respondents		English Language		Spanish Language	
	Yes	285	83.6%	266	83.4%	19	86.4%
	No	42	12.3%	40	12.5%	2	9.1%
	Prefer not answer	14	4.1%	13	4.1%	1	4.5%
	Do not know	0	0.0%	0	0.0%	0	0.0%
	Totals	341	100.0%	319	100.0%	22	100.0%
Question #12	Children living at home?	All Respondents		English Language		Spanish Language	
	Under age 5	76	16.9%	70	19.1%	11	20.8%
	5 - 10	124	27.5%	113	30.8%	14	26.4%
	10 - 12	127	28.2%	69	18.8%	15	28.3%
	13 - 18	118	26.2%	109	29.7%	13	24.5%
	Prefer not answer	6	1.3%	6	1.6%	0	0.0%
	Totals**	451	100.0%	367	100.0%	53	100.0%

\*\* Totals differ from other questions as families with more than one child responded for each age group.

Question #13 Age Group of respondents?	All Respondents		English Language		Spanish Language	
Under age 18	10	2.9%	6	1.9%	4	18.2%
18 - 24	11	3.2%	11	3.4%	0	0.0%
25 - 34	58	17.0%	56	17.6%	2	9.1%
35 - 49	138	40.5%	125	39.2%	13	59.1%
50 - 64	81	23.8%	78	24.5%	3	13.6%
65 or older	36	10.6%	36	11.3%	0	0.0%
Prefer not answer	7	2.1%	7	2.2%	0	0.0%
Totals	341	100.0%	319	100.0%	22	100.0%

Question #14 Own or rent your current residence?	All Respondents		English Language		Spanish Language	
Own	224	65.7%	210	65.8%	14	63.6%
Rent	82	24.0%	76	23.8%	6	27.3%
Live Rent Free	6	1.8%	6	1.9%	0	0.0%
Live with family or friends & pay rent	12	3.5%	12	3.8%	0	0.0%
Prefer not answer	17	5.0%	15	4.7%	2	9.1%
Totals	341	100.0%	319	100.0%	22	100.0%

Question #15 Your residential Zip Code?	All Respondents		English Language		Spanish Language	
90723	1	0.3%	0	0.0%	1	4.5%
92301	12	3.5%	12	3.8%	0	0.0%
92302	1	0.3%	1	0.3%	0	0.0%
92307	5	1.5%	5	1.6%	0	0.0%
92308	8	2.3%	8	2.5%	0	0.0%
92311	1	0.3%	1	0.3%	0	0.0%
92342	2	0.6%	2	0.6%	0	0.0%
92344	3	0.9%	3	0.9%	0	0.0%
92345	4	1.2%	4	1.3%	0	0.0%
92371	10	2.9%	9	2.8%	1	4.5%
92372	2	0.6%	2	0.6%	0	0.0%
92392	117	34.3%	106	33.2%	11	50.0%
92393	1	0.3%	0	0.0%	1	4.5%
92394	84	24.6%	79	24.8%	5	22.7%
92395	89	26.1%	86	27.0%	3	13.6%
Other*	1	0.3%	1	0.3%	0	0.0%
Totals*	341	100.0%	319	100.0%	22	100.0%

\* There was one response to this question which was "your mom."

Question #16 Education attainment level?	All Respondents		English Language		Spanish Language	
High School/GED only	43	12.6%	31	9.7%	12	54.5%
Some College	70	20.5%	69	21.7%	1	4.5%
2-Year College	48	14.1%	46	14.5%	2	9.1%
Bachelor degree	67	19.6%	66	20.8%	1	4.5%
Master's degree	83	24.3%	81	25.5%	2	9.1%
Tech School	9	2.6%	8	2.5%	1	4.5%
no High School/GED	8	2.3%	7	2.2%	1	4.5%
Prefer not answer	12	3.5%	10	3.1%	2	9.1%
Other*	1	0.3%	0	0.0%	0	0.0%
Totals	341	100.0%	318	100.0%	22	100.0%

\*One 8th grader in Middle School living at home w/ family.

## Appendix 5.9

## Victorville City Library - Selected Online Survey Results

compiled by Godfrey's Associates, Inc.

based on results by Survey Monkey

## INFORMATION ABOUT THE USAGE OF ELECTRONIC RESOURCES

January 8, 2021

Additional Electronic Resources		Very		Somewhat		Slightly		Not At All		Do Not		Totals	
Question #8	Survey	Important		Important		Important		Important		Know			
Online Tutoring K-12	Spanish	17	77.3%	3	13.6%	0	0.0%	0	0.0%	2	9.1%	22	100.0%
	English	172	55.1%	36	11.5%	21	6.7%	51	16.3%	32	10.3%	312	100.0%
	All	189	56.6%	39	11.7%	21	6.3%	51	15.3%	34	10.2%	334	100.0%
Academic Databases	Spanish	19	86.4%	1	4.5%	1	4.5%	1	4.5%	0	0.0%	22	100.0%
	English	174	55.8%	53	17.0%	19	6.1%	31	9.9%	35	11.2%	312	100.0%
	All	193	57.8%	54	16.2%	20	6.0%	32	9.6%	35	10.5%	334	100.0%
Newspaper Archives	Spanish	10	50.0%	7	35.0%	2	10.0%	1	5.0%	0	0.0%	20	100.0%
	English	95	31.1%	72	23.6%	60	19.7%	48	15.7%	30	9.8%	305	100.0%
	All	105	32.3%	79	24.3%	62	19.1%	49	15.1%	30	9.2%	325	100.0%
Live Storytime	Spanish	14	66.7%	5	23.8%	2	9.5%	0	0.0%	0	0.0%	21	100.0%
	English	134	43.1%	53	17.0%	36	11.6%	59	19.0%	29	9.3%	311	100.0%
	All	148	44.6%	58	17.5%	38	11.4%	59	17.8%	29	8.7%	332	100.0%
Online Reference	Spanish	19	86.4%	2	9.1%	0	0.0%	1	4.5%	0	0.0%	22	100.0%
	English	181	58.8%	66	21.4%	17	5.5%	15	4.9%	29	9.4%	308	100.0%
	All	200	60.6%	68	20.6%	17	5.2%	16	4.8%	29	8.8%	330	100.0%

## INFORMATION ABOUT THE USAGE OF ELECTRONIC RESOURCES

January 8, 2021

Other Services & Amenities		Very		Somewhat		Slightly		Not At All		Do Not		Totals	
Question # 9	Survey	Important		Important		Important		Important		Know			
Story Hours & Other Children's Programs	Spanish	19	79.2%	3	12.5%	0	0.0%	0	0.0%	2	8.3%	24	100.0%
	English	195	61.7%	45	14.2%	21	6.6%	43	13.6%	12	3.8%	316	100.0%
	All	214	62.9%	48	14.1%	21	6.2%	43	12.6%	14	4.1%	340	100.0%
Provide Books for All Different Ages	Spanish	22	100.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	22	100.0%
	English	277	87.4%	18	5.7%	5	1.6%	9	2.8%	8	2.5%	317	100.0%
	All	299	88.2%	18	5.3%	5	1.5%	9	2.7%	8	2.4%	339	100.0%
Provide eBooks for Different Ages	Spanish	17	81.0%	4	19.0%	0	0.0%	0	0.0%	0	0.0%	21	100.0%
	English	227	72.1%	46	14.6%	16	5.1%	17	5.4%	9	2.9%	315	100.0%
	All	244	72.6%	50	14.9%	16	4.8%	17	5.1%	9	2.7%	336	100.0%
Provide DVDs, CDs, Audiobooks, etc.	Spanish	15	71.4%	4	19.0%	2	9.5%	0	0.0%	0	0.0%	21	100.0%
	English	139	44.3%	84	26.8%	49	15.6%	32	10.2%	10	3.2%	314	100.0%
	All	154	46.0%	88	26.3%	51	15.2%	32	9.6%	10	3.0%	335	100.0%
Provide More Materials in Spanish & Other Languages	Spanish	20	90.9%	2	9.1%	0	0.0%	0	0.0%	0	0.0%	22	100.0%
	English	119	38.1%	43	13.8%	52	16.7%	76	24.4%	22	7.1%	312	100.0%
	All	139	41.6%	45	13.5%	52	15.6%	76	22.8%	22	6.6%	334	100.0%
Expand the current Library Facility	Spanish	20	90.9%	2	9.1%	0	0.0%	0	0.0%	0	0.0%	22	100.0%
	English	225	71.2%	54	17.1%	14	4.4%	10	3.2%	13	4.1%	316	100.0%
	All	245	72.5%	56	16.6%	14	4.1%	10	3.0%	13	3.8%	338	100.0%
Provide Public Computers & Wi-Fi Access	Spanish	18	81.8%	3	13.6%	0	0.0%	1	4.5%	0	0.0%	22	100.0%
	English	229	72.5%	39	12.3%	16	5.1%	27	8.5%	5	1.6%	316	100.0%
	All	247	73.1%	42	12.4%	16	4.7%	28	8.3%	5	1.5%	338	100.0%
Provide Meeting & Conference Rooms for Community Groups & Public Activities	Spanish	16	76.2%	5	23.8%	0	0.0%	0	0.0%	0	0.0%	21	100.0%
	English	162	51.3%	67	21.2%	46	14.6%	31	9.8%	10	3.2%	316	100.0%
	All	178	52.8%	72	21.4%	46	13.6%	31	9.2%	10	3.0%	337	100.0%

## INFORMATION ABOUT THE USAGE OF ELECTRONIC RESOURCES

January 8, 2021

Other Services & Amenities		Very		Somewhat		Slightly		Not At All		Do Not		Totals	
Question # 9	Survey	Important		Important		Important		Important		Know			
Provide Group Study Rooms	Spanish	16	80.0%	4	20.0%	0	0.0%	0	0.0%	0	0.0%	20	100.0%
	English	154	48.9%	76	24.1%	41	13.0%	32	10.2%	12	3.8%	315	100.0%
	All	170	50.7%	80	23.9%	41	12.2%	32	9.6%	12	3.6%	335	100.0%
Have One or More Branch Libraries	Spanish	20	90.9%	2	9.1%	0	0.0%	0	0.0%	0	0.0%	22	100.0%
	English	201	63.6%	53	16.8%	31	9.8%	15	4.7%	16	5.1%	316	100.0%
	All	221	65.4%	55	16.3%	31	9.2%	15	4.4%	16	4.7%	338	100.0%
Provide Special Equipment for Visually & Hearing Impaired	Spanish	20	95.2%	1	4.8%	0	0.0%	0	0.0%	0	0.0%	21	100.0%
	English	191	60.6%	55	17.5%	29	9.2%	28	8.9%	12	3.8%	315	100.0%
	All	211	62.8%	56	16.7%	29	8.6%	28	8.3%	12	3.6%	336	100.0%
Provide Computer-Accessed Information for Research Resources and the Like	Spanish	18	85.7%	3	14.3%	0	0.0%	0	0.0%	0	0.0%	21	100.0%
	English	210	66.9%	61	19.4%	20	6.4%	14	4.5%	9	2.9%	314	100.0%
	All	228	68.1%	64	19.1%	20	6.0%	14	4.2%	9	2.7%	335	100.0%
Provide Classes & Courses to Learn Computer Software Programs & Hardware	Spanish	18	85.7%	3	14.3%	0	0.0%	0	0.0%	0	0.0%	21	100.0%
	English	164	52.1%	70	22.2%	45	14.3%	26	8.3%	10	3.2%	315	100.0%
	All	182	54.2%	73	21.7%	45	13.4%	26	7.7%	10	3.0%	336	100.0%
Provide Lectures, Book Discussions & Other Programs for Adults	Spanish	19	90.5%	2	9.5%	0	0.0%	0	0.0%	0	0.0%	21	100.0%
	English	143	45.8%	91	29.2%	42	13.5%	25	8.0%	11	3.5%	312	100.0%
	All	162	48.6%	93	27.9%	42	12.6%	25	7.5%	11	3.3%	333	100.0%
Provide Activities & Programs for Teens & Tweens	Spanish	19	90.5%	2	9.5%	0	0.0%	0	0.0%	0	0.0%	21	100.0%
	English	200	64.1%	58	18.6%	25	8.0%	20	6.4%	9	2.9%	312	100.0%
	All	219	65.8%	60	18.0%	25	7.5%	20	6.0%	9	2.7%	333	100.0%
Provide STEM, STEAM and/or STREAM Classes For All Ages	Spanish	19	90.5%	2	9.5%	0	0.0%	0	0.0%	0	0.0%	21	100.0%
	English	198	63.7%	56	18.0%	27	8.7%	13	4.2%	17	5.5%	311	100.0%
	All	217	65.4%	58	17.5%	27	8.1%	13	3.9%	17	5.1%	332	100.0%

Q1: VCL borrower	Spanish/English				comments
	English	Spanish	Combined	deviation	
Yes	67.7%	72.7%	68.0%	5.0%	minimal deviation
No	27.3%	22.7%	27.0%	-4.6%	minimal deviation
Don't know	5.0%	4.6%	5.0%	-0.4%	minimal deviation
TOTALS	100.0%	100.0%	100.0%		
no. of responses:	319	22	341		
Q2: Frequency of use	Spanish/English				comments
	English	Spanish	Combined	deviation	
2 or more/week	5.0%	18.2%	5.9%	13.2%	deviation of note
Once/week	3.1%	13.6%	3.8%	10.5%	
2 or more/month	10.0%	9.1%	10.0%	-0.9%	minimal deviation
Once/month	7.8%	9.1%	7.9%	1.3%	minimal deviation
2 or more/year	21.6%	27.3%	22.0%	5.7%	minimal deviation
1st visit recently	2.2%	4.6%	2.4%	2.4%	minimal deviation
Don't know	15.4%	0.0%	14.3%	-15.4%	
Other	34.8%	18.2%	33.7%	-16.7%	
TOTALS	99.9%	100.0%	100.0%		
Q3: Reason for non-use	Spanish/English				comments
	English	Spanish	Combined	deviation	
Inconvenient	37.5%	31.8%	37.1%	-5.7%	minimal deviation
No need	7.9%	0.0%	7.4%	-7.9%	
Unfamiliar	16.7%	13.6%	16.5%	-3.1%	minimal deviation
Not welcome	9.5%	0.0%	8.9%	-9.5%	
Don't know	2.5%	0.0%	2.4%	-2.5%	minimal deviation
Doesn't apply	16.4%	27.3%	17.1%	10.9%	
Other	42.9%	31.8%	42.2%	-11.1%	
TOTALS	133.4%	104.5%	131.6%		

Q4: Library advertising	Spanish/English				comments
	English	Spanish	Combined	deviation	
Library website	37.9%	40.9%	38.1%	3.0%	minimal deviation
In Library	43.9%	36.7%	43.4%	-7.2%	
City social media	27.6%	9.1%	26.4%	-18.5%	
City Rec pages	22.9%	45.5%	24.3%	22.6%	preference for Spanish speakers?
Other	12.2%	22.7%	12.9%	10.5%	
TOTALS	144.5%	154.9%	145.1%		

Q5: Services used	Spanish/English				comments
	English	Spanish	Combined	deviation	
Check out books	73.4%	81.8%	73.9%	8.4%	
Check out other	23.8%	40.9%	24.9%	17.1%	
Use computers	24.5%	45.5%	25.8%	21.0%	deviation of note
Use computer lab	10.3%	13.6%	10.6%	3.3%	minimal deviation
Attend program	14.1%	22.7%	14.7%	8.6%	
Attend story time	21.6%	31.8%	22.3%	10.2%	
Use LP/Spanish collections	7.5%	18.2%	8.2%	10.7%	
Prefer no answer	2.5%	0.0%	2.4%	-2.5%	minimal deviation
Don't know	4.1%	4.6%	4.1%	0.5%	minimal deviation
Other	19.1%	9.1%	18.5%	-10.0%	
TOTALS	200.9%	268.2%	205.4%		

Q6: Transportation mode	Spanish/English				comments
	English	Spanish	Combined	deviation	
Walk	1.3%	0.0%	1.2%	-1.3%	minimal deviation
Drive	93.7%	95.4%	93.8%	1.7%	minimal deviation
Bike	0.0%	0.0%	0.0%	0.0%	investigate on-site bike accommodations
Bus	1.6%	0.0%	1.5%	-1.6%	minimal deviation
Ride share	0.6%	0.0%	0.6%	-0.6%	minimal deviation
Other	2.8%	4.6%	2.9%	1.8%	minimal deviation
TOTALS	100.0%	100.0%	100.0%		

Q7: Website satisfaction	Spanish/English				comments
	English	Spanish	Combined	deviation	
Very satisfied	15.1%	63.6%	18.2%	48.5%	significant deviation
Somewhat satisfied	28.5%	31.8%	28.7%	3.3%	minimal deviation
Not very satisfied	6.0%	0.0%	5.6%	-6.0%	minimal deviation
Not satisfied	8.4%	0.0%	7.9%	-8.4%	
Don't access website	21.9%	0.0%	20.5%	-21.9%	interesting results
Don't know	20.1%	4.6%	19.1%	-15.5%	
TOTALS	100.0%	100.0%	100.0%		

Q10: VCL services	Spanish/English				comments
	English	Spanish	Combined	deviation	
Very important	79.0%	95.4%	80.1%	16.4%	deviation of note
Somewhat important	14.7%	4.6%	14.1%	-10.1%	
Not too important	2.5%	0.0%	2.3%	-2.5%	minimal deviation
Not important	2.2%	0.0%	2.0%	-2.2%	minimal deviation
Don't know	1.6%	0.0%	1.5%	-1.6%	minimal deviation
TOTALS	100.0%	100.0%	100.0%		

Q11: Victorville resident	Spanish/English				comments
	English	Spanish	Combined	deviation	
Yes	83.4%	86.4%	83.6%	3.0%	minimal deviation
No	12.5%	9.1%	12.3%	-3.4%	minimal deviation
Prefer no answer	4.1%	4.5%	4.1%	0.4%	minimal deviation
Don't know	0.0%	0.0%	0.0%	0.0%	minimal deviation
TOTALS	100.0%	100.0%	100.0%		

Q12: Kids in the home	Spanish/English				comments
	English	Spanish	Combined	deviation	
Kids under age 5	37.4%	55.6%	38.4%	18.2%	
Ages 5-10	54.1%	78.6%	55.6%	24.5%	
Ages 11-12	35.9%	66.7%	38.2%	30.8%	
Ages 13-18	51.2%	69.2%	52.2%	18.0%	
TOTALS	178.6%	270.1%	184.4%		significant child population

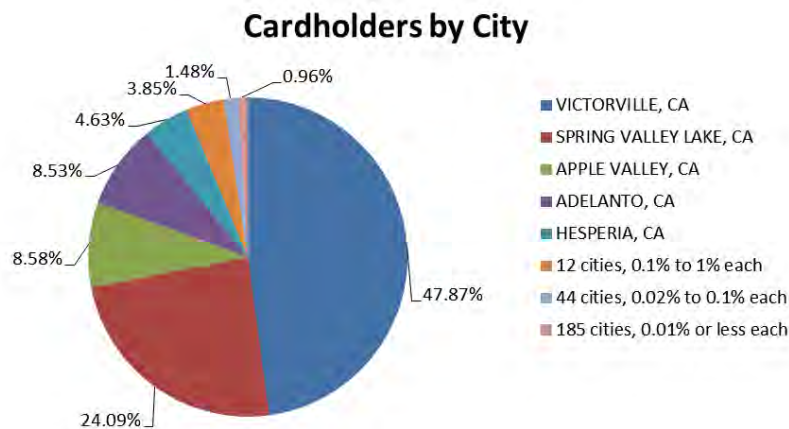
Q13: Respondent age	Spanish/English				comments
	English	Spanish	Combined	deviation	
Under age 18	1.9%	18.2%	2.9%	16.3%	concentrated distribution
Ages 18-24	3.5%	0.0%	3.2%	-3.5%	minimal deviation
Ages 25-34	17.5%	9.1%	17.0%	-8.4%	
Ages 35-49	39.2%	59.1%	40.5%	19.9%	concentrated distribution
Ages 50-64	24.4%	13.6%	23.7%	-10.8%	
Ages 65 & up	11.3%	0.0%	10.6%	-11.3%	
Prefer no answer	2.2%	0.0%	2.1%	-2.2%	minimal deviation
TOTALS	100.0%	100.0%	100.0%		even distribution
Q14: Own home or rent	Spanish/English				comments
	English	Spanish	Combined	deviation	
Own	65.8%	63.6%	65.7%	-2.2%	minimal deviation
Rent	23.8%	27.3%	24.0%	3.5%	minimal deviation
Live rent free	1.9%	0.0%	1.8%	-1.9%	minimal deviation
Live w/ but pay rent	3.8%	0.0%	3.5%	-3.8%	minimal deviation
Prefer no answer	4.7%	9.1%	5.0%	4.4%	minimal deviation
TOTALS	100.0%	100.0%	100.0%		
Q16: Education attained	Spanish/English				comments
	English	Spanish	Combined	deviation	
High school/GED	9.7%	54.6%	12.6%	44.9%	significant deviation
Some college	21.6%	4.5%	20.5%	-17.1%	deviation of note
2-yr college degree	14.4%	9.1%	14.1%	-5.3%	minimal deviation
Undergrad degree	20.4%	4.5%	19.4%	-15.9%	deviation of note
Grad degree	25.4%	9.1%	24.3%	-16.3%	deviation of note
Tech school	2.5%	4.5%	2.6%	2.0%	minimal deviation
Didn't finish high school	2.2%	4.5%	2.4%	2.3%	minimal deviation
Prefer no answer	3.1%	9.1%	3.5%	6.0%	minimal deviation
Other	0.6%	0.0%	0.6%	-0.6%	minimal deviation
TOTALS	100.0%	100.0%	100.0%		

### Geographic Distribution of Victorville City Library Cardholders

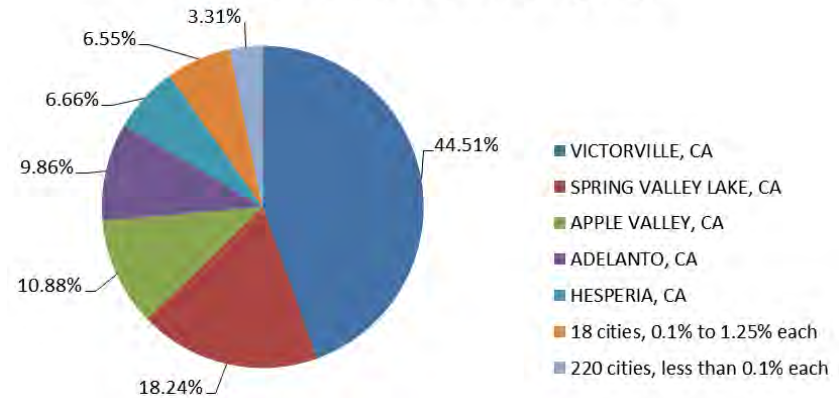
This is an early, interim report. It will be updated with visualizations on a map. 40,815 Cardholder addresses were supplied by the library. 36,801 Cardholder addresses were accepted for this analysis. (See Note 1 on preprocessing of cardholder address data.) 19,906 Cardholder households were identified.

*Distribution by City.* 246 cities were represented, including 24 cities outside of California. (See Note 2 for complete list.) Five cities cover 93.7% of cardholders and 90% of cardholder households.

City	Cardholder count	% of total Cardholders	Cardholder household count	% of total Cardholder households
Victorville	17,615	47.87%	8,860	44.51%
Spring Valley Lake	8,867	24.09%	3,631	18.24%
Apple Valley	3,159	8.58%	2,165	10.88%
Adelanto	3,140	8.53%	1,962	9.86%
Hesperia	1,703	4.63%	1,325	6.66%
(remaining 241 cities)	2,317	6.30%	1,963	9.86%



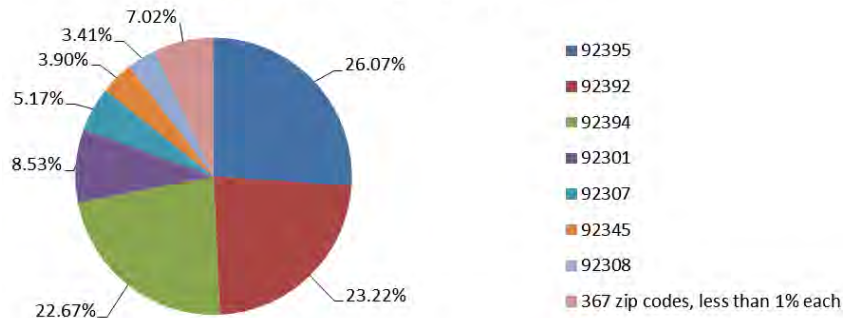
### Cardholder Households by City



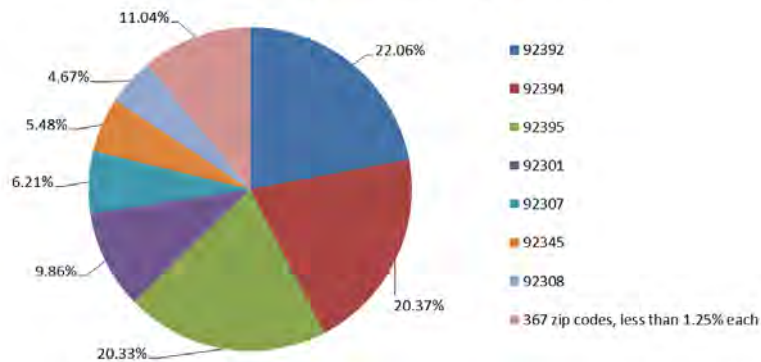
*Distribution by Zip Code.* 374 Zip codes were represented. Seven zip codes cover 93% of cardholders and 89% of cardholder households.

Zip code	Cardholder count per zip code	percent of total Cardholders	Cardholder household count per zip code	percent of total Cardholder households
92395 Victorville	9,595	26.07%	4,046	20.33%
92392 Victorville	8,544	23.22%	4,391	22.06%
92394 Victorville	8,343	22.67%	4,054	20.37%
92301 Adelanto	3,140	8.53%	1,962	9.86%
92307 Apple Valley	1,904	5.17%	1,236	6.21%
92345 Hesperia	1,437	3.90%	1,090	5.48%
92308 Apple Valley	1,255	3.41%	929	4.67%
367 zip codes, less than 1% each	2,583	7.02%	2,198	11.04%

### Cardholders by Zip Code



### Cardholder Households by Zip Code



*Distribution by Census Tract.* 811 Census tracts were represented. Sixty Census tracts include 96.3% of cardholders, and 59 Census tracts include 93.7% of cardholder households. The Census tract with the greatest percentage of total cardholders contains 11.3% of total cardholders & 11.3% of total cardholder households. (This data will be represented visually on a map.)

#### Note 1: Methodology – preprocessing cardholder address data

The address data supplied by the library was processed through the free geocoding service at the U.S. Census website:

<https://geocoding.geo.census.gov/geocoder/>

There were several reasons for this step:

1. This process compares the supplied addresses to the U.S. Census TIGER database and rejects those that do not correspond to known residential locations. These addresses would not be plottable on a map.
2. This process corrects misspelled city names or incorrect Zip codes, and returns a standardized spelling and formatting of the address. This can include details such as standardizing the abbreviation of “ST” or “RD”, correcting minor misspellings in street names, or removing an apartment number that was included in the street address field. Standardized formatting and spelling of street addresses makes it possible for an automated process to eliminate duplicates, so that a cardholder household can be counted just once even though multiple cardholders may be listed with the same address.
3. This process provides latitude / longitude coordinates corresponding to each street address, which are less costly to plot using our mapping software.
4. This process returns the census tract location for each address, allowing us to group cardholders at this level for purposes of analysis.

The addresses supplied by the library were first processed through the geocoding tool using street address plus Zip code. Those that were rejected were then processed again using street address plus city. Those that were still rejected after the second attempt were discarded for purposes of this analysis. In some cases the rejected addresses are mailing addresses using General Delivery or Post Office Boxes (or SLV boxes, for Spring Valley Lake), which are valid for mail purposes but not helpful for identifying the geographical location of **a cardholder's residence**. In other cases, the supplied addresses have misspellings or are misformatted and cannot be resolved by an automated process.

After geocoding, duplicate cardholder addresses were to create a list of cardholder households. The geographic distribution of both cardholders and cardholder households was analyzed at the levels of city, zip code, and census tract.

## Note 2: Cities with cardholders

California cities with 3 or more Cardholders

City	Card-holder count	City	Card-holder count	City	Card-holder count	City	Card-holder count
Victorville, CA	17,615	Anaheim, CA	12	Calif City, CA	5	Alta Loma, CA	3
Spring Valley Lake, CA	8,867	San Diego, CA	12	Carson, CA	5	Bellflower, CA	3
Apple Valley, CA	3,159	Yucca Valley, CA	12	Crystallaire, CA	5	Buena Park, CA	3
Adelanto, CA	3,140	City Of Industry, CA	11	Del Sur, CA	5	Canyon Country, CA	3
Hesperia, CA	1,703	Hi Vista, CA	11	El Monte, CA	5	Covina, CA	3
Barstow, CA	312	Redlands, CA	11	Grand Terrace, CA	5	El Cajon, CA	3
Phelan, CA	235	Bloomington, CA	10	Loma Linda, CA	5	Escondido, CA	3
Helendale, CA	168	Chino Hills, CA	9	Monrovia, CA	5	Garden Grove, CA	3
San Bernardino, CA	132	Hinkley, CA	9	Murrieta, CA	5	Glendora, CA	3
Oro Grande, CA	94	Inglewood, CA	9	Oxnard, CA	5	Huntington Beach, CA	3
Rancho Cucamonga, CA	94	Lakewood, CA	9	Perris, CA	5	Kagel Canyon, CA	3
Fontana, CA	93	Long Beach, CA	9	Sacramento, CA	5	Orange, CA	3
Lucerne Valley, CA	84	Twenty-nine Palms, CA	9	Azusa, CA	4	Ridgecrest, CA	3
Los Angeles, CA	75	Compton, CA	8	Bakersfield, CA	4	San Clemente, CA	3
Rialto, CA	54	Havasu Lake, CA	8	Baldwin Park, CA	4	San Dimas, CA	3
Riverside, CA	39	Newberry Springs, CA	8	Chiriaco Summit, CA	4	Santa Clarita, CA	3
Moreno Valley, CA	38	Upland, CA	8	Dockweiler, CA	4	Santa Susana, CA	3
Highland, CA	31	Big Bear City, CA	7	Duarte, CA	4	Stockton, CA	3
Pinon Hills, CA	30	Etiwanda, CA	7	Lake Arrowhead, CA	4		
Devore Heights, CA	28	Hawthorne, CA	7	Lynwood, CA	4		
Ontario, CA	28	Hemet, CA	7	Mentone, CA	4		
Palmdale, CA	25	Lancaster, CA	7	Paramount, CA	4		
Montclair, CA	24	Menifee, CA	7	West Covina, CA	4		
Chino, CA	22	Oak Glen, CA	7	Whittier, CA	4		
Pomona, CA	22	Pasadena, CA	7	Yucaipa, CA	4		
Colton, CA	17	Banning, CA	6				
Corona, CA	17	Commerce, CA	6				
Jurupa Valley, CA	15	Lake Elsinore, CA	6				
Oak Hills, CA	15	Lake Mathews, CA	6				
Wrightwood, CA	14	Norco, CA	6				
		Phillips Ranch, CA	6				

## California Cities with 2 Cardholders

Alhambra, CA	Downey, CA	Hollywood, CA	Northridge, CA	San Pedro, CA
Altadena, CA	El Toro, CA	Joshua Tree, CA	Norwalk, CA	Santa Ana, CA
Argus, CA	Fallbrook, CA	La Habra, CA	Oakland, CA	Temecula, CA
Bassett, CA	Flintridge, CA	La Quinta, CA	Oceanside, CA	Twin Peaks, CA
Beverly Hills, CA	Fullerton, CA	La Verne, CA	Orcutt, CA	Wildomar, CA
Calimesa, CA	Gardena, CA	Lakeview, CA	Palm Springs, CA	Wilmington, CA
Canoga Park, CA	Glendale, CA	Lemoore, CA	Redding, CA	Yermo, CA
Chico, CA	Hayward, CA	Lincoln Heights, CA	Reseda, CA	Yuba City, CA
Diamond Bar, CA	Highland Park, CA	Lytle Creek, CA	Rosemead, CA	

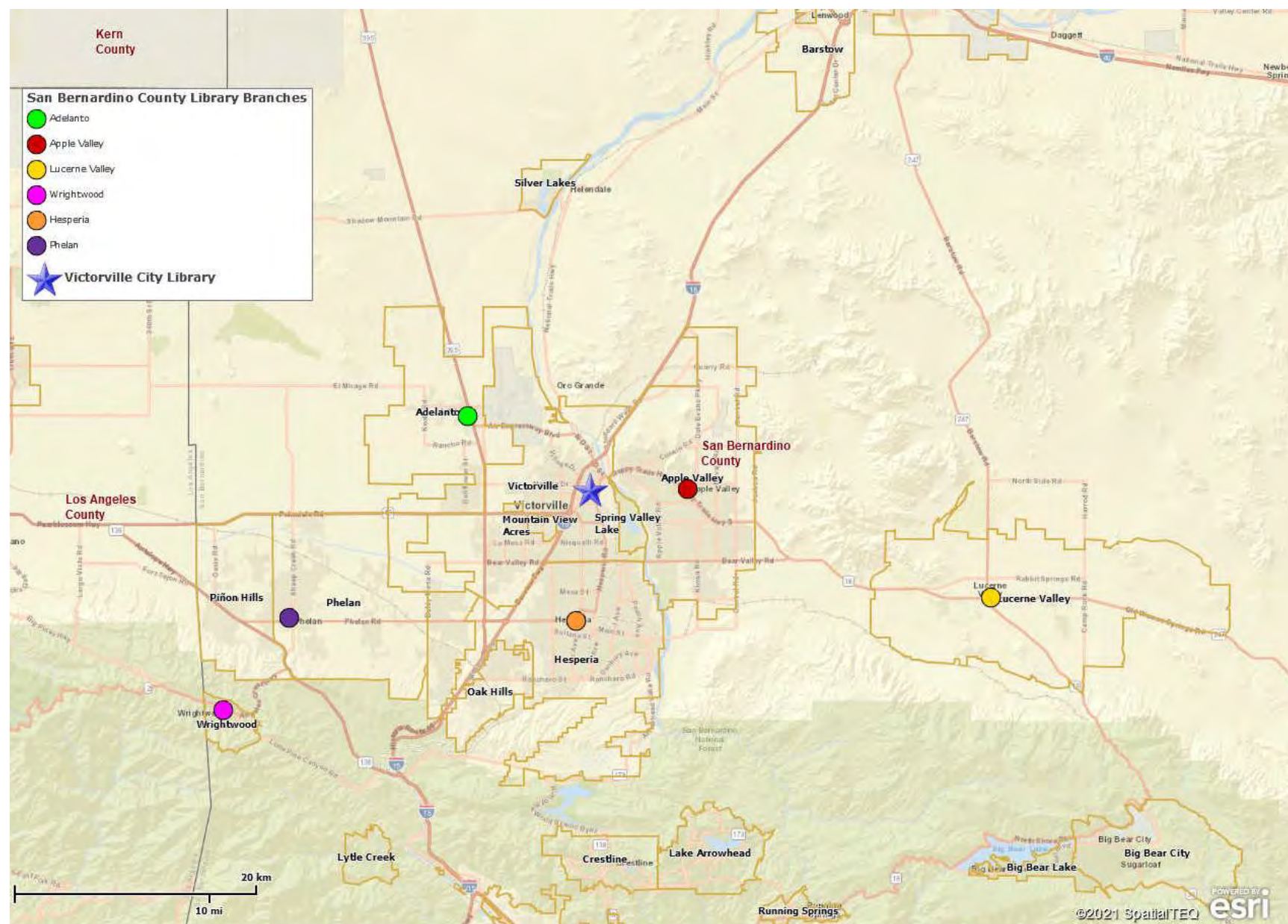
## California Cities with 1 Cardholder

Aguanga, CA	Crestline, CA	Kerman, CA	Newman, CA	Spring Valley, CA
Arleta, CA	Cypress, CA	Kingsburg, CA	Newport Beach, CA	Stanton, CA
Arroyo Grande, CA	Daggett, CA	La Mesa, CA	Nipomo, CA	Sun Valley, CA
Arvin, CA	Daly City, CA	La Mirada, CA	Palm Desert, CA	Tarzana, CA
Bell Gardens, CA	Encino, CA	Laguna Beach, CA	Palos Verdes Estates, CA	Torrance, CA
Big Bear Lake, CA	Fairfield, CA	Landers, CA	Pearblossom, CA	Tujunga, CA
Blythe, CA	Firestone Park, CA	Lathrop, CA	Placentia, CA	Van Nuys, CA
Box Canyon, CA	Fort Irwin, CA	Livermore, CA	Rio Linda, CA	Vista, CA
Brentwood, CA	Fountain Valley, CA	Lone Pine, CA	Roseville, CA	W Hollywood, CA
Cabazon, CA	Fresno, CA	Magalia, CA	San Jose, CA	Walnut Creek, CA
Campo, CA	Gilman Hot Springs, CA	March Air Reserve Base, CA	San Leandro, CA	Yorba Linda, CA
Cardiff, CA	Grass Valley, CA	Merced, CA	Santa Cruz, CA	
Cathedral City, CA	Huntington Park, CA	N Hollywood, CA	Santa Monica, CA	
Chula Vista, CA	Irvine, CA	Newhall, CA	Simi Valley, CA	

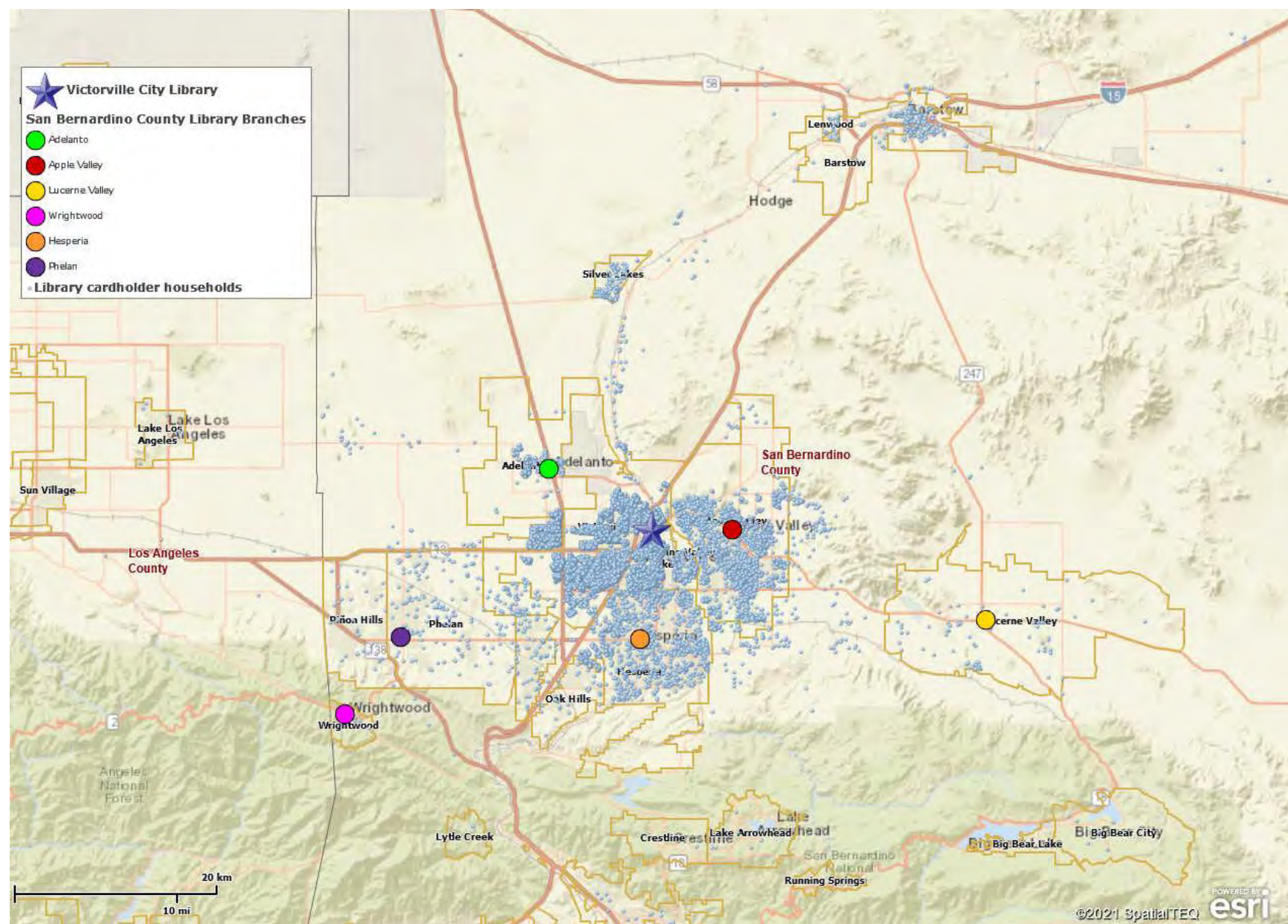
## Non-California Cities with Cardholders

City + State	Card-holder count	City + State	Card-holder count	City + State	Card-holder count	City + State	Card-holder count
Little Rock, AR	1	Idaho Falls, ID	1	Laughlin, NV	1	Jonesborough, TN	1
Kingman, AZ	2	Chicago, IL	1	Pahrump, NV	1	Houston, TX	1
Holbrook, AZ	1	Ellicott City, MD	1	Reno, NV	1	Midway, UT	1
Phoenix, AZ	1	Parsippany, NJ	1	Gold Hill, OR	1	Culpeper, VA	1
Carrollton, GA	1	Henderson, NV	2	North Huntingdon, PA	1	Mendon, VT	1
Earling, IA	1	Las Vegas, NV	2	Cordova, TN	1	Otis Orchards, WA	1

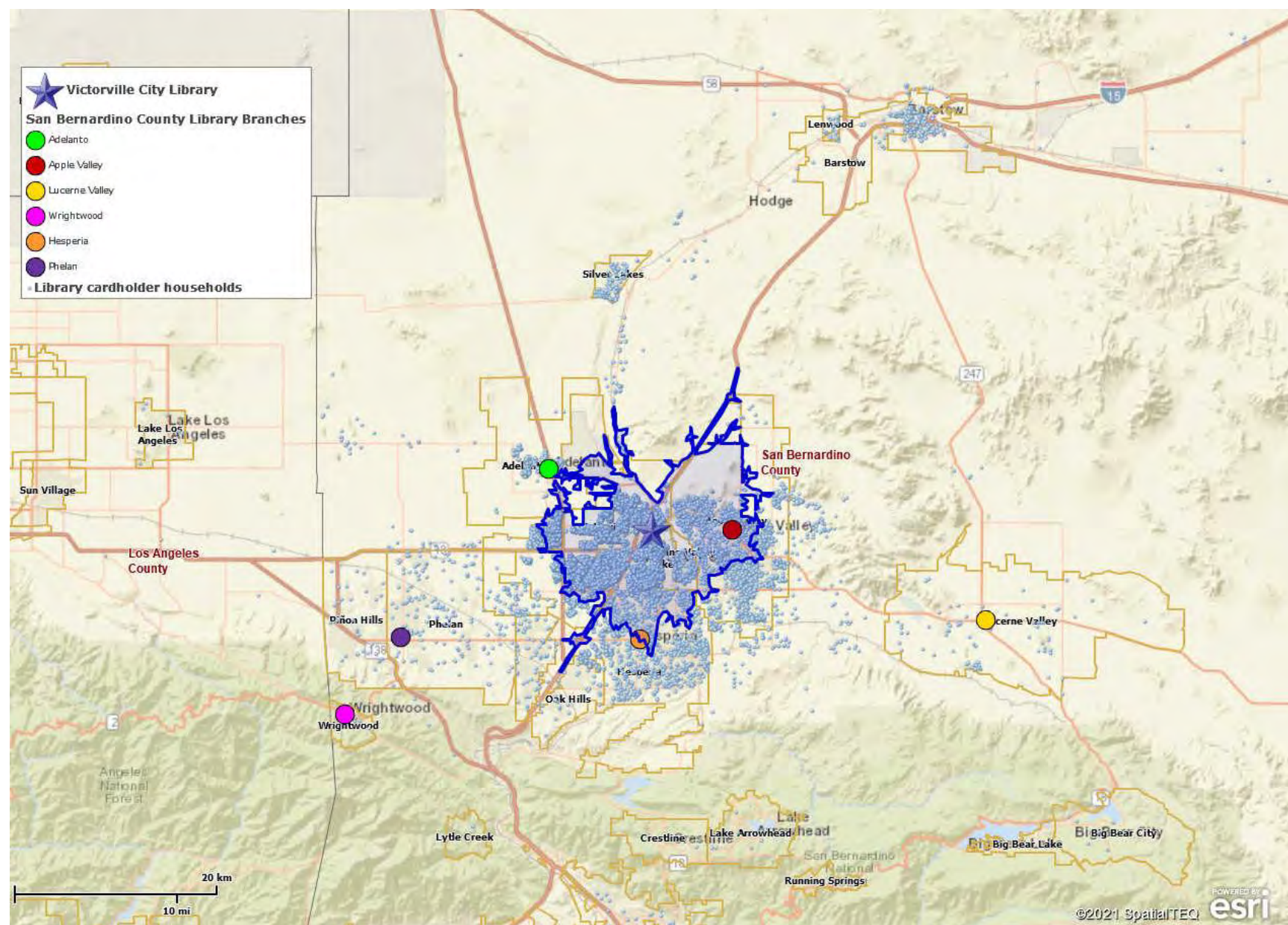
This map depicts the locations of the Victorville City Library (VCL) and six library branches of the San Bernardino County Library system.



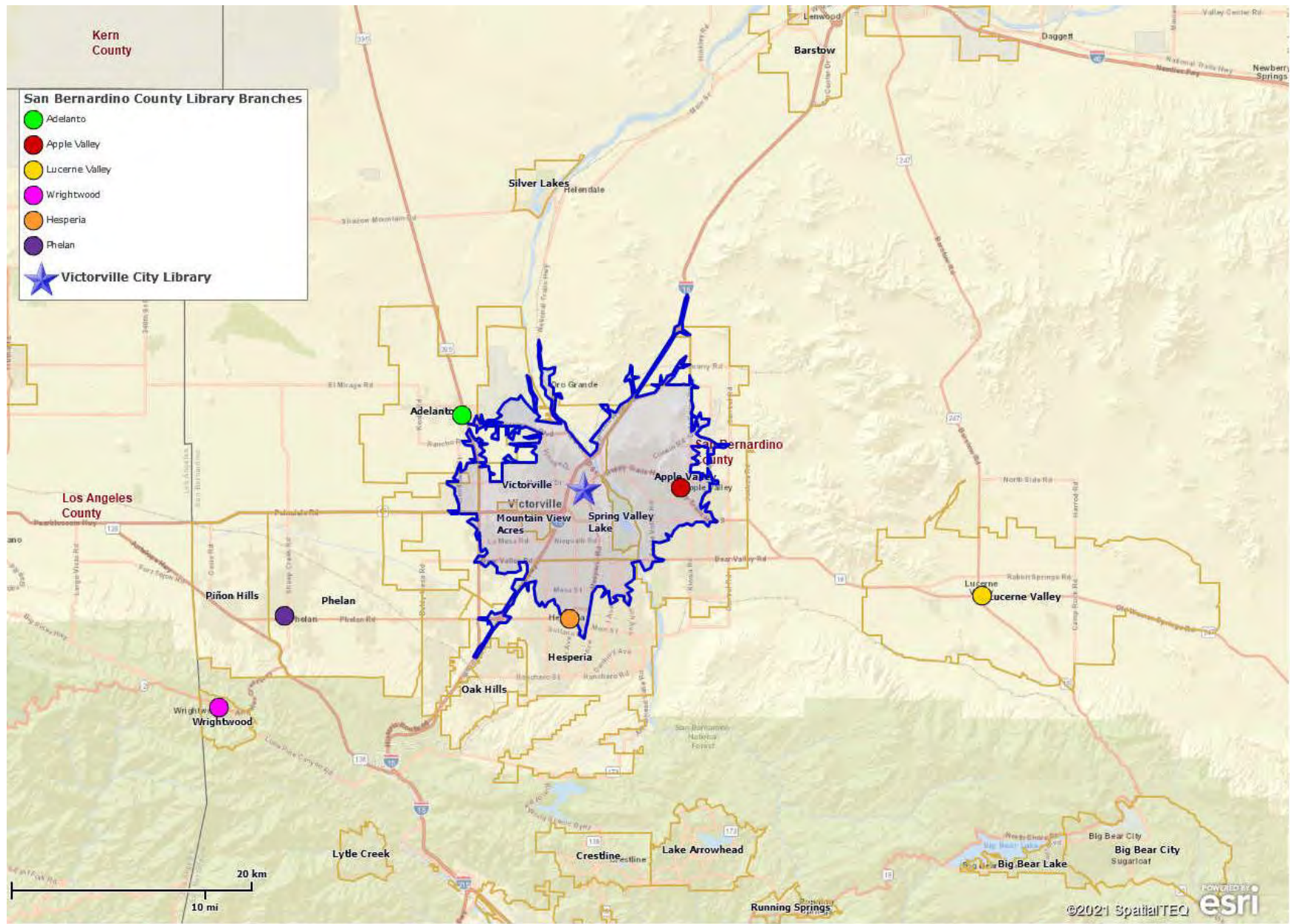
This map locates all of the valid Library Cardholder households of the Victorville City Library using small light blue dots to represent each household.



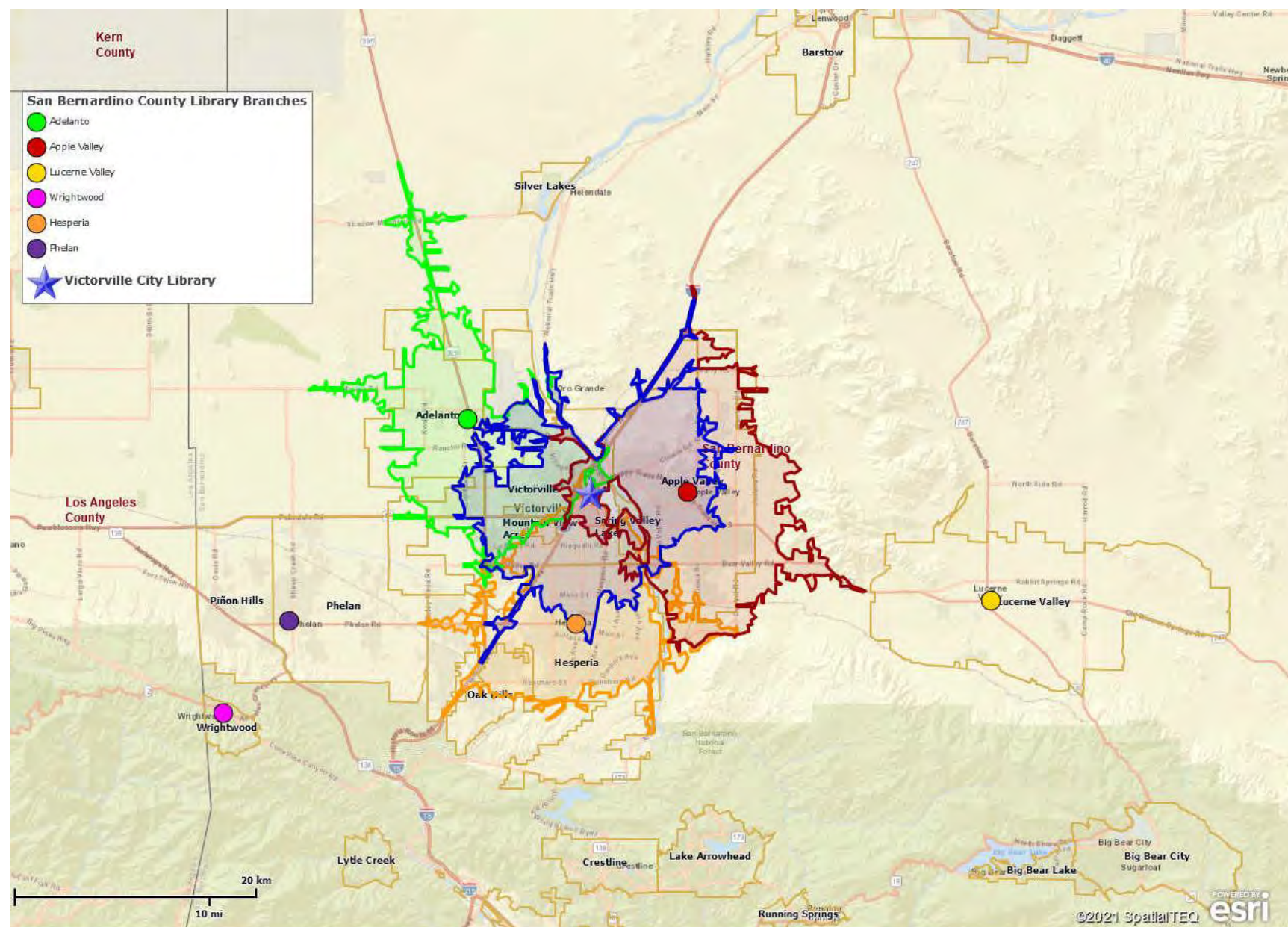
This map depicts the 14-minute Drive-Time Service Area for the Victorville City Library, within which 75% of Cardholder households reside.



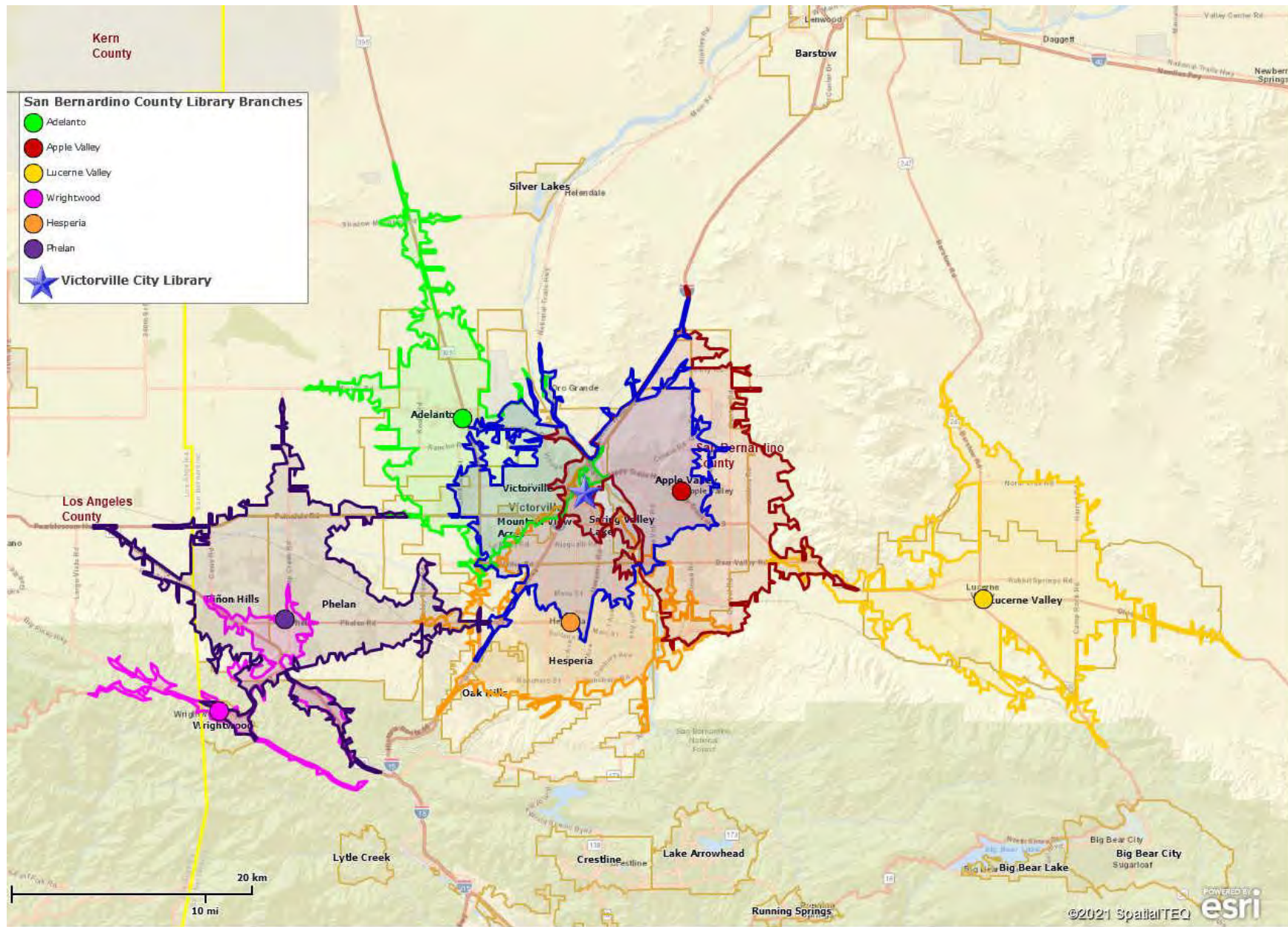
For clarity, this map depicts the 14-minute Drive-Time Service Area for the Victorville City Library, but without the light blue Cardholder household dots.



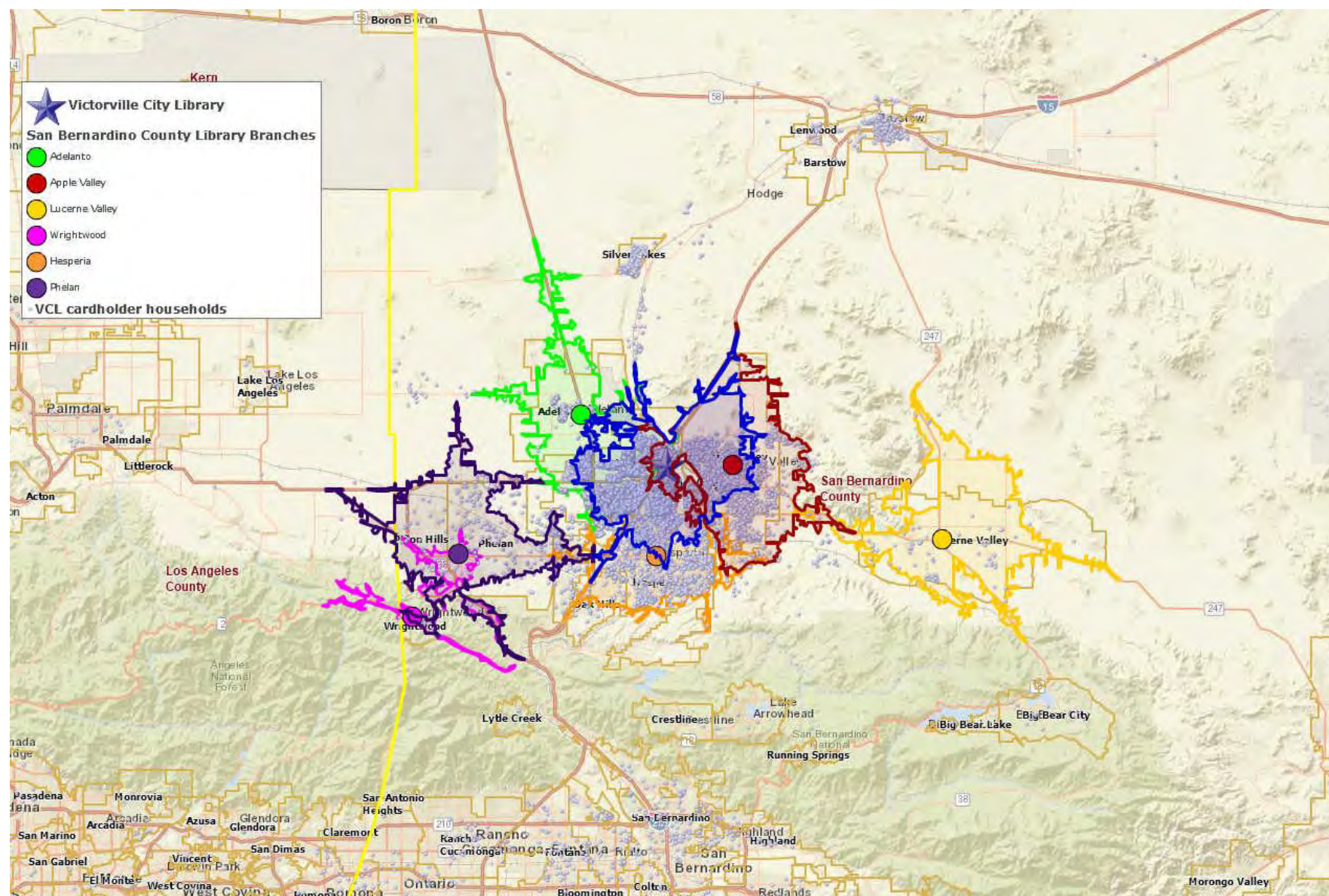
This map depicts a 14-minute Drive-Time Service Area for the libraries in Adelanto, Apple Valley, Hesperia, and Victorville – showing overlapping service.



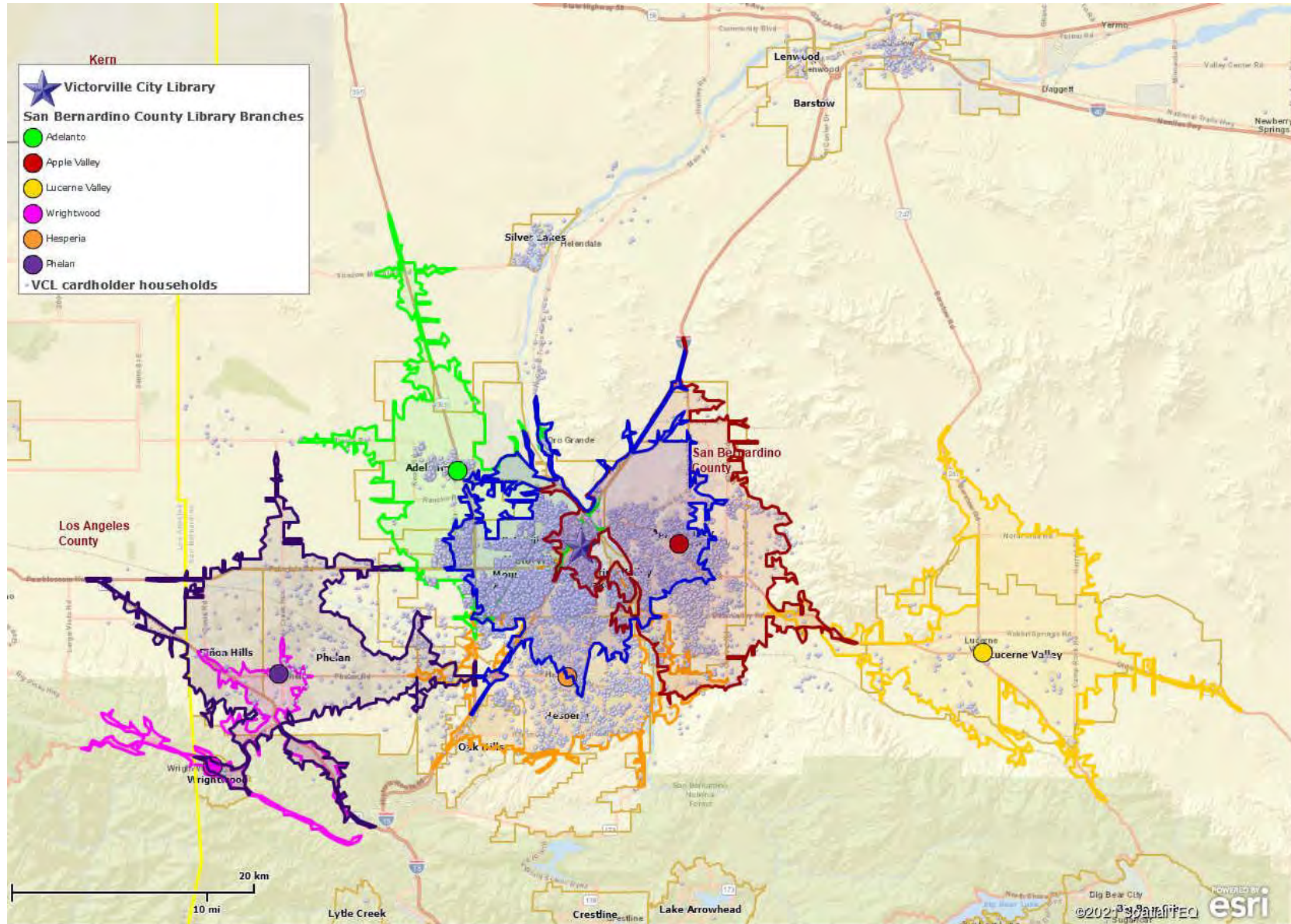
This map depicts 14-minute Drive-Time Service Areas for the Victorville City Library and the six library branches of the San Bernardino County Library (SBCL).



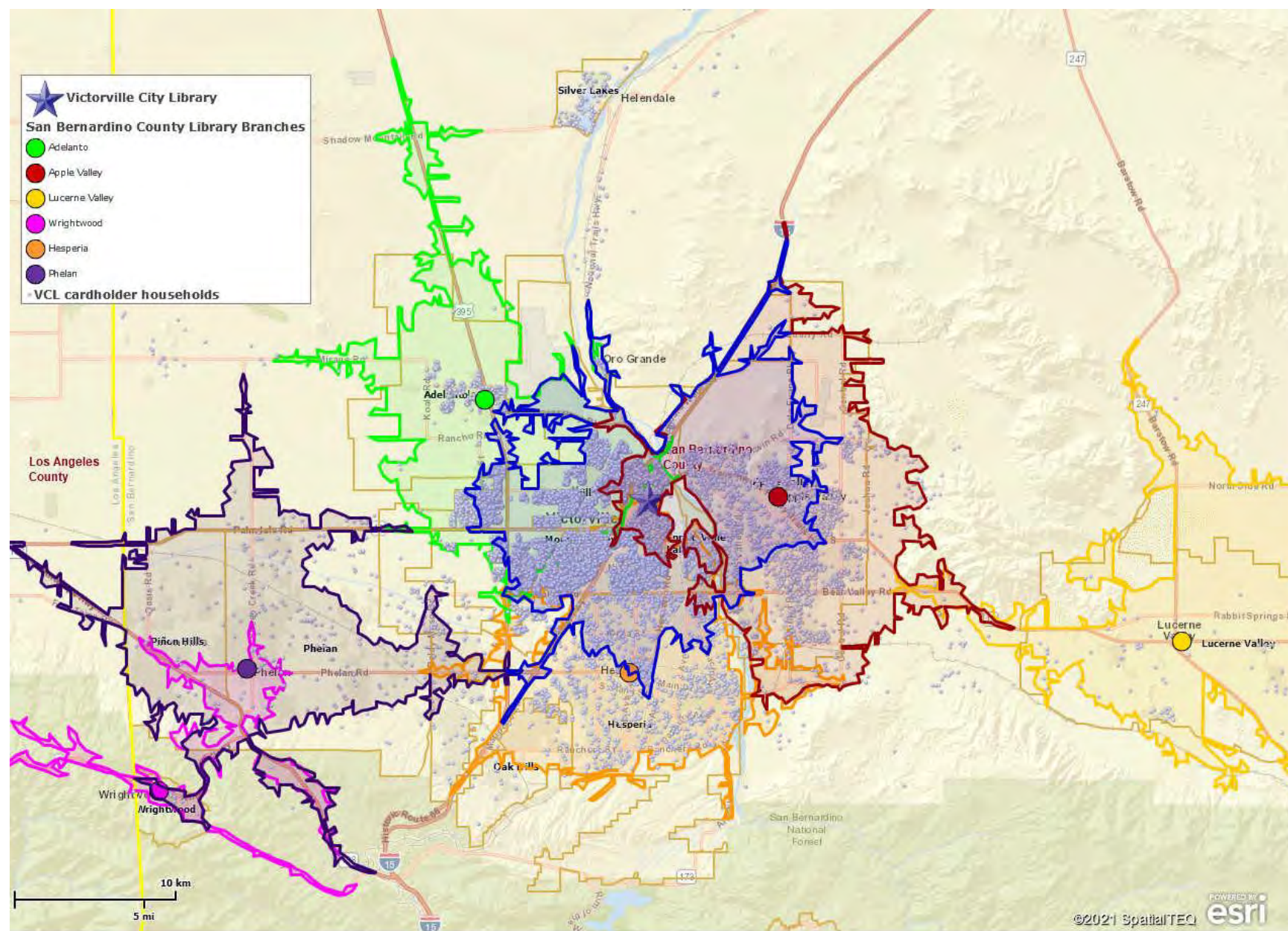
This map depicts 14-minute Service Areas for Victorville and the six SBCL branches, showing VCL Cardholder household dots in each service area and beyond.



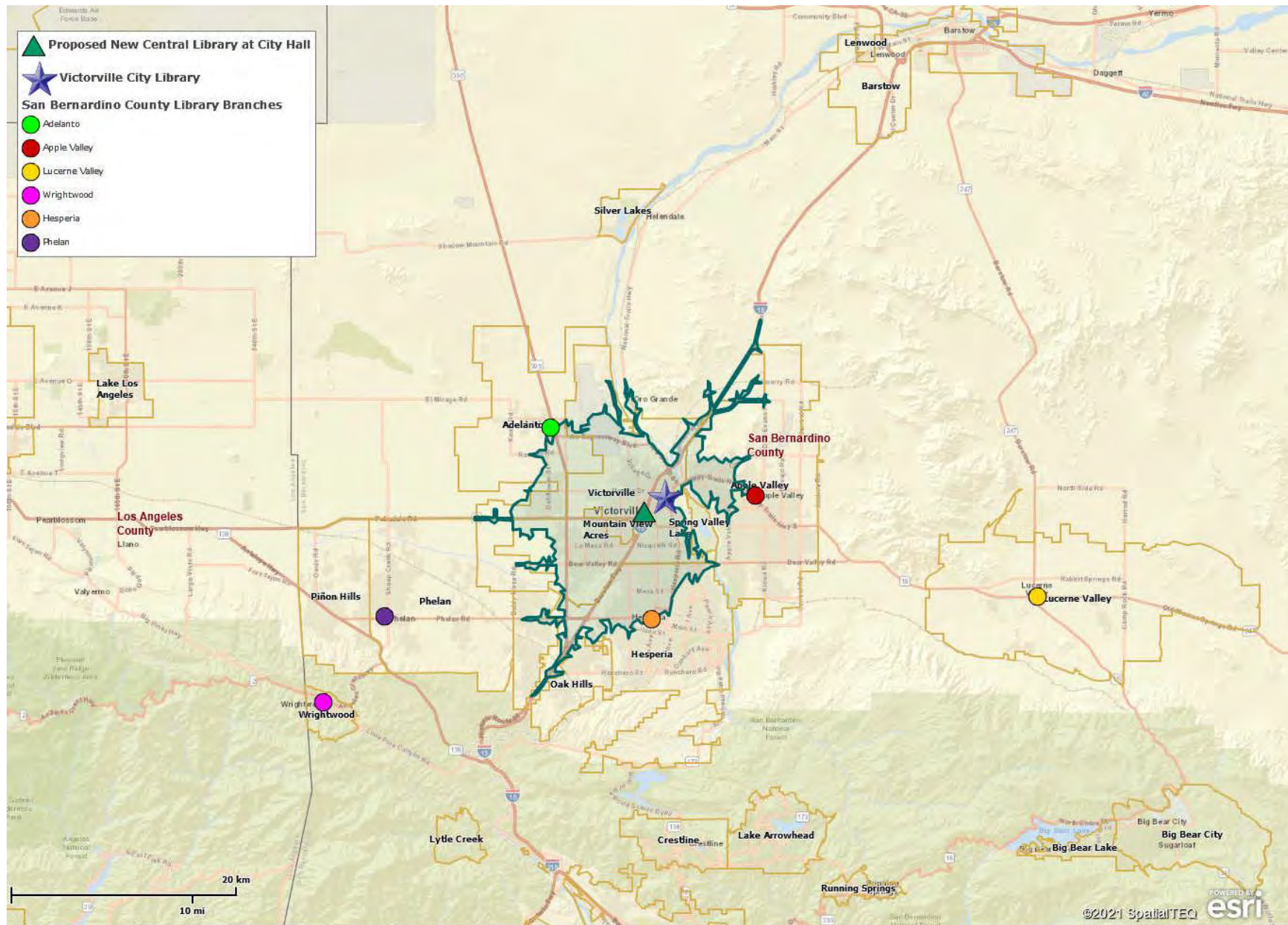
This map zooms in on the 14-minute Service Areas for all libraries, again showing VCL Cardholder household dots in each service area and as far away as Barstow.



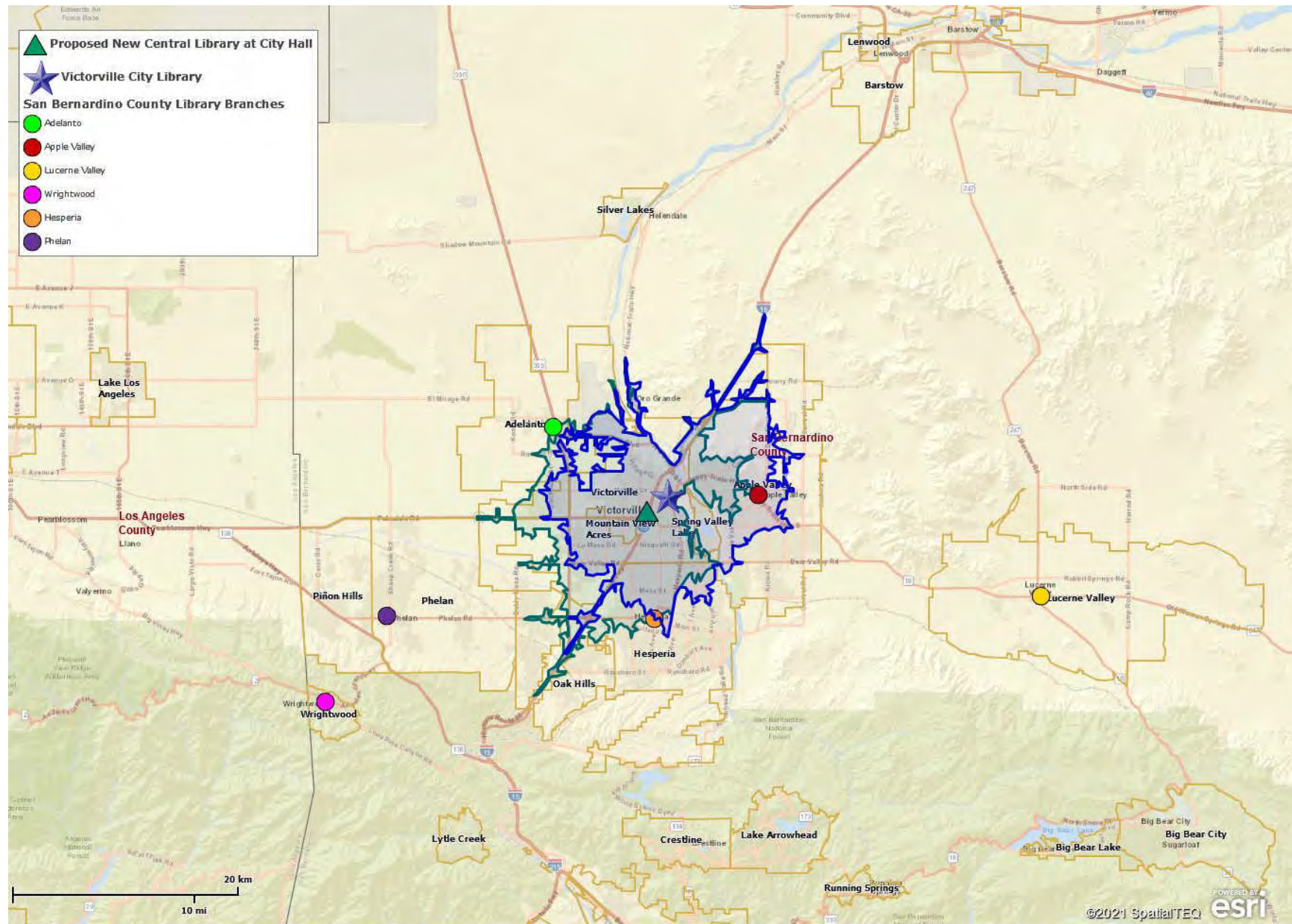
This map zooms in even closer to the 14-minute Service Areas for all seven libraries, showing VCL Cardholder household locations in each service area.



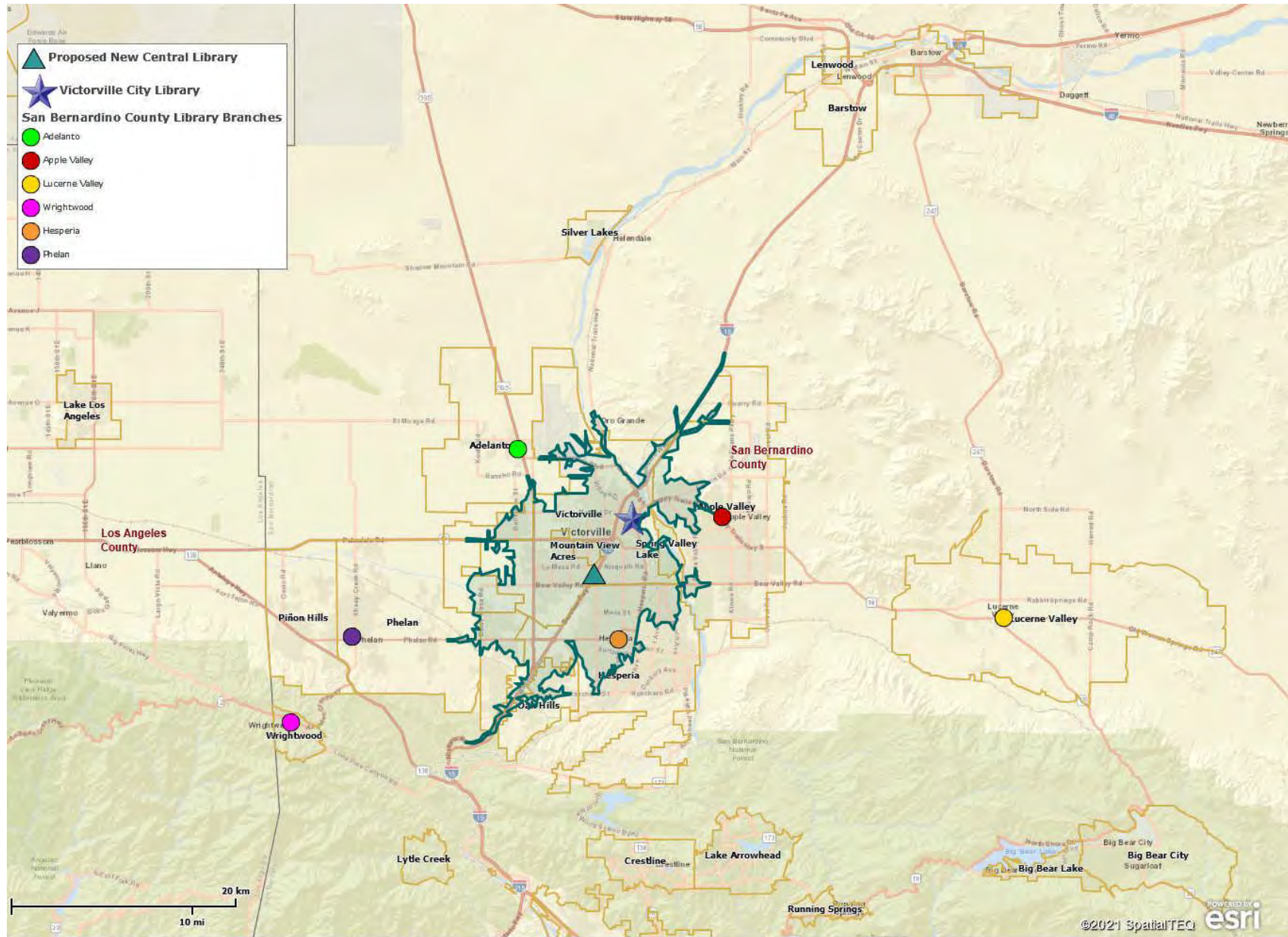
This map depicts a 14-minute Drive-Time Service Area for around a potential location for a new Victorville Central Library.



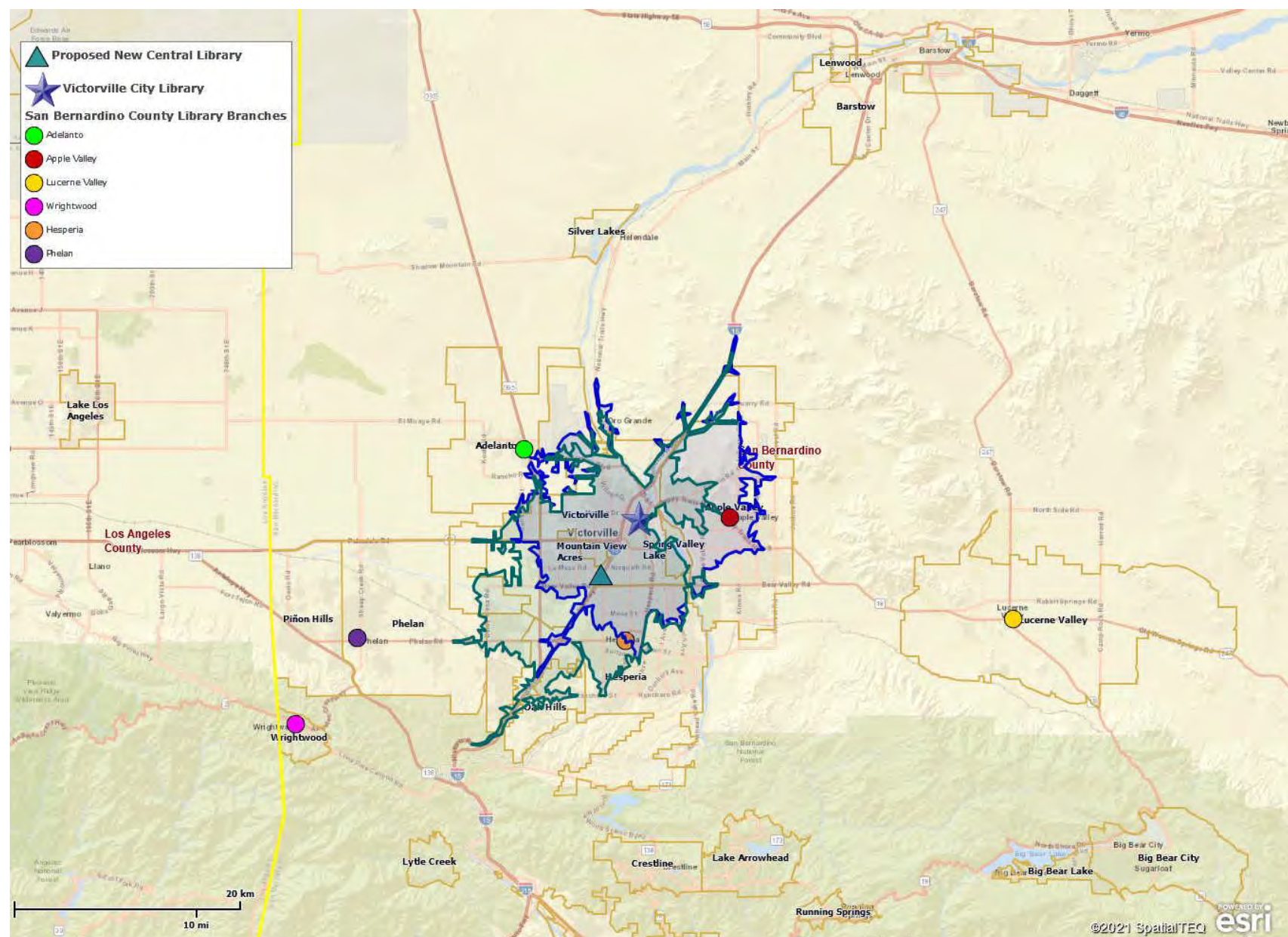
This map depicts 14-minute Drive-Time Service Areas around both the potential new Central Library and the existing City Library, showing overlap in service.



This map depicts a 14-minute Drive-Time Service Area for around a second potential location for a new Victorville Central Library.



This map depicts 14-minute Drive-Time Service Areas around both the alternative new Central Library and existing City Library, showing less overlap and more reach.



<b>Functional Assessment of the Victorville City Library</b>					<i>submitted by Godfrey's Associates, Inc. February 26 &amp; 27, 2021</i>	
	VCL Consultant 1	VCL Consultant 2	VCL Consultant 3		VCL Average	
<b>EXTERIOR (5)</b>						<b>assessment standards:</b>
Overall Design/Appeal	3.6	3.7	0.0		3.7	overall quality
Landscaping/Grounds	4.0	2.6	0.0		3.3	quality of planting, quality of maintenance
Informational Signage	2.5	1.0	0.0		1.8	e.g. hours open, messaging, parking, book drop
Lighting	4.0	3.2	0.0		3.6	adequate for safety & security, accents
Clearly Defined Entrance	4.5	3.0	0.0		3.8	how obvious is the main entrance location?
<b>PARKING (4)</b>						
Access/Egress at Parking	2.0	4.0	0.0		3.0	easy in/easy out
Availability of Parking	5.0	4.0	0.0		4.5	adequate quantity, clear paths to entrance
Availability of Bus Parking	2.5	0.1	0.0		1.3	dedicated school bus parking space(s)/area(s)
Drive-Up Book Drop/Pick-Up	2.5	1.0	0.0		1.8	ease of one way access/exit, traffic flow
<b>INTERIOR (9)</b>						
Entrance Vestibule	1.5	1.0	0.0		1.3	adequate size, weather-resistance
Entrance Lobby	1.0	3.0	0.0		2.0	adequate size, exhibit, durability of materials
Public Restrooms	2.5	1.0	0.0		1.8	adequate fixture quantity, location, cleanliness
Signage: Wayfinding	1.8	1.0	0.0		1.4	appropriate amount, location, visibility
Signage: Electronic Message	0.0	0.0	0.0		0.0	location, visibility, content
Signage: Shelving	2.2	1.2	0.0		1.7	end of range, merchandising, special shelf
Condition of Finishes	3.8	1.5	0.0		2.7	floors, walls, doors, window treatments, ceilings
Condition of Furnishings	2.8	3.0	0.0		2.9	tables, seating, workstations
Condition of Equipment	2.4	2.5	0.0		2.5	shelving, book trucks, technology
<b>CUSTOMER SERVICE DESK AREA (5)</b>						
Visibility/Welcoming	3.2	2.0	0.0		2.6	appropriate size, location, visibility to/from
Accessibility	4.2	2.5	0.0		3.4	wheelchair/child height station
Staff Workspace	2.5	2.7	0.0		2.6	at desk, behind desk, customer holds
Proximity of Delivery Area	4.0	5.0	0.0		4.5	access to/from workroom
Self-Check Availability	0.0	0.0	0.0		0.0	location, visibility, adequate queuing space

<b>Functional Assessment of the Victorville City Library</b>	<b>VCL Consultant 1</b>	<b>VCL Consultant 2</b>	<b>VCL Consultant 3</b>	<b>VCL Average</b>	<i>submitted by Godfrey's Associates, Inc. February 26 &amp; 27, 2021</i>
<b>ADULT AREA (14)</b>					
Warmth/Appeal Factor	2.4	1.0	0.0	1.7	overall quality
Customer Service Points	2.5	4.0	0.0	3.3	appropriate size, location, visibility to/from
Merchandising/Display	2.0	1.1	0.0	1.6	quality, location
Shelving Density	3.1	2.5	0.0	2.8	appropriate height & aisle space
Shelving Capacity (% full)	1.0	0.3	0.0	0.7	80% full = maximum acceptable
Table Seating	2.8	3.0	0.0	2.9	include bench seats here
Comfortable Seating	0.8	0.2	0.0	0.5	lounge seats/sofas, ergonomic office chairs
Computers: Desktop (1 user)	4.0	3.3	0.0	3.7	quantity, adequate workspace
Computers: Collaborative	0.0	0.0	0.0	0.0	quantity, adequate workspace, adequate seats
Computers: Express	4.0	2.0	0.0	3.0	quantity, location
Computers: PAC	0.8	1.1	0.0	1.0	quantity & convenient locations
Lighting	3.7	3.1	0.0	3.4	quality, quantity, user control, staff control
Periodicals Area	0.4	1.1	0.0	0.8	appropriate shelving & seating
Research/Reference Area	0.0	0.0	0.0	0.0	appropriate shelving, seating, database access
<b>TEEN AREA (12)</b>					
WOW/Appeal Factor	0.4	0.1	0.0	0.3	overall quality
Customer Service Points	0.0	0.0	0.0	0.0	appropriate size, location, visibility to/from
Merchandising/Display	0.6	0.2	0.0	0.4	quality, location
Shelving Density	2.9	2.0	0.0	2.5	appropriate height & aisle space
Shelving Capacity (% full)	0.8	0.2	0.0	0.5	80% maximum = acceptable
Table Seating	1.3	0.5	0.0	0.9	include bench seats here
Comfortable Seating	0.0	0.0	0.0	0.0	lounge seats, ergonomic office chairs
Computers: Desktop (1 user)	0.0	0.0	0.0	0.0	quantity, adequate workspace
Computers: Collaborative	0.0	0.0	0.0	0.0	quantity, adequate workspace, adequate seats
Computers: Express	0.0	0.0	0.0	0.0	quantity, location
Computers: PAC	0.0	0.0	0.0	0.0	quantity & convenient locations
Lighting	3.7	3.1	0.0	3.4	quality, quantity, user control, staff control

<b>Functional Assessment of the Victorville City Library</b>	<b>VCL Consultant 1</b>	<b>VCL Consultant 2</b>	<b>VCL Consultant 3</b>		<b>VCL Average</b>	<i>submitted by Godfrey's Associates, Inc. February 26 &amp; 27, 2021</i>
<b>CHILDREN'S AREA (17)</b>						
<b>Delight/Appeal Factor</b>	1.6	4.0	0.0		2.8	overall quality
<b>Customer Service Points</b>	2.2	4.0	0.0		3.1	appropriate size, location, visibility to/from
<b>Merchandising/Display</b>	3.0	2.7	0.0		2.9	quality, location
<b>Shelving Density</b>	4.0	0.2	0.0		2.1	appropriate height & aisle space
<b>Shelving Capacity (% full)</b>	0.9	0.5	0.0		0.7	80% maximum = acceptable
<b>Appropriate Seating (by size)</b>	1.2	2.5	0.0		1.9	variety, age-appropriate
<b>Table Seating</b>	2.2	3.2	0.0		2.7	include bench seats here
<b>Comfortable Seating</b>	3.2	1.2	0.0		2.2	lounge seats, ergonomic office chairs
<b>Read-to-Me Seating</b>	1.0	0.4	0.0		0.7	lounge furniture/sofas
<b>Computers: Desktop (1 user)</b>	1.0	1.2	0.0		1.1	quantity, adequate workspace
<b>Computers: Collaborative</b>	0.0	0.0	0.0		0.0	quantity, adequate workspace
<b>Computers: PAC</b>	0.0	0.0	0.0		0.0	quantity & convenient locations
<b>Lighting</b>	3.1	4.0	0.0		3.6	quality, quantity, user control, staff control
<b>Age-Segregation</b>	0.2	1.5	0.0		0.9	location in building, adequate separation
<b>Age-Segmentation</b>	0.8	0.2	0.0		0.5	pre-school/lower grades/upper grades
<b>Story Time Room</b>	1.2	0.6	0.0		0.9	dedicated, appropriate size, stroller parking
<b>Craft Space</b>	0.0	0.0	0.0		0.0	dedicated, sink, supply storage, ease of clean-up
<b>GATHERING SPACES (6)</b>						
<b>Meeting Rooms</b>	0.0	0.0	0.0		0.0	appropriate size, table/chair storage
<b>Conference Rooms</b>	1.8	0.1	0.0		1.0	appropriate size, table/chairs
<b>Group Study Rooms</b>	0.0	0.0	0.0		0.0	appropriate size & seating, visibility
<b>Quiet Study Rooms</b>	0.0	0.0	0.0		0.0	appropriate size & seating, visibility
<b>Tutoring Rooms/Stations</b>	0.6	0.1	0.0		0.4	appropriate size & seating, visibility
<b>In-Room Technology</b>	2.1	1.0	0.0		1.6	projector, screen/monitor, connections

<b>Functional Assessment of the Victorville City Library</b>	<b>VCL Consultant 1</b>	<b>VCL Consultant 2</b>	<b>VCL Consultant 3</b>		<b>VCL Average</b>	<i>submitted by Godfrey's Associates, Inc. February 26 &amp; 27, 2021</i>
<b>AMENITIES (6)</b>						
Café Vending	0.0	0.0	0.0		<b>0.0</b>	quality, variety, energy management
Café Seating	0.0	0.0	0.0		<b>0.0</b>	adequate/appropriate tables, chairs
Print/Copy/Scan/Fax	4.1	3.2	0.0		<b>3.7</b>	location, multi-functionality, accessibility
E-commerce	0.0	0.0	0.0		<b>0.0</b>	locations, ease of use
Reservation Stations	2.5	2.5	0.0		<b>2.5</b>	for computers & gathering spaces
Recharging Stations	0.0	0.0	0.0		<b>0.0</b>	for mobile devices/laptops
<b>STAFF AREAS (8)</b>						
Supervisory Offices	2.2	2.5	0.0		<b>2.4</b>	enclosed offices
Staff Workstations	2.1	2.0	0.0		<b>2.1</b>	cubicles
Staff Work/Support Space	1.7	1.0	0.0		<b>1.4</b>	layout space, shelving, book truck parking
Adequate Storage Space	2.3	0.3	0.0		<b>1.3</b>	appropriately enclosed and/or open
Automation Technology	0.0	0.0	0.0		<b>0.0</b>	materials handling, RFID
Lighting	2.5	4.0	0.0		<b>3.3</b>	quality, quantity, user control
Staff/Delivery Entrance	3.9	3.0	0.0		<b>3.5</b>	adequate size, proximity to staff parking
Staff Breakroom	1.2	0.2	0.0		<b>0.7</b>	adequate seating & amenities
<b>SAFETY/SECURITY (6)</b>						
Acoustics	4.0	3.0	0.0		<b>3.5</b>	overall quality
Condition of Corridors/Stairs	2.5	2.5	0.0		<b>2.5</b>	pathway clearances
Public Address System	0.0	0.0	0.0		<b>0.0</b>	coverage, functionality
Building Accessibility	3.1	3.4	0.0		<b>3.3</b>	ADA compliant, barrier free, user-friendliness
Building Safety/Security	3.9	2.1	0.0		<b>3.0</b>	code compliant, security system functionality
Sightlines	3.8	3.2	0.0		<b>3.5</b>	clear views from service points to all areas
<b>TOTAL SCORE (92)</b>	<b>169.6</b>	<b>138.1</b>	<b>0.0</b>		<b>153.9</b>	
<b>FACILITY RATING</b>	<b>1.84</b>	<b>1.50</b>	<b>0.00</b>		<b>1.67</b>	

0.01 - 1.00	Poor	<b>Ratings Key</b>
1.01 - 2.00	Fair	
2.01 - 3.00	Average	
3.01 - 4.00	Good	
4.01 - 5.00	Excellent	

Ratings represent the assessment of conditions present on February 26, 2021

nasf: 7,570.7  
built: 1973

bgsf: 8,229.0  
addition: 2006

red text = Godfrey's to verify information

# **Retrofit the Building Systems**

element		weight		square		unit		3.71 overall facility rating
code	element	rating	factor	footage		cost	total cost	comments
A1010	Foundations	5.0	0%	8,229	bgsf	\$12.08	\$0	
B1010	Floor slabs	5.0	0%	8,229	bgsf	6.84	0	
B1020	Superstructure	5.0	0%	8,229	bgsf	33.00	0	
B2010	Exterior walls	4.0	20%	8,229	bgsf	21.39	35,201	repair stucco, paint all exterior stucco & masonry
B2020	Exterior windows	2.0	60%	8,229	bgsf	11.92	58,862	install insulated glass in original portion of the building, add windows throughout
B2030	Exterior doors	4.7	6%	8,229	bgsf	7.13	3,520	install tempered glass in original entrance doors
B3010	Roofing	0.0	110%	8,229	bgsf	18.95	171,518	install new roof, multiple leaks apparent at ceiling have needed to be patched
C1010	Interior partitions	4.8	4%	7,571	nasf	4.40	1,332	patch minor dents where they exist
C1020	Interior doors & frames	5.0	0%	7,571	nasf	5.98	0	
C1020	Interior door hardware	5.0	0%	7,571	nasf	4.44	0	
C1030	Toilet partitions	N/A	0%	7,571	nasf	0.28	0	
C1030	Toilet accessories	4.6	8%	7,571	nasf	1.30	786	install fold-down baby changing table in one public restroom
C2010	Railings	5.0	0%	8,229	bgsf	7.69	0	
C2010	Ramps	5.0	0%	8,229	bgsf	1.65	0	
C2010	Ladders	5.0	0%	8,229	bgsf	0.47	0	
C3010	Wall finishes	4.7	6%	7,571	nasf	4.70	2,133	repaint patched dents where they exist
C3020	Floor finishes	4.6	8%	7,571	nasf	5.43	3,288	add carpet tile over VCT in Staff Workroom & Break Room
C3030	Ceiling finishes	3.0	40%	7,571	nasf	4.62	14,005	replace all ceiling tiles
D2010	Plumbing fixtures	4.9	2%	7,571	nasf	3.53	534	add drain pipe covers per ADA
D2020	Domestic water distribution	5.0	0%	8,229	bgsf	2.53	0	
D2020	Domestic water heaters	5.0	0%	8,229	bgsf	0.37	0	
D2030	Sanitary collection	5.0	0%	8,229	bgsf	1.69	0	
D2040	Storm water collection	5.0	0%	8,229	bgsf	2.60	0	
D3030	Compressors/condensers	5.0	0%	8,229	bgsf	3.01	0	
D3040	Refrigerant distribution	5.0	0%	7,571	bgsf	0.68	0	
D3040	Air handling equipment	5.0	0%	8,229	bgsf	10.44	0	
D3040	HVAC ductwork	5.0	0%	7,571	nasf	5.99	0	
D3040	Ventilation	5.0	0%	7,571	nasf	2.86	0	
D3050	Rooftop package units	5.0	0%	8,229	bgsf	7.53	0	included in D3040 Air handling equipment
D3050	HVAC diffusers	4.8	4%	7,571	nasf	1.71	517	clean all existing grilles
D3060	Building energy management	0.0	110%	7,571	nasf	4.44	36,988	install new system with central monitoring capabilities
D3060	Local temperature controls	4.7	6%	7,571	nasf	0.68	307	install security covers at all public thermostats
D4010	Fire protection system	0.0	110%	8,229	bgsf	5.73	51,895	install dry-pipe system throughout the entire building
D5010	Electrical service equipment	5.0	0%	8,229	bgsf	2.90	0	
D5010	Distribution panels	5.0	0%	8,229	bgsf	5.04	0	
D5010	Branch power distribution	5.0	0%	8,229	bgsf	3.38	0	
D5020	Lighting fixtures	0.8	84%	7,571	nasf	4.94	31,383	replace fluorescent fixtures with LEDs
D5020	Emergency lighting	4.0	20%	7,571	nasf	1.27	1,921	replace existing exit signs with code-compliant exit lights
D5020	Convenience receptacles	2.0	60%	7,571	nasf	4.09	18,574	augment existing system capacity
D5030	Data infrastructure	4.0	20%	8,229	bgsf	5.54	9,121	augment existing Wi-Fi capacity
D5030	Public address system	0.0	110%	7,571	nasf	2.19	18,200	install new system
D5030	Building security system	0.0	110%	8,229	bgsf	1.62	14,637	replace keypad system with card reader system
D5040	Fire alarm system	5.0	0%	8,229	bgsf	2.57	0	
D5040	Emergency power	5.0	0%	8,229	bgsf	2.44	0	existing UPS
E2010	Casework	4.2	16%	7,571	nasf	2.76	3,348	modify kitchen counter in Staff Breakroom for ADA access
E2010	Millwork	4.4	12%	7,571	nasf	8.83	8,019	refinish all existing woodwork at Circulation & Reference Desks
E2020	Furniture	4.0	20%	7,571	nasf	21.63	32,750	refinish all wood furniture, repair damage to select pieces
E2020	Equipment	4.2	16%	7,571	nasf	11.59	14,039	replace select flat shelves w/ tilt shelves
E2020	Signage	0.0	110%	8,229	bgsf	6.25	56,552	install new signage in all areas & merchandising signage at all shelving
G2010	Roadways	0.0	110%	8,229	bgsf	2.68	24,217	repair private road at Circle Drive
G2020	Parking Lots	0.0	110%	8,229	bgsf	5.48	49,632	repave the entire parking lot with new asphalt & restripe
G2030	Pedestrian Paving	5.0	0%	8,229	bgsf	2.59	0	
G2040	Site Development	4.0	20%	8,229	bgsf	2.09	3,435	address minor soil erosion around building foundation
G2050	Landscaping/hardscape	4.0	20%	8,229	bgsf	4.45	7,331	install drip irrigation system at all planting beds
G3000	Site Utilities	5.0	0%	8,229	bgsf	5.06	0	
Z1010	Handicapped access	4.0	20%	8,229	bgsf	8.09	13,306	address casework, egress
Percentage of new construction		30.7%	New Building Cost/SF			\$323.49	\$687,352	Sub-Total Retrofit Cost
Cost per square foot		\$99.23	Contractor overhead/profit			\$129,222	\$816,574	Total Retrofit Cost
Overall facility rating (including OH & P)		3.47	Furniture & equipment			\$39.47	\$103,341	
			Total Cost w/out FF&E			\$284.03	\$713,233	

## Appendix 6.5

Godfrey's Associates, Inc.

Projected Space Requirements per Planning Guidelines		Building: 8,229 SF Victorville City Library, Victorville, California							BAW January 25, 2021									
functional component		Population Served:		122,385	122,385	128,366	133,765	138,554	142,548									
personnel/space designation		space code	square feet	existing	2020	2025	projected	2030	2035	2040	existing	2020	2025	projected	2030	2035	2040	notes
CIRCULATION:				110,147	122,385	200,251	267,530	277,108	285,096		2020	2020	2025	2030	2035	2040	existing 2020 circulation is an estimate by the Consultants	
personnel/workstations		unit area	x	number of units							net square footage		3.4%	3.4%	3.4%	3.4%		
City Librarian	PO-E	150		1.00	1.00	1.00	1.00	1.00	1.00	1.00	150	150	150	150	150	150	1.35 Librarian FTE for Children, 1.25 for Teens	
Youth Librarian	SPO-H	48		0.00	0.00	2.00	2.00	2.00	2.00	2.00	0	0	96	96	96	96		
Adult Librarian	SPO-H	48		0.00	0.00	3.00	3.00	3.00	3.00	3.00	0	0	144	144	144	144		
Library Coordinators	SPO-H	48		2.00	2.00	2.00	2.00	2.00	2.00	2.00	96	96	96	96	96	96		
Library Aides	SPO-I	36		6.38	6.38	5.00	5.00	5.00	5.00	5.00	252	252	180	180	180	180		
Library Clerks	SPO-J	24		2.80	2.80	2.80	2.80	2.80	2.80	2.80	72	72	72	72	72	72		
Custodian	SPO-I	36		0.00	0.00	1.00	1.00	1.00	1.00	1.00	0	0	36	36	36	36		
TOTAL FTE PERSONNEL:				12.18	12.18	16.80	16.80	16.80	16.80	16.80	570	570	774	774	774	774		
Volunteer	SPO-J	24		2.00	2.00	4.00	4.00	4.00	4.00	4.00	48	48	96	96	96	96		
SUBTOTAL SQUARE FOOTAGE:											618	618	870	870	870	870		
collections		unit area	x	number of units							net square footage		31.6%	31.6%	31.6%	31.6%		
Reference	SHLV-B	0.33		247	247	800	800	800	800	800	82	82	264	264	264	264	48" H	
Popular display	SHLV-B	0.33		200	200	400	400	400	400	400	66	66	132	132	132	132	60" H display	
Adult fiction	SHLV-E	0.10		6,418	6,418	18,000	18,000	18,000	18,000	18,000	642	642	1,800	1,800	1,800	1,800	66" H	
Adult non-fiction	SHLV-F	0.09		10,456	10,456	26,400	26,400	26,400	26,400	26,400	941	941	2,376	2,376	2,376	2,376	66" H	
Multilingual collection	SHLV-F	0.09		2,014	2,014	4,500	4,500	4,500	4,500	4,500	181	181	405	405	405	405	66" H	
Large Print	SHLV-F	0.09		2,938	2,938	2,800	2,800	2,800	2,800	2,800	264	264	252	252	252	252	66" H	
Children's easy/picture/board	SHLV-H	0.07		7,253	7,253	15,000	15,000	15,000	15,000	15,000	508	508	1,050	1,050	1,050	1,050	48" H bins	
Children's fiction/non-fiction	SHLV-G	0.08		10,181	10,181	10,000	10,000	10,000	10,000	10,000	814	814	800	800	800	800	66" H	
Teen/Tween fiction/non-fiction	SHLV-F	0.09		3,337	3,337	5,000	5,000	5,000	5,000	5,000	300	300	450	450	450	450	66" H	
Media	SHLV-I	0.05		8,959	8,959	8,000	8,000	8,000	8,000	8,000	448	448	400	400	400	400	66" H with pull-out bins	
Current periodicals	SHLV-A	1.00		343	343	72	72	72	72	72	343	343	72	72	72	72	66" H display, retain back files on flat shelf under tilt display	
TOTAL PHYSICAL ITEMS:				52,346	52,346	90,972	90,972	90,972	90,972	90,972								
PHYSICAL ITEMS PER CAPITA:				0.43	0.43	0.71	0.68	0.66	0.64	0.64								
SUBTOTAL SQUARE FOOTAGE:											4,590	4,590	8,001	8,001	8,001	8,001		
seating		unit area	x	number of units							net square footage		44.8%	44.8%	44.8%	44.8%		
Adult four-place	SEAT-E	25		32	32	12	12	12	12	12	800	800	300	300	300	300	existing includes two 6-place tables (12 seats).	
Adult two-place	SEAT-C	35		0	0	16	16	16	16	16	0	0	560	560	560	560		
Adult one-place	SEAT-C	35		2	2	6	6	6	6	6	70	70	210	210	210	210	existing includes two wooden stools.	
Adult lounge	SEAT-D	30		0	0	12	12	12	12	12	0	0	360	360	360	360		
Adult computer (1 user)	SPO-I	36		19	19	20	20	20	20	20	684	684	720	720	720	720	existing includes one instructor.	
Adult collaborative computer	SPO-G	64		0	0	4	4	4	4	4	0	0	256	256	256	256		
Adult bench	SEAT-K	5		4	4	8	8	8	8	8	20	20	40	40	40	40		
Teen/Tween four-place	SEAT-E	25		0	0	8	8	8	8	8	0	0	200	200	200	200		
Teen/Tween two-place	SEAT-C	35		2	2	8	8	8	8	8	70	70	280	280	280	280	existing includes one bar table.	
Teen/Tween one-place	SEAT-C	35		0	0	4	4	4	4	4	0	0	140	140	140	140		
Teen/Tween lounge	SEAT-D	30		0	0	8	8	8	8	8	0	0	240	240	240	240		
Teen/Tween computer (1 user)	SPO-I	36		0	0	8	8	8	8	8	0	0	288	288	288	288	workstation	
Teen/Tween computer (2 users)	SPO-H	48		0	0	3	3	3	3	3	0	0	144	144	144	144	workstation	
Children's four-place (older)	SEAT-E	25		8	8	12	12	12	12	12	200	200	300	300	300	300		
Children's four-place (younger)	SEAT-F	20		8	8	12	12	12	12	12	160	160	240	240	240	240		
Children's lounge (read aloud)	SEAT-B	40		2	2	4	4	4	4	4	80	80	160	160	160	160	existing includes two lap-sit (single passenger) lounge chairs.	
Children's computer (early learn)	SEAT-E	25		3	3	6	6	6	6	6	75	75	150	150	150	150		
Children's computer (1 user)	SEAT-D	30		0	0	8	8	8	8	8	0	0	240	240	240	240		
Children's computer (2 users)	SEAT-B	40		0	0	4	4	4	4	4	0	0	160	160	160	160		
Children's floor	SEAT-J	8		21	21	16	16	16	16	16	168	168	128	128	128	128	Cushions around a 12"H round table.	
Children's bench	SEAT-K	5		8	8	8	8	8	8	8	40	40	40	40	40	40	Cushions around a 12"H round table.	
Collaborative/group study room	SEAT-D	30		0	0	42	42	42	42	42	0	0	1,260	1,260	1,260	1,260	6 rooms for four, 3 rooms for six.	
TOTAL READER SEATS:				109	109	229	229	229	229	229								
RATIO OF ITEMS PER SEAT:				480	480	397	397	397	397	397								
Multi-purpose meeting room	SEAT-G	15		0	60	180	180	180	180	180	0	900	2,700	2,700	2,700	2,700	1 room sub dividable into 3 smaller rooms	
Storage/kitchenette	STOR-K	120		0	2	4	4	4	4	4	0	240	480	480	480	480	1 storage room, 1 kitchenette	
Makerspace	STOR-E	25		0	0	48	48	48	48	48	0	0	1,200	1,200	1,200	1,200	2 rooms at 600 NSF each	
Children's program room	SEAT-G	15		20	20	36	36	36	36	36	300	300	540	540	540	540	existing includes open area, not an enclosed room.	
SUBTOTAL SQUARE FOOTAGE:											2,667	3,807	11,336	11,336	11,336	11,336		

# Appendix 6.5

Godfrey's Associates, Inc.

Projected Space Requirements per Planning Guidelines		Building: 8,229 SF Victorville City Library, Victorville, California							BAW January 25, 2021							
functional component		Population Served:		122,385	122,385	128,366	133,765	138,554	142,548							
personnel/space designation		space code	square feet	existing 2020	2020	2025	projected 2030	2035	2040	existing 2020	2020	2025	projected 2030	2035	2040	notes
support spaces		unit area	x	number of units						= net square footage						
Service desk station	SVDSK-B	80		6	6	4	4	4	4	480	480	320	320	320	320	Locate for visual control of all public space
PAC station	SPO-J	24		12	12	8	8	8	8	288	288	192	192	192	192	existing includes 11 express PCs (6 standing, 5 seated) + 1 res statio
Multifunction station	COPY-A	48		2	2	3	3	3	3	96	96	144	144	144	144	Printing, copy, scan, fax (color @ public & staff).
Self-check station	SVDSK-E	30		0	0	4	4	4	4	0	0	120	120	120	120	
Display case	CASE-X	30		0	0	4	4	4	4	0	0	120	120	120	120	Locked cases.
Holds shelving	SHLV-DF	20		4	4	10	10	10	10	80	80	200	200	200	200	
Literature rack	LIT-B	16		2	2	4	4	4	4	32	32	64	64	64	64	existing includes one rack for bus schedules.
Laptop lending cart	VEND-A	25		0	0	3	3	3	3	0	0	75	75	75	75	
Printer/scanner station	SPO-K	16		3	3	2	2	2	2	48	48	32	32	32	32	existing includes two 3-D printers.
Workroom shelving	SHLV-DF	20		8	8	12	12	12	12	160	160	240	240	240	240	Locate in Staff Workroom.
Staff worktable	WKTBL-B	75		4	4	4	4	4	4	300	300	300	300	300	300	
File cabinet	FILE-L	20		0	0	12	12	12	12	0	0	240	240	240	240	Locate in Staff Workroom.
Work counter w/sink	CNTR-B	48		1	1	2	2	2	2	48	48	96	96	96	96	
Book truck parking	BKTRK-A	8		12	12	15	15	15	15	96	96	120	120	120	120	
Automated sorter	AMHS-7	78		0	0	1	1	1	1	0	0	78	78	78	78	
Storage room	STOR-X	220		1	1	1	1	1	1	220	220	220	220	220	220	
Supply cabinet	STOR-A	20		4	4	6	6	6	6	80	80	120	120	120	120	Locate 4 in Staff Workroom.
Public lending lockers	LKR-C	1		0	0	32	32	32	32	0	0	32	32	32	32	
Microform/map case	FILE-F	40		1	1	3	3	3	3	40	40	120	120	120	120	10 drawers each on pedestal.
Staff break room	KIT-B+SEAT	250		1	1	1	1	1	1	250	250	250	250	250	250	Kitchen plus a variety of seating.
Staff lockers	LKR-A	6		18	18	12	12	12	12	108	108	72	72	72	72	
Computer server	DATA-X	100		1	1	1	1	1	1	100	100	100	100	100	100	
Entrance lobby & foyer	LOB-X	1250		0	0	1	1	1	1	0	0	1,250	1,250	1,250	1,250	
Friends of the Library bookstore	STORE-X	225		1	1	1	1	1	1	225	225	225	225	225	225	
Maintenance/janitor closet	MAINT-A	55		1	1	2	2	2	2	55	55	110	110	110	110	
Receiving/loading area	LOAD-C	250		1	1	1	1	1	1	250	250	250	250	250	250	Enclosed, auxiliary heat.
SUBTOTAL SQUARE FOOTAGE:										2,956	2,956	5,090	5,090	5,090	5,090	
TOTAL NET SQUARE FEET										10,831	11,971	25,297	25,297	25,297	25,297	
TOTAL NET ASSIGNABLE SQUARE FEET										12,742	14,083	29,761	29,761	29,761	29,761	Restrooms are part of Unassignable Space.
BUILDING GROSS SQUARE FEET										14,990	16,568	35,013	35,013	35,013	35,013	
EXISTING BUILDING TOTAL SQUARE FEET										8,229	8,229	8,229	8,229	8,229	8,229	
over (under)										(6,761)	(8,339)	(26,784)	(26,784)	(26,784)	(26,784)	
PARKING GUIDELINES										27	109	100	100	100	100	One space per each 350 BGSF
EXISTING PARKING SPACES										75	75	75	75	75	75	
over (under)										48	(34)	(25)	(25)	(25)	(25)	

**Appendix 8.1****Proposed Project Cost Model**

New Victorville City Library Unit Costs

Godfrey's Associates, Inc.

current as of: April 17, 2021

**Table A8.1**

Base Building Shell &amp; Core Unit Cost Model

*Single-story base building only*

New Victorville City Library

<i>item</i>		<i>probable cost/ square foot</i>	<i>comments</i>
Site work		\$8.58	parking & landscape carried as separate line items per project
Structural		\$40.61	
Exterior envelope		\$48.60	
Architectural finishes		\$40.66	
Building transportation		\$0.00	not required in a single story building
Plumbing		\$6.08	
Fire protection		\$3.88	
HVAC		\$19.33	assumes stand-alone building, no central plant service
Data infrastructure		\$4.08	fiber optic backbone to floor closets
Low voltage systems		\$5.12	PA, intrusion alarm, card access, electric clock
Electrical		\$10.25	includes code-required low voltage systems
SUBTOTAL		\$187.17	
General Conditions	14.00%	\$26.20	
Contractor Fee	10.00%	\$21.34	
TOTAL		\$234.71	

**Table A8.2**

Base Building Shell &amp; Core Unit Cost Model

*Multi-story base building only*

New Victorville City Library

<i>item</i>		<i>probable cost/ square foot</i>	<i>comments</i>
Site work		\$8.58	parking & landscape carried as separate line items per project
Structural		\$40.61	
Exterior envelope		\$48.60	
Architectural finishes		\$40.66	
Building transportation		\$19.30	elevators & egress stairs
Plumbing		\$6.08	
Fire protection		\$3.88	
HVAC		\$19.33	assumes stand-alone building, no central plant service
Data infrastructure		\$4.08	fiber optic backbone to floor closets
Low voltage systems		\$5.12	PA, intrusion alarm, card access, electric clock
Electrical		\$10.25	includes code-required low voltage systems
SUBTOTAL		\$206.47	
General Conditions	14.00%	\$28.91	
Contractor Fee	10.00%	\$23.54	
TOTAL		\$258.91	

**Appendix 8.1****Proposed Project Cost Model**

New Victorville City Library Unit Costs

Godfrey's Associates, Inc.

current as of: April 17, 2021

**Table A8.3**

Book Stack/Open Interior Finishes Unit Cost Model

*Tenant finish-out of open areas*

New Victorville City Library

<i>item</i>	<i>probable cost/ square foot</i>	<i>comments</i>
Site work	not applicable	included in base building
Structural	not applicable	included in base building
Exterior envelope	not applicable	included in base building
Architectural finishes	\$29.96	
Building transportation	not applicable	included in base building
Plumbing	\$6.37	
Fire protection	\$3.64	
HVAC	\$12.96	
Data infrastructure	\$3.59	AV, VoIP, IT cabling
Low voltage systems	\$6.22	PA, duress alarm, card access, electric clock
Electrical	\$16.78	includes code-required low voltage systems
<b>SUBTOTAL</b>	<b>\$79.52</b>	
General Conditions	14.00%	\$11.13
Contractor Fee	10.00%	\$9.07
<b>TOTAL</b>	<b>\$99.72</b>	

**Table A8.4**

Partitioned/Office Interior Finishes Unit Cost Model

*Tenant finish-out of partitioned areas*

New Victorville City Library

<i>item</i>	<i>probable cost/ square foot</i>	<i>comments</i>
Site work	not applicable	included in base building
Structural	not applicable	included in base building
Exterior envelope	not applicable	included in base building
Architectural finishes	\$37.94	
Building Transportation	not applicable	included in base building
Plumbing	\$9.93	
Fire Protection	\$5.13	
HVAC	\$20.86	
Data infrastructure	\$3.59	AV, VoIP, IT cabling
Low voltage systems	\$7.16	PA, duress alarm, card access, electric clock
Electrical	\$20.63	includes code-required low voltage systems
<b>SUBTOTAL</b>	<b>\$105.25</b>	
General Conditions	14.00%	\$14.74
Contractor Fee	10.00%	\$12.00
<b>TOTAL</b>	<b>\$131.99</b>	

## Appendix 8.1

### Proposed Project Cost Model

New Victorville City Library Total Project Costs

Godfrey's Associates, Inc.

current as of:

April 17, 2021

**Table A8.5**

Lease Option: Project Cost  
Interim Victorville City Library

based on leasing 20,000 to 25,000 gross square feet  
one-story building

<b>Site Work</b> <i>item</i>	<i>unit</i> <i>cost</i>	<i>square</i> <i>footage</i>	<i>total</i> <i>cost</i>	<i>total cost</i> <i>per sq. ft.</i>	<i>notes</i>
Site Acquisition	\$9.50	0 sf	\$0		assumes no land purchase
Demolition	\$8.86	0 bgsf	\$0		to be determined per site
Excavation	\$5.43	0 cu ft	\$0		
Surface Parking	\$18.65	0 sf	\$0		existing asphalt w/ conc curbs & gutters
Landscaping	\$4.45	19,250 sf	\$85,663		
TOTAL SITE COSTS			\$85,663	\$3.43	
<b>Construction Costs</b> <i>item</i>	<i>unit</i> <i>cost</i>	<i>square</i> <i>footage</i>	<i>total</i> <i>cost</i>	<i>total cost</i> <i>per sq. ft.</i>	<i>notes</i>
Base Building	\$234.71	0 bgsf	\$0		based on unit costs in Table 8.1
Open Area Finishes	\$99.72	14,875 nasf	\$1,483,319		based on unit costs in Table 8.3
Partitioned Area Finishes	\$131.99	6,375 nasf	\$841,420		based on unit costs in Table 8.4
TOTAL CONSTRUCTION COSTS			\$2,410,402	\$96.42	
21,250 nasf within 25,000 gross sf = 85.0% efficiency					
<b>Move-Out/Move-In Costs</b> <i>item</i>	<i>unit</i> <i>cost</i>	<i>sq. ft./</i> <i>quantity</i>	<i>total</i> <i>cost</i>	<i>total cost</i> <i>per sq. ft.</i>	<i>notes</i>
Furniture & Equipment	\$38.00	21,250 nasf	\$807,500		library & office F&E only
Audio-Visual Equipment	\$24.25	21,250 nasf	\$515,313		projectors, screens, electronic signage, recording studio
Library Technology	\$22.50	21,250 nasf	\$478,125		computers, peripherals
Automated Handling Systems	\$150,000	1 lump sum	\$150,000		9-bin sorter
Signage Allowance	\$30,000	1 lump sum	\$30,000		system-wide
Renewable Energy Systems	\$105,000	0 lump sum	\$0		to be determined
Temporary Lease Space	\$10.50	21,250 nasf	\$223,125		1st year lease estimate only
Temporary Utilities	\$3.26	21,250 nasf	\$69,275		1st year lease estimate only
Moving	\$0.90	50,000 items	\$45,000		
New Library Materials	\$20.00	13,300 items	\$266,000		
TOTAL MOVE-IN COSTS			\$2,584,338	\$103.37	
SUBTOTAL COSTS			\$4,994,740	\$199.79	
<b>Project Costs</b> <i>item</i>	<i>quantity</i>		<i>total</i> <i>cost</i>	<i>total cost</i> <i>per sq. ft.</i>	<i>notes</i>
Owner Project Administration	3.5% of subtotal above		\$174,816	\$6.99	
Planning & Design Fees	15.0% of subtotal above		\$749,211	\$29.97	
Permit Fees, Testing, etc.	3.0% of subtotal above		\$149,842	\$5.99	
Contingency	15.0% of subtotal above		\$749,211	\$29.97	
TOTAL PROJECT COSTS			\$1,823,080	\$72.92	
GRAND TOTAL			\$6,817,820	\$272.71	

## Appendix 8.1

### Proposed Project Cost Model

Godfrey's Associates, Inc.

New Victorville City Library Total Project Costs

current as of:

April 17, 2021

**Table A8.5** (continued)  
**Escalation Costs**

<i>item</i>	<i>escalation</i>	<i>total cost</i>	<i>total cost per sq. ft.</i>	<i>notes</i>
Less property acquisition allowance:		\$0		
Project cost to escalate:		\$6,817,820	\$272.71	
Plus FY 2022/23 escalation at 3.0%:		\$7,022,355	\$280.89	
Plus FY 2023/24 escalation at 3.5%:		\$7,268,137	\$290.73	
Plus FY 2024/25 escalation at 3.5%:		\$7,522,522	\$300.90	
Plus FY 2025/26 escalation at 3.5%:		\$7,785,810	\$311.43	
Plus FY 2026/27 escalation at 3.5%:		\$8,058,313	\$322.33	
Plus FY 2027/28 escalation at 3.5%:		\$8,340,354	\$333.61	
Plus property acquisition allowance:		<b>\$8,340,354</b>	<b>\$333.61</b>	
	6-year increase:	\$1,522,534	22.3%	

## Appendix 8.1

### Proposed Project Cost Model

New Victorville City Library Total Project Costs

Godfrey's Associates, Inc.  
current as of: April 17, 2021

**Table A8.6**

73,200 Square Feet: Project Cost

based on a new building of 73,200 gross square feet  
two-story building

New Victorville Central Library City Hall Option

<b>Site Work</b> <i>item</i>	<i>unit cost</i>	<i>square footage</i>	<i>total cost</i>	<i>total cost per sq. ft.</i>	<i>notes</i>
Site Acquisition	\$9.50	0 sf	\$0		assumes City Hall site
Demolition	\$8.86	0 bgsf	\$0		to be determined
Site Development	\$15.03	40,000 sf	\$601,200		amphitheater
Surface Parking	\$18.65	71,527 sf	\$1,333,976		asphalt w/ conc curbs & gutters
Landscaping	\$4.45	56,364 sf	\$250,820		
TOTAL SITE COSTS			\$2,185,996	\$29.86	
<b>Construction Costs</b> <i>item</i>	<i>unit cost</i>	<i>square footage</i>	<i>total cost</i>	<i>total cost per sq. ft.</i>	<i>notes</i>
Base Building	\$258.91	73,200 bgsf	\$18,952,083		based on unit costs in Table 8.2
Open Area Finishes	\$99.72	40,992 nasf	\$4,087,680		based on unit costs in Table 8.3
Partitioned Area Finishes	\$131.99	17,568 nasf	\$2,318,757		based on unit costs in Table 8.4
TOTAL CONSTRUCTION COSTS			\$27,544,515	\$376.29	
58,560 nasf within 73,200 gross sf = 80.0% efficiency					
<b>Move-Out/Move-In Costs</b> <i>item</i>	<i>unit cost</i>	<i>sq. ft./ quantity</i>	<i>total cost</i>	<i>total cost per sq. ft.</i>	<i>notes</i>
Furniture & Equipment	\$38.00	37,310 nasf	\$1,417,780		library & office F&E only
Audio-Visual Equipment	\$24.25	37,310 nasf	\$904,768		projectors, screens, electronic signage, recording studio
Library Technology	\$22.50	37,310 nasf	\$839,475		computers, peripherals
ASRS Robotic Crane	\$0	1 lump sum	\$0		one crane & racks
Automated Handling Systems	\$25,000	1 lump sum	\$25,000		sorter moved from Lease space
Signage Allowance	\$50,000	1 lump sum	\$50,000		
Renewable Energy Systems	\$150,000	1 lump sum	\$150,000		to be determined
Temporary Lease Space	\$10.50	0 nasf	\$0		
Temporary Utilities	\$3.26	0 nasf	\$0		
Moving	\$0.90	63,500 items	\$57,150		
New Library Materials	\$25.00	60,000 items	\$1,500,000		
TOTAL MOVE-IN COSTS			\$4,944,173	\$67.54	
SUBTOTAL COSTS			\$32,488,687	\$443.83	
<b>Project Costs</b> <i>item</i>	<i>quantity</i>		<i>total cost</i>	<i>total cost per sq. ft.</i>	<i>notes</i>
Owner Project Administration	4.0% of subtotal above		\$1,299,547	\$17.75	
Planning & Design Fees	12.0% of subtotal above		\$3,898,642	\$53.26	
Permit Fees, Testing, etc.	3.0% of subtotal above		\$974,661	\$13.32	
Contingency	15.0% of subtotal above		\$4,873,303	\$66.58	
TOTAL PROJECT COSTS			\$11,046,154	\$150.90	
GRAND TOTAL			\$43,534,841	\$0.00	

## Appendix 8.1

### Proposed Project Cost Model

Godfrey's Associates, Inc.

New Victorville City Library Total Project Costs

current as of: April 17, 2021

**Table A8.6**

(continued)

#### Escalation Costs

<i>item</i>	<i>escalation</i>	<i>total cost</i>	<i>total cost per sq. ft.</i>	<i>notes</i>
Less property acquisition allowance:		\$0		
Project cost to escalate:		\$43,534,841	\$594.74	
Plus FY 2022/23 escalation at 3.0%:		\$44,840,886	\$612.58	
Plus FY 2023/24 escalation at 3.5%:		\$46,410,317	\$634.02	
Plus FY 2024/25 escalation at 3.5%:		\$48,034,678	\$656.21	
Plus FY 2025/26 escalation at 3.5%:		\$49,715,892	\$679.18	
Plus FY 2026/27 escalation at 3.5%:		\$51,455,948	\$702.95	
Plus FY 2027/28 escalation at 3.5%:		\$53,256,907	\$727.55	
Plus property acquisition allowance:		<b>\$53,256,907</b>	<b>\$727.55</b>	
	6-year increase:	\$9,722,066	22.3%	

## Appendix 8.1

### Proposed Project Cost Model

Existing Victorville City Library Total Project Costs

Godfrey's Associates, Inc.  
current as of: April 17, 2021

**Table A8.7**

Renovation Option: Project Cost  
Existing Victorville City Library

based on an existing building of 8,229 gross square feet  
one-story building

<b>Site Work</b> <i>item</i>	<i>unit cost</i>	<i>square footage</i>	<i>total cost</i>	<i>total cost per sq. ft.</i>	<i>notes</i>
Site Acquisition	\$9.50	0 sf	\$0		assumes no land purchase
Demolition	\$8.86	0 bgsf	\$0		to be determined
Excavation	\$5.43	0 cu ft	\$0		
Surface Parking	\$7.33	25,585 sf	\$187,536		resurface asphalt
Landscaping	\$4.45	6,336 sf	\$28,197		
<b>TOTAL SITE COSTS</b>			<b>\$215,733</b>	<b>\$26.22</b>	
<b>Construction Costs</b> <i>item</i>	<i>unit cost</i>	<i>square footage</i>	<i>total cost</i>	<i>total cost per sq. ft.</i>	<i>notes</i>
Base Building	\$234.71	0 bgsf	\$0		based on unit costs in Table 8.1
Open Area Finishes	\$99.72	5,069 nasf	\$505,482		based on unit costs in Table 8.3
Partitioned Area Finishes	\$131.99	2,172 nasf	\$286,737		based on unit costs in Table 8.4
<b>TOTAL CONSTRUCTION COSTS</b>			<b>\$1,007,951</b>	<b>\$122.49</b>	
7,242 nasf within 8,229 gross sf = 88.0% efficiency					
<b>Move-Out/Move-In Costs</b> <i>item</i>	<i>unit cost</i>	<i>sq. ft./ quantity</i>	<i>total cost</i>	<i>total cost per sq. ft.</i>	<i>notes</i>
Furniture & Equipment	\$38.00	7,242 nasf	\$275,178		library & office F&E only
Audio-Visual Equipment	\$24.25	7,242 nasf	\$175,607		projectors, screens, electronic signage, recording studio
Library Technology	\$22.50	7,242 nasf	\$162,934		computers, peripherals
Automated Handling Systems	\$65,000	1 lump sum	\$65,000		3-bin sorter
Signage Allowance	\$15,000	1 lump sum	\$15,000		system-wide
Renewable Energy Systems	\$35,000	1 lump sum	\$35,000		to be determined
Temporary Lease Space	\$10.50	0 nasf	\$0		
Temporary Utilities	\$3.26	0 nasf	\$0		
Moving	\$0.90	100,000 items	\$90,000		move in & out
New Library Materials	\$25.00	0 items	\$0		
<b>TOTAL MOVE-IN COSTS</b>			<b>\$818,719</b>	<b>\$99.49</b>	
<b>SUBTOTAL COSTS</b>			<b>\$1,826,670</b>	<b>\$221.98</b>	
<b>Project Costs</b> <i>item</i>	<i>quantity</i>		<i>total cost</i>	<i>total cost per sq. ft.</i>	<i>notes</i>
Owner Project Administration	3.5% of subtotal above		\$63,933	\$7.77	
Planning & Design Fees	14.0% of subtotal above		\$255,734	\$31.08	
Permit Fees, Testing, etc.	3.0% of subtotal above		\$54,800	\$6.66	
Contingency	15.0% of subtotal above		\$274,001	\$33.30	
<b>TOTAL PROJECT COSTS</b>			<b>\$648,468</b>	<b>\$78.80</b>	
<b>GRAND TOTAL</b>			<b>\$2,475,138</b>	<b>\$300.78</b>	

## Appendix 8.1

### Proposed Project Cost Model

Existing Victorville City Library Total Project Costs

Godfrey's Associates, Inc.  
current as of: April 17, 2021

**Table A8.7**

(continued)

#### Escalation Costs

<i>item</i>	<i>escalation</i>	<i>total cost</i>	<i>total cost per sq. ft.</i>	<i>notes</i>
Less property acquisition allowance:		\$0		
Project cost to escalate:		\$2,475,138	\$300.78	
Plus FY 2022/23 escalation at 3.0%:		\$2,549,392	\$309.81	
Plus FY 2023/24 escalation at 3.5%:		\$2,638,621	\$320.65	
Plus FY 2024/25 escalation at 3.5%:		\$2,730,973	\$331.87	
Plus FY 2025/26 escalation at 3.5%:		\$2,826,557	\$343.49	
Plus FY 2026/27 escalation at 3.5%:		\$2,925,486	\$355.51	
Plus FY 2027/28 escalation at 3.5%:		\$3,027,878	\$367.95	
Plus property acquisition allowance:		<b>\$3,027,878</b>	<b>\$367.95</b>	
	6-year increase:	\$552,740	22.3%	

## Appendix 8.1

### Proposed Project Cost Model

New Victorville City Library Total Project Costs

Godfrey's Associates, Inc.  
current as of: April 17, 2021

**Table A8.8**

35,000 Square Feet: Project Cost

based on a new building of 35,000 gross square feet  
one-story building

New Victorville Central Library City Hall Option

<b>Site Work</b> <i>item</i>	<i>unit cost</i>	<i>square footage</i>	<i>total cost</i>	<i>total cost per sq. ft.</i>	<i>notes</i>
Site Acquisition	\$9.50	0 sf	\$0		assumes no land purchase
Demolition	\$8.86	0 bgsf	\$0		to be determined
Excavation	\$5.43	0 cu ft	\$0		
Surface Parking	\$18.65	34,200 sf	\$637,830		asphalt w/ conc curbs & gutters
Landscaping	\$4.45	26,950 sf	\$119,928		
TOTAL SITE COSTS			\$757,758	\$21.65	
<b>Construction Costs</b> <i>item</i>	<i>unit cost</i>	<i>square footage</i>	<i>total cost</i>	<i>total cost per sq. ft.</i>	<i>notes</i>
Base Building	\$234.71	35,000 bgsf	\$8,214,711		based on unit costs in Table 8.1
Open Area Finishes	\$99.72	20,825 nasf	\$2,076,647		based on unit costs in Table 8.3
Partitioned Area Finishes	\$131.99	8,925 nasf	\$1,177,989		based on unit costs in Table 8.4
TOTAL CONSTRUCTION COSTS			\$12,227,105	\$349.35	
29,750 nasf within 35,000 gross sf = 85.0% efficiency					
<b>Move-Out/Move-In Costs</b> <i>item</i>	<i>unit cost</i>	<i>sq. ft./ quantity</i>	<i>total cost</i>	<i>total cost per sq. ft.</i>	<i>notes</i>
Furniture & Equipment	\$38.00	29,750 nasf	\$1,130,500		library & office F&E only
Audio-Visual Equipment	\$24.25	29,750 nasf	\$721,438		projectors, screens, electronic signage, recording studio
Library Technology	\$22.50	29,750 nasf	\$669,375		computers, peripherals
Automated Handling Systems	\$150,000	1 lump sum	\$150,000		9-bin sorter
Signage Allowance	\$20,000	1 lump sum	\$20,000		
Renewable Energy Systems	\$95,000	1 lump sum	\$95,000		to be determined
Temporary Lease Space	\$10.50	0 nasf	\$0		
Temporary Utilities	\$3.26	0 nasf	\$0		
Moving	\$0.90	50,000 items	\$45,000		
New Library Materials	\$25.00	66,000 items	\$1,650,000		
TOTAL MOVE-IN COSTS			\$4,481,313	\$128.04	
SUBTOTAL COSTS			\$16,708,417	\$477.38	
<b>Project Costs</b> <i>item</i>	<i>quantity</i>		<i>total cost</i>	<i>total cost per sq. ft.</i>	<i>notes</i>
Owner Project Administration	3.5% of subtotal above		\$584,795	\$16.71	
Planning & Design Fees	10.0% of subtotal above		\$1,670,842	\$47.74	
Permit Fees, Testing, etc.	3.0% of subtotal above		\$501,253	\$14.32	
Contingency	15.0% of subtotal above		\$2,506,263	\$71.61	
TOTAL PROJECT COSTS			\$5,263,151	\$150.38	
GRAND TOTAL			\$21,971,569	\$627.76	

## Appendix 8.1

### Proposed Project Cost Model

New Victorville City Library      Total Project Costs

Godfrey's Associates, Inc.  
current as of: April 17, 2021

**Table A8.8**

(continued)

#### Escalation Costs

<i>item</i>	<i>escalation</i>	<i>total cost</i>	<i>total cost per sq. ft.</i>	<i>notes</i>
Less property acquisition allowance:		\$0		
Project cost to escalate:		\$21,971,569	<b>\$627.76</b>	
Plus FY 2022/23 escalation at 3.0%:		\$22,630,716	\$646.59	
Plus FY 2023/24 escalation at 3.5%:		\$23,422,791	\$669.22	
Plus FY 2024/25 escalation at 3.5%:		\$24,242,588	\$692.65	
Plus FY 2025/26 escalation at 3.5%:		\$25,091,079	\$716.89	
Plus FY 2026/27 escalation at 3.5%:		\$25,969,267	\$741.98	
Plus FY 2027/28 escalation at 3.5%:		\$26,878,191	\$767.95	
Plus property acquisition allowance:		<b>\$26,878,191</b>	<b>\$767.95</b>	
6-year increase:		\$4,906,622	22.3%	

## Appendix 8.1

### Proposed Project Cost Model

New Victorville Central Library Total Project Costs

Godfrey's Associates, Inc.  
current as of: April 17, 2021

**Table A8.9**

Expand 35000 to 73200: Project Cost  
New Victorville Central Library

based on expansion from 35,000 to 73,200 gross square feet  
expand from one-story to a two-story building

<b>Site Work</b> <i>item</i>	<i>unit cost</i>	<i>square footage</i>	<i>total cost</i>	<i>total cost per sq. ft.</i>	<i>notes</i>
Site Acquisition	\$9.50	0 sf	\$0		assumes land purchase
Demolition	\$8.86	0 bgsf	\$0		to be determined
Excavation	\$5.43	0 cu ft	\$0		
Surface Parking	\$18.65	37,327 sf	\$696,146		asphalt, conc curbs & gutters
Landscaping	\$4.45	29,414 sf	\$130,892		
<b>TOTAL SITE COSTS</b>			<b>\$827,038</b>	<b>\$21.65</b>	
<b>Construction Costs</b> <i>item</i>	<i>unit cost</i>	<i>square footage</i>	<i>total cost</i>	<i>total cost per sq. ft.</i>	<i>notes</i>
Base Building	\$258.91	38,200 bgsf	\$9,890,295		based on unit costs in Table 8.2
Open Area Finishes	\$99.72	20,167 nasf	\$2,011,032		based on unit costs in Table 8.3
Partitioned Area Finishes	\$131.99	8,643 nasf	\$1,140,768		based on unit costs in Table 8.4
<b>TOTAL CONSTRUCTION COSTS</b>			<b>\$13,869,133</b>	<b>\$363.07</b>	
28,810 nasf within 38,200 gross sf = 75.4% efficiency					
<b>Move-Out/Move-In Costs</b> <i>item</i>	<i>unit cost</i>	<i>sq. ft./ quantity</i>	<i>total cost</i>	<i>total cost per sq. ft.</i>	<i>notes</i>
Furniture & Equipment	\$38.00	28,810 nasf	\$1,094,780		library & office F&E only
Audio-Visual Equipment	\$24.25	28,810 nasf	\$698,643		projectors, screens, electronic signage, recording studio
Library Technology	\$22.50	28,810 nasf	\$648,225		computers, peripherals
ASRS Robotic Crane	\$0	1 lump sum	\$0		
Automated Handling Systems	\$150,000	0 lump sum	\$0		9-bin sorter
Signage Allowance	\$25,000	1 lump sum	\$25,000		
Renewable Energy Systems	\$40,000	1 lump sum	\$40,000		to be determined
Temporary Lease Space	\$10.50	0 nasf	\$0		
Temporary Utilities	\$3.26	0 nasf	\$0		
Moving	\$0.90	0 items	\$0		
New Library Materials	\$25.00	12,000 items	\$300,000		
<b>TOTAL MOVE-IN COSTS</b>			<b>\$2,806,648</b>	<b>\$73.47</b>	
<b>SUBTOTAL COSTS</b>			<b>\$16,675,781</b>	<b>\$436.54</b>	
<b>Project Costs</b> <i>item</i>	<i>quantity</i>		<i>total cost</i>	<i>total cost per sq. ft.</i>	<i>notes</i>
Owner Project Administration	4.0% of subtotal above		\$667,031	\$17.46	
Planning & Design Fees	12.0% of subtotal above		\$2,001,094	\$52.38	
Permit Fees, Testing, etc.	3.0% of subtotal above		\$500,273	\$13.10	
Contingency	15.0% of subtotal above		\$2,501,367	\$65.48	
<b>TOTAL PROJECT COSTS</b>			<b>\$5,669,765</b>	<b>\$148.42</b>	
<b>GRAND TOTAL</b>			<b>\$22,345,546</b>	<b>\$584.96</b>	

## Appendix 8.1

### Proposed Project Cost Model

New Victorville Central Library Total Project Costs

Godfrey's Associates, Inc.  
current as of: April 17, 2021

**Table A8.9** (continued)  
**Escalation Costs**

<i>item</i>	<i>escalation</i>	<i>total cost</i>	<i>total cost per sq. ft.</i>	<i>notes</i>
Less property acquisition allowance:		\$0		
Project cost to escalate:		\$22,345,546	<b>\$584.96</b>	
Plus FY 2022/23 escalation at 3.0%:		\$23,015,913	\$602.51	
Plus FY 2023/24 escalation at 3.5%:		\$23,821,469	\$623.60	
Plus FY 2024/25 escalation at 3.5%:		\$24,655,221	\$645.42	
Plus FY 2025/26 escalation at 3.5%:		\$25,518,154	\$668.01	
Plus FY 2026/27 escalation at 3.5%:		\$26,411,289	\$691.39	
Plus FY 2027/28 escalation at 3.5%:		\$27,335,684	\$715.59	
Plus property acquisition allowance:		<b>\$27,335,684</b>	<b>\$715.59</b>	
	6-year increase:	\$4,990,138	22.3%	

## Appendix 8.1

### Proposed Project Cost Model

Existing Victorville City Library Total Project Costs

Godfrey's Associates, Inc.  
current as of: April 17, 2021

**Table A8.10**

Expand 8229 to 28229: Project Cost  
Existing Victorville City Library

based on a new addition of 20,000 gross square feet  
expand from one-story to a two-story building

<b>Site Work</b> <i>item</i>	<i>unit</i> <i>cost</i>	<i>square</i> <i>footage</i>	<i>total</i> <i>cost</i>	<i>total</i> <i>cost per sq. ft.</i>	<i>notes</i>
Site Development	\$15.03	6,000 sf	\$90,180		approximation at this time
Demolition	\$8.86	2,000 bgsf	\$17,724		approximation at this time
Excavation	\$5.43	12,000 cu ft	\$65,160		approximation at this time
Surface Parking	\$7.33	25,333 sf	\$185,693		resurface asphalt
Landscaping	\$4.45	15,400 sf	\$68,530		
<b>TOTAL SITE COSTS</b>			<b>\$427,287</b>	<b>\$15.14</b>	

<b>Construction Costs</b> <i>item</i>	<i>unit</i> <i>cost</i>	<i>square</i> <i>footage</i>	<i>total</i> <i>cost</i>	<i>total</i> <i>cost per sq. ft.</i>	<i>notes</i>
Base Building	\$258.91	20,000 bgsf	\$5,178,165		based on unit costs in Table 8.2
Open Area Finishes	\$99.72	16,096 nasf	\$1,605,102		based on unit costs in Table 8.3
Partitioned Area Finishes	\$131.99	6,898 nasf	\$910,502		based on unit costs in Table 8.4
<b>TOTAL CONSTRUCTION COSTS</b>			<b>\$8,121,056</b>	<b>\$287.68</b>	

22,583 nasf within 28,229 gross sf = 81.5% efficiency

<b>Move-Out/Move-In Costs</b> <i>item</i>	<i>unit</i> <i>cost</i>	<i>sq. ft./</i> <i>quantity unit</i>	<i>total</i> <i>cost</i>	<i>total</i> <i>cost per sq. ft.</i>	<i>notes</i>
Furniture & Equipment	\$38.00	22,995 nasf	\$873,797		library & office F&E only
Audio-Visual Equipment	\$24.25	22,995 nasf	\$557,620		projectors, screens, electronic signage, recording studio
Library Technology	\$22.50	22,995 nasf	\$517,380		computers, peripherals
Automated Handling Systems	\$125,000	1 lump sum	\$125,000		7-bin sorter
Signage Allowance	\$25,000	1 lump sum	\$25,000		
Renewable Energy Systems	\$55,000	1 lump sum	\$55,000		to be determined
Temporary Lease Space	\$10.50	0 nasf	\$0		
Temporary Utilities	\$3.26	0 nasf	\$0		
Moving	\$0.90	50,000 items	\$45,000		
New Library Materials	\$25.00	30,000 items	\$750,000		
<b>TOTAL MOVE-IN COSTS</b>			<b>\$2,948,797</b>	<b>\$104.46</b>	
<b>SUBTOTAL COSTS</b>			<b>\$11,069,852</b>	<b>\$392.14</b>	

<b>Project Costs</b> <i>item</i>	<i>quantity</i>	<i>total</i> <i>cost</i>	<i>total</i> <i>cost per sq. ft.</i>	<i>notes</i>
Owner Project Administration	3.5% of subtotal above	\$387,445	\$13.73	
Planning & Design Fees	15.0% of subtotal above	\$1,660,478	\$58.82	
Permit Fees, Testing, etc.	3.0% of subtotal above	\$332,096	\$11.76	
Contingency	15.0% of subtotal above	\$1,660,478	\$58.82	
<b>TOTAL PROJECT COSTS</b>		<b>\$4,040,496</b>	<b>\$143.13</b>	
<b>GRAND TOTAL</b>		<b>\$15,110,349</b>	<b>\$535.28</b>	

## Appendix 8.1

### ***Proposed Project Cost Model***

Existing Victorville City Library Total Project Costs

Godfrey's Associates, Inc.  
current as of: April 17, 2021

**Table A8.10**

*(continued)*

#### ***Escalation Costs***

<i>item</i>	<i>escalation</i>	<i>total cost</i>	<i>total cost per sq. ft.</i>	<i>notes</i>
Less property acquisition allowance:		\$90,180		
Project cost to escalate:		\$15,020,169	\$532.08	
Plus FY 2022/23 escalation at 3.0%:		\$15,470,774	\$548.05	
Plus FY 2023/24 escalation at 3.5%:		\$16,012,251	\$567.23	
Plus FY 2024/25 escalation at 3.5%:		\$16,572,680	\$587.08	
Plus FY 2025/26 escalation at 3.5%:		\$17,152,723	\$607.63	
Plus FY 2026/27 escalation at 3.5%:		\$17,753,069	\$628.89	
Plus FY 2027/28 escalation at 3.5%:		\$18,374,426	\$650.91	
Plus property acquisition allowance:		<b>\$18,464,606</b>	<b>\$654.10</b>	
	6-year increase:	\$3,444,437	22.2%	

## VICTORVILLE CITY LIBRARY STAFFING - Existing &amp; New Building

April 17, 2021

Position Title	<i>current number of staff</i>	<i>staff existing building</i>	<i>staff new building</i>	<i>salary FY2021<sup>1</sup></i>	<i>salary FY2024<sup>2</sup></i>	<i>comments</i>
Library Administration						
City Librarian	1	1	1	\$77,460.00	\$94,152.00	
Library Aide 28, increase to 40 hours <sup>3</sup>	0	0	1		\$36,400.00	
Library Coordinator	2	2	2	\$117,984.00	\$136,584.00	
Library Aide 28 hours Outreach	0	0	1	\$22,626.24	\$25,480.00	
Public Services						
Children's Services						
Librarian *	0	1	1	\$40,000.00	\$51,000.00	
Library Aide 28, increase to 40 hours	1	1	1	\$22,626.24	\$36,400.00	
Library Aide 16 <sup>4</sup>	1	1	1	\$12,679.68	\$14,560.00	
Teens/Tweens Services						
Library Assistant <sup>5</sup>	0	0	1		\$42,500.00	
Library Aide 16 hours	1	1	1	\$12,679.68	\$14,560.00	
Adult Services						
Librarian	0	0	1		\$51,000.00	
Library Assistant	0	0	1		\$42,500.00	
Library Clerk 28 hours (Passport)	4	4	4	\$108,384.64	\$122,304.00	
Library Aide 28 hours	3	3	1	\$67,878.72	\$76,440.00	
Library Assistant <sup>4</sup>	0	0	1		\$42,500.00	
Library Aide 15 hours	1	1	1	\$12,121.20	\$13,650.00	
Circulation Services						
Library Aide 40 hours			2		\$72,800.00	
Library Aide 28 hours	5	5	1	\$110,947.20	\$127,400.00	

## VICTORVILLE CITY LIBRARY STAFFING - Existing &amp; New Building

April 17, 2021

Position Title	<i>current number of staff</i>	<i>staff existing building</i>	<i>staff new building</i>	<i>salary FY2021<sup>1</sup></i>	<i>salary FY2024<sup>2</sup></i>	<i>comments</i>
Support Services						
Technical Services						
Technical Services Librarian	0	0	1		\$51,000.00	
Acquisitions Library Aide 28 hours	0	0	1		\$25,480.00	
Technical Services	0	0	1		\$25,480.00	Acquisitions Library Aide 28 hours
Technical Services	0	0	1		\$14,560.00	Physical Processing Library Aide 16 hours
Digital Services Library Clerk	0	0	1		\$43,680.00	
Library Page <sup>6</sup>	0	0	1.5		\$21,840.00	
TOTALS	19	20	28.5	\$605,387.60	\$1,182,270.00	
Work Benefits @ 22%				\$133,185.27	\$260,099.40	
GRAND TOTALS				\$738,572.87	\$1,442,369.40	

\* The median salary for a public library employee in 2019 was \$47,923 per "Placements and Salaries 2020," Library Journal, October 2020, page 27.

## Notes:

1. Step 2 for City Librarian and Library Coordinators.
2. Step 5 for City Librarian and Library Coordinators.
3. Library Aide 40 hours (Administrative Assistant for City Librarian & Coordinators).
4. Increase from 16 to 28 hours year two or three for new building.
5. New Position.
6. FTE based on 200,000 annual circulation.

The primary purpose of a Collection Development Plan (hereinafter CDP) is to build and maintain print and non-print resources that are relevant and responsive to the needs of Victorville residents. A CDP should be guided by the **Library's** mission statement.

*Selection Guidelines.* Library staff select materials for the library from a variety of sources. These include but are limited to:

- Recognized bibliographies.
- Library publications such as *Library Journal* and *Publisher's Weekly*.
- Newspapers such as the *New York Times* and *Los Angeles Times* weekly book review sections.
- Customer recommendations and suggestions.<sup>1</sup>

The following questions guide selection:

- Does the resource support the mission of the Library?
- Does the format make it accessible and convenient for all users?
- Does it present new information, or is it redundant?
- What is the expected future use?
- What is the cost in the context of the **Library's** budget?
- What is the general reputation of the author?

*Non-Print Selection Guidelines.* The selection of audiobooks, CDs, DVDs, **Playaway's**, etc. should be evaluated on the same basis as are books and periodicals, with special emphasis on the suitability of the format to the content, the quality of the production, and the **Library's** ability to provide the equipment and support required in order to use the material.

*Periodical Selection Guidelines.* Periodicals are defined as any title published on a continuing basis in a variety of formats. Starting a periodical subscription implies a long-term, ongoing commitment to the title, prepayments, claims, binding, storage, and possibly acquiring microforms. The acquisition of periodicals should be achieved by the most cost-effective methods available at the time. Periodical price increases often exceed the rate of inflation and operational budget increases.

The following questions guide periodical selection:

- Is the periodical included in an index, abstracting service, or full-text database available in the library?
- Will a subscription to this title meet an anticipated long-term need?
- Does the format make it accessible and convenient for all users?
- Are there other similar titles currently owned?
- Can another periodical subscription of similar cost be canceled?

*Reference Materials Selection Guidelines.* The purpose of the reference collection is to acquire and maintain, in various formats, reference sources necessary to support the **Library's** mission. Reference sources are defined as materials which are intended to be consulted for short periods of time and not read in their entirety. In order to maximize access to these resources the collection is non-circulating. The reference collection is a resource for Library customers as well as a source of information for staff to use when answering a customer's questions.

Selected types of reference publications can include the following:

- Maps and atlases may include national and international maps from *National Geographic*. Maps collection includes local, state, regional, and national road maps and atlases to answer general reference questions.
- Dictionaries will be a small, select collection of English language dictionaries should be included in the reference collection, as well as Spanish and one or two other dictionaries in foreign languages.
- Encyclopedias should include Single volume and multi-volume English and Spanish language should be in the collection.
- Statistical resources such as the *World Almanac* and state/regional almanacs. Special attention is paid to the source and the reliability of the data included in these reference works.
- General bibliographies on broad topics are in the reference collection.
- Career Guides can be in the reference collection and most likely duplicated in the Adult Services non-fiction collection.
- College Guides from California and nearby states should also be in the Reference Collection.

<sup>1</sup> The Library staff should complement customers when they make a recommendation or suggestion and the Library should let the customer know

the decision made by the Library regarding whether or not to acquire the item if it is not already in the collection.

*Lost or Damaged Materials Guidelines.* Decisions on preservation of damaged materials and replacement of lost, stolen, or damaged materials are based on use and condition of the materials, and of the availability of the information in the same or other formats.

*Guidelines for Deselection of Materials.* Deselection, or weeding is conducted by Library staff and is based on use, format, and condition of materials. It is especially vital that the reference collection be regularly reviewed for outdated materials. Outdated materials should be discarded and made available to the Friends of the Library for sale.

## Victorville City Library Policy Manual

## SECTION I: Library Administration &amp; Governance

## LIBRARY MISSION, VISION, AND VALUES

The Victorville City Library's mission is to enhance and improve new and traditional user services and promote communication and collaboration within the community.

## OUR VISION

The Victorville City Library provides a means through which materials and services are provided for community residents of all ages for personal enrichment, enjoyment and educational needs. Lifelong learning needs are met by providing equitable access to information.

## OUR VALUES

Victorville City Library believes in the right of all individuals to learn and to grow through access to ideas and information representing differing points of view. The Library believes in quality service, diversity, fairness, professional ethics, and respect for our patrons and our community.

## LIBRARY GOVERNANCE

The Victorville City Library is governed by the Victorville City Council which acts as the Board of Trustees for the Library, the Department of Community Services, and the City Librarian. The Department of Community Services and the City Librarian bear general responsibility for the development and management of Library collections, according to the norms established in the Library's Collection Development document, and appropriately delegates specific responsibilities to subordinates.

Consultant comments are in red text

## SECTION II: CIRCULATION - Victorville City Library Cards

## ELIGIBILITY

California resident or partial year resident – Free. Issued for 1 year.

Out-of-state resident or non-resident – \$10 annual fee. Issued for 1 year.  
Suggest an amount equal to the per capita of a local tax paying resident.

## REGISTRATION

## General

Adult Applicant (18 and older) - Identification and current mailing address.  
(Parent's or guardian's ID may be used for a minor's verification).

Photo ID (driver's license, California ID card, student ID, work ID, passport)

Persons (17 years old and under)

The above verification plus for Children's parent or guardian and juvenile applicant must be present.

## Special Circumstance

Literacy clients/Patrons unable to write - An adult companion or Library staff member may complete the application form.

## Homebound Persons

Card may be issued via mail or volunteer. Send Circulation Information flyer.

## Institutional Cards

City Departments, corporations, nonprofit organizations, schools, daycare centers, foster care parents, DCS (see Appendix for additional information). The Consultants did not see an Appendix.

- A letter (on official letterhead from an authorized representative) listing authorized users and a statement that the organization (not the listed individuals) is responsible for all fees. [Must have proof]
- A standard Borrower's Card Application, completed by the authorized representative.
- Application and letter to be kept on file at the Victorville City Library.
- Institutional cards will be verified annually by Library staff.

Consultant comments are in *red text*

### New Borrowers

Give patron Circulation Information flyer and Library card. Remind patrons:

- To report lost/stolen card immediately;
- To look at the due dates for each item;
- That the Library charges overdue fees as shown on flyer;
- To read the back of the card; and
- The card is required to log onto the public access terminals.

### Lost or Stolen Card

Patrons are responsible for fees accrued until the date the card is reported lost or stolen. Circulation staff will record lost or stolen in the note field:

- Card number;
- Date reported lost/stolen;
- Number of items checked out to date;
- Outstanding fines to date;
- Staff initials/VIC/Date; and
- Issue patron new card (\$2.00 lost card fee).

### Damaged Card

If scanner will not read the barcode due to normal wear and tear, issue new card at no charge.

### Duplicate Card

If a patron has a duplicate Victorville City Library Card:

- Verify that each card has no problems attached (reserves, claims returned, fees, etc.);
- Verify that personal information is the same on all accounts (name, birth date, California Driver's License number, etc.);
- Delete all cards except the most recent unless previous cards show delinquent status; and
- Update information on the current card.

### Registration Renewal and Updating Information

The Library's **ILS** will indicate when it is time to renew a Library card. All Library cards are to be verified annually. Out-of-state residents and institutional Library cards must be registered annually. Verify address, phone, PIN, email address, and profile name.

### San-Bernardino County Library Cards

San Bernardino County Library cards are not accepted at the Victorville City Library. However, patrons may hold both cards. If available, items may be requested from an SBCL branch and checked out at the Victorville City Library. Loans between VCL and the San Bernardino County Library System are contingent upon the service agreement between the two Library systems. Loaning between the two Library systems is not guaranteed. *Last sentence does not make sense.*

Because of licensing requirements, some SBCL subscription databases cannot be accessed by Victorville City Library card holders.

### Patron Confidentiality

**Government Code Section 6267 states:** "All registration and circulation records of a Library which is in whole or in part supported by public funds shall remain confidential and shall not be disclosed to any person, local agency, or state agency except as follows:

- By a person acting within the scope of his or her duties within the administration of the Library.
- By a person authorized, in writing, by the individual to whom the records pertain, to inspect the records
- By order of the appropriate superior court. As used in this section, the term **"registration records" includes any information which a Library requires a patron to provide in order to become eligible to borrow books and other materials, and the term "circulation records" includes any information which identifies the patrons borrowing particular books and other material.** This section shall not apply to statistical reports of registration and circulation or to records of fines collected by the Library."

### Guidelines

The Victorville City Library supports the idea of free and CONFIDENTIAL access to all materials by all patrons. *George, do you really mean all materials by all patrons? All Patrons means everybody regardless of age.*

- No information may be provided about materials that have been checked out except to a cardholder (i.e., someone who has permission to use a card).
- Do not give out names or addresses from registration files to individuals or unauthorized agencies, per state and federal law.
- Do not release information regarding minors, except to parents or legal guardians if they have the Library card, a Library overdue notice, or if the minor is present.

### Federal Law Enforcement Request

The Patriot Act enables access to Library patron records upon presentation of search warrants issued by federal courts and presented by law enforcement officers. In the event an officer presents any warrant to staff members at VCL, the following procedures are to be followed.

- Appropriate search warrant is presented by law enforcement officer. Library staff is not permitted to accept a search subpoena; it must be presented to CityHall.
- **Librarian or designee reviews officer's credentials and the warrant, and records officer's agency, name and badge number, plus name/address of person named in the warrant.**
- Staff in charge notifies the Librarian; if Librarian is not available, call the Director of Community Services. After regular working hours, call home emergency numbers.
- During regular work hours, the Librarian will call the Director of Community Services and or the City Attorney to advise him or her of the requested search and request advice. If the City Attorney is unavailable, ask to speak to **another attorney in the City Attorney's office.** *The Consultants were told by the City Manager's office that Victorville does not have a City Attorney.*
- The City Attorney will advise staff. If an immediate need can be demonstrated to administrative staff, the search may proceed.

### Search

- Librarian/Staff member in charge should perform the database search. Patron record of person named on the search warrant may be provided to the officer, including registration and materials currently checked out. Search may not include records of family members or others at the address (if any) shown on warrant. If the officer requests such extended information, he or she should be referred to Director of Community Services.
- Incident Report must be completed, summarizing the search and including **officer's agency, name and badge number, plus name/address of person named in the warrant.**

All aspects of such a search are confidential and details must not be passed on, except for the confidential Incident Report and supervising Library staff. Nothing should be made known to other Library staff or anyone outside the Library. All requests for information related to a search must be referred to the Director of Community Services.

### Local Law Enforcement Request

Follow the above procedures, except for the following:

- Keep a copy of the court order;
- Provide officer only with a printout of the **patron's name, address, phone number, and materials checked out;**
- Attach the printout to the court order and create a file; and
- Complete an incident report.

### Loaning Materials

#### Loan Period

Loan periods are set by the Library and are based on the item type and the operational needs of the Library. The Library reviews the checkout limits of County and City Libraries within the region and tries to maintain similar checkout time restrictions. If an item is borrowed from a lending Library, the Library lending the item determines the checkout period. Current check out periods can be viewed at the Library Circulation Desk.

Consultant comments are in *red text*

### Maximum Checkouts

The Library determines checkout limitations and those limitations may be changed as necessary to accommodate the operational limitations of the Library. The Library reviews the maximum checkout limits of County and City Libraries within the region and tries to maintain similar checkout limitations. Current Item Limit List can be viewed at the Library Circulation Desk.

### Checking Out Materials without Card

- Checkout: A patron may check out materials without his or her Library card provided he or she has valid photo identification; and
- Computer Use: Staff may not provide patrons with their Library card numbers to access the public computers.

### Checking Out Materials When System Is Down

Books, periodicals and audio materials may be checked out when the system is down. DVDs may NOT be checked out when the system is down.

### Vacation Loans

Materials for vacation loans may be loaned for a period of six weeks at the request of the patron. Vacation loans should be done at the discretion of the Librarian or designee.

### Periodicals/Newspapers

Current issues of magazines do not circulate. Back issues may circulate at the discretion of ~~the Librarian or designee.~~ Library staff.

### Reference Materials

Reference materials may not be checked out by patrons. However, libraries within the ILS may request reference materials for use within their Library.

### Local History Materials

Local history materials, including pamphlets and newspaper clippings do not circulate. The range of local history extends to all of San Bernardino County and **its environs; however, VCL's collection focuses on the local community.** This information is difficult to obtain and usually irreplaceable.

Local newspapers (in microfilm format) are retained for local history and do not circulate.

Photocopying specific articles is permissible.

### Item Not Found in Catalog

**"Item not found in catalog" cannot circulate.** The item is evaluated by staff who will determine if it should be added back into the collection.

### Renewals

- Print and audio materials without holds may be renewed once;
- Feature film DVDs and Blu-Rays cannot be renewed; and
- Renewals may be made by telephone, in person, or online.

### Returned Materials

#### Inspection

Inspect returned materials for ownership and damages before discharging:

- Make sure audio book, CD, Blu-Ray and DVD boxes contain correct discs.
- Make sure that book and CD packets include all components.

#### Claims Returned

When a patron claims he or she returned item(s), check the shelves. If the item is found, back date and check it in. If the item is not found, back date and check in **item, mark missing, and put note on borrower's record.** If patron has multiple occurrences make **a note on the patron's account and notify** Library administration for additional guidance.

### Damaged Materials

Charges for damages or missing components must be determined before discharge.

### Book Drop

All material may be returned in the book drop. Patrons are not responsible for damages caused by vandalism to the book drop (oil, soda, rain, etc).

### Non-ILS Items

Patrons may return material from non-ILS libraries. Remind patrons that items have not been checked in until they reach the owning Library and fines may accumulate while items are in transit.

Consultant comments are in *red text*

## DELINQUENT CARD

### Delinquencies

- a) A patron is considered delinquent when his or her card has \$10.00 or more unpaid charges against it. Before materials can be checked out, any charges above \$9.99 must be paid.
- b) If the patron is in Collections, he/she may not check out any items. No exceptions allowed.
- c) **A patron's delinquency does not disqualify the card of another family member; if a parent's card is delinquent, the parent may check out materials on a child's card or vice versa.**
- d) **When a patron's record has been blocked and/or sent to Collections, no notation may be made on the cards of family members.**

### Restrictions

Patron borrowing privileges are restricted for lost materials, fines, fees, and overdue material. If fines are under \$10.00, continue to charge items to patron. If patron has \$10.00 or more in fines, do not charge any material.

### FINES & FEES

*The Consultants recommend eliminating all monetary overdue fines per American Library Association Resolution CD# 38 (Rev. 1/27/2019)*

### Incurring Fines and Fees

Items will incur overdue fines if returned ~~late~~, damaged or have been lost. Fees will be charged for DVD and Blu-Ray rentals, InterLibrary Loan searches, Library card replacement, collection costs, computer printing and various items for purchase.

### Fine Exempt Status

The Victorville City Library will continue the DCS Foster Children Program through the County of San Bernardino Library System. The County Library and **the County Department of Children's Services (DCS) are cooperating in a** program to encourage foster parents to allow the children placed in their homes the use of Library materials without requiring financial responsibility for materials checked out.

### Non-Exempt

- a) Staff: All current Library employees and their immediate families residing in **the employee's** household.
- b) Volunteers: Friends of the Library, literacy tutors and enrolled adult learners.
- c) Court referrals.

### Payments

Payment of fines and fees may be made in cash, by personal check (payable to **the City of Victorville**), **traveler's check or money order**, debit or credit card.

### OVERDUE NOTICES

Ten (10) days past the due date, an overdue notice is sent by one of the following:

- Automated voice system
- E-mail
- Mailer

Fifteen (15) days past the due date, a second overdue notice stating this is the second overdue notice and the account needs to be settled promptly or the patron may be referred to a collection agency is sent by one of the following:

- Automated voice system
- E-mail
- Mailer

Twenty-one (21) days past the due date, overdue items will be considered lost and patrons will be charged:

- ~~The price of the item;~~
- ~~A \$5.00 or \$10.00 processing, based on the item type; and/or~~
- A replacement item that is acceptable for the Library.

## COLLECTION AGENCY REFERRALS

*Should the Library decide to adopt American Library Association Resolution CD# 38 (Rev. 1/27/2019) as policy, reconsideration of collection policies and procedures may be warranted.*

## General Statements

Unique Management Services (material recovery service) receives a weekly report of all accounts over \$25.00; a \$10.00 collection agency charge is added to each account.

After 21 days overdue, items are considered lost, and the account is sent to collections if the amount is over \$25.

Collection Agency Notes in Victorville City Library's *Integrated Library System (ILS)*

**Once an account has been sent to collections, a note is placed in the patron's record.** After the account is paid in full, the note is updated but not removed.

Library staff must not remove or modify collection agency notes for any reason (except as noted above).

## Claims Returned

Library **staff should not mark an item as "claims returned" once it has gone to the collection agency.**

## Credit Reporting

Unique Management Services is a material recovery service. It is not a credit reporting agency.

After 120 days, Unique Management Services submits the delinquent account to credit reporting agencies, which makes the information available to credit grantors. If the patron calls the credit reporting bureau to complain about the debt, the credit reporting bureau can only help if the patron states the amount is wrong or the wrong person was reported.

**Showing a debt as "paid" on a patron's credit report is not the same as "expunging" the debt from the patron's credit report.** Unique Management Services has a contractual agreement with the credit reporting agencies to request that a debt be expunged from the credit report only if the account was reported in error.

*Consultant comments are in red text*

Accounts are cleared only if the collection agency receives notification that the patron is released of his/her fines/fees due to bankruptcy/discharge or the account was sent in error.

## Deleting Patron Accounts

**Wait at least one day after the account has been paid to delete a patron's** Library card.

## Disputes

Patrons wishing to dispute a collection should contact:

Unique Management Services  
119 E. Maple Street  
Jeffersonville, IN 47130  
1-800-879-5453

## Payments

Library staff can accept payment of collection agency fees/fines. Automation does not need to be notified when this occurs.

**Accounts sent to the credit reporting agencies remain on patrons' credit histories** even when the accounts have been paid in full.

## Waiving Collection Fees

If an account is wrong (e.g., item was found on the shelf), Library staff should do the following:

- a) Backdate and discharge the item.
- b) Remove the \$10.00 collection agency fee **from the patron's** record.
- c) If the patron wants to reduce or eliminate fines and/or fees due to extenuating circumstances (e.g., fire, automobile accident, extended illness, death), patron should submit supporting documentation for review by the *City Librarian*.

## SECTION III - 3D PRINTING POLICY

## General

The Library's 3D printer is available to the public to make three-dimensional objects using a design that is uploaded from a computer file.

The Library's 3D printer may be used only for lawful purposes. The public will not be permitted to use the Library's 3D printer to create material that is:

- Prohibited by local, state, or federal law.
- Unsafe, harmful, dangerous or poses an immediate threat to the well-being of others.
- Obscene or otherwise inappropriate for the Library environment.
- **In violation of another's intellectual property rights. For example, the printers will not be used to reproduce material that is subject to copyright, patent or trademark protection. The Library reserves the right to refuse any 3D print request.**
- The Library will only print objects that will take less than 4 hours to print.
- Items printed from the Library's 3D printers that are not picked up within 7 days will become property of the Library. Items must be picked up by the individual who printed them.
- The Library reserves the right to refuse any 3D Print Request

## Design Creation

Any 3D drafting software may be used to create a design as long as the file can be saved in .stl or .obj format and the file size limits can be found at the reference desk.

## Submitting a File for Printing

Persons wanting to use the 3D printer must make an appointment through the reference desk and submit a proposal form.

- The files will be readied for printing in the Library's 3D printer software.
- Library staff will review all files in the Library's 3D printer software before printing.
- Staff will add the model to the printing queue. Patrons will be notified by phone or email when their job is completed and ready to be picked up.
- The Library will schedule only one print per day per person or entity. Limitations on the number of print jobs available per week are subject to

printer availability and staff availability. The number current weekly print jobs available can be found at the reference desk.

- Current maximum dimensions on 3D Printing can be found at the reference desk.

## Printing Quality

The Library cannot guarantee model quality or stability, confidentiality of designs, or specific delivery times. Print quality can be affected by any number of variables. The Library does not refund printing fees for completed items which do not come out as intended due to options selected by the individual requesting the 3D print, including but not limited to scale, quality, design, required support material, etc.

*Consultant comments are in red text*

Consultant comments are in *red text*

## SECTION IV - PATRON CONDUCT

### Children and Minors

Children are defined here as persons who have not reached the age of 13.

Minors are defined here as persons who are 13 years of age and have not reached the age of 19.

### Stranded Children

To ensure the safety and well-being of all Library patrons, Victorville City Library personnel **will implement** the following procedures in the event that an unattended child under **as defined herein** is in the Library at closing with no means of getting home.

- a) Thirty minutes before closing, staff should determine whether the child has a means of getting home. If not, or if no one has arrived at closing, Library staff will make every reasonable effort to contact the parent/responsible adult.
- b) If the parent/responsible adult has failed to pick up the unattended **child** patron within 15 minutes after closing and attempts to reach the parent/responsible adult have failed, Library staff will request assistance from the appropriate local law enforcement agency. The law enforcement **agency will then assume responsibility for the child's safety and for** contacting the parent.
- c) Two staff members will wait with the child until he/she is picked up by a parent/responsible adult or law enforcement agency. Staff is to wait as long as necessary for arrangements to be made and will be compensated for their time. Under NO circumstances will staff provide transportation for the child.
- d) If the parent/responsible adult picks up the child, staff is to inform them of Library hours and give them a copy of Victorville City Library's **Stranded Minor Policy**. If the child is turned over to the law enforcement officials, an incident report must be filed with a copy forwarded to the Director per standard incident report procedures.

### Unattended Children

**Parents are responsible for their children's behavior in the Library.** Disruptive children are defined as children who:

- Talk loudly;
- Cry excessively;

- Running **in the Library building**;
- Are disruptive toward others; and/or
- Mistreat Library property

Disruptive children, attended or unattended, may be asked to leave the Library after one warning.

Children 12 years and older may use the Library when unaccompanied by a responsible adult. However, parents, guardians, or caregivers are expected to be aware of the opening and closing times of the Library, and to make suitable arrangements to meet and/or transport their children.

Library staff cannot be responsible for the safety, care, supervision or entertainment of children who, on a regular basis, are required by parents to spend hours in the Library after school in lieu of daycare. If parents of children under the age of 12 are not present in the Library, staff will attempt to locate either the parents or a responsible adult. If parents/responsible adults cannot be reached, the appropriate law enforcement agency will be asked to assist.

In order to provide for the general welfare of all persons using the Library and to provide for the general safety of children using the Library, each child should know his/her full name, address, and telephone number and the name and **telephone** number of a responsible adult to contact if a parent cannot be **reached. The child should be introduced to the Coordinator for Children's Services** and other Library staff members so he or she feels comfortable approaching them with a problem.

### Children's Area

- a) **Adults using children's area** without a child or need for **children's collections** is prohibited.
- b) **Children's computers are for children's use only.**

### Internet Use by Minors

As with other Library **materials**, supervision of a child's use of the Internet is the responsibility of a parent or legal guardian. The Library **has designated children's computers in the children's area for pre-school and grade school age children.**

Consultant comments are in *red text*

## SECTION V - PATRON RULES OF CONDUCT

The Victorville City Library welcomes all patrons who comply with these Rules of Conduct.

The purpose of these rules is to ensure that all patrons of the Victorville City Library have access to and use of Library facilities in a quiet, orderly, sanitary and safe atmosphere, unhindered and undisturbed by the disruptive actions and behavior of others.

Patrons are required to respect and adhere to the following courtesies, guidelines and prohibitions listed in the Patron Rules of Conduct. Failure to adhere to the rules, prohibitions and courtesies listed here or other disruptive conduct not listed that is deemed to be disruptive by Library staff may result in loss of Library privileges up to and including expulsion from the Library premises (Education Code §18960).

### Serious Offenses

A person will be immediately expelled and suspended for committing or attempting to commit a serious offense, including:

1. Assault or engaging in physical altercations including assaults and fighting.
2. Battery.
3. Theft.
4. Vandalism.
5. Engaging in acts of sexual misconduct, including indecent exposure, sexual contact and sexual intercourse and/or exhibiting lewd and lascivious acts.
6. Offensive touching.
7. Harassment.
8. Stalking or threatening behavior.
9. The use of alcohol or controlled substances.
10. Emitting strong, pervasive odors, including body odors due to lack of hygiene or artificial odors caused by perfume or cologne that unreasonably interfere with Library users or staff comfort, safety, use, or peaceful enjoyment of the Library.
11. Having unsanitary bodily hygiene offensive to other persons that it constitutes a nuisance in the Library.
12. Bullying.

Any person who refuses to leave the Library when asked to do so will be suspended from the Library premises and authorities will be notified (California Penal Code 602.1b).

### General Policies

A person engaged in the following behaviors will be asked to stop the behavior and may be asked to leave the Library.

1. The Library is not responsible for lost or stolen items.
2. Persons interfering with the normal use of the Library will be asked to leave.
3. People, service animals or property must not block aisles, doorways, stairways, elevators or ramps.
4. Large objects such as carts, bicycles and luggage may not be brought into Library facilities.
5. Library patrons must keep personal belongings with them at all times.
6. Bags, luggage, or any personal items deemed as oversized will not be permitted in the Library.
7. Bags, luggage, or personal items exceeding the following dimensions will be deemed oversized: 22 inches by 14 inches by 9 inches, the Librarian reserves final determination of whether a bag should be deemed oversized.
8. Personal items carried or transported in trash bags, plastic bags, shopping carts, or other materials that would constitute a safety hazard are prohibited inside the Library.
9. Personal belongings left unattended in or around the building, the Library parking lots and lawns may be removed or disposed of.
10. No eating, drinking (excluding water in a re-closeable plastic container).
11. Sleeping or lying on the floor or furniture inside the Library and sleeping lying outside the Library on its grounds, lawns, and parking lots is prohibited.
12. Bathing inside the Library, its facilities, restrooms or on Library premises is prohibited.
13. Smoking on the Library's campus including inside or outside the building and its adjacent parking lots is prohibited. (Victorville City Ordinance No. 2329, § 2, 2-3-15)
14. Loud, abusive, threatening or insulting language or engaging in noisy activities is prohibited.
15. Be considerate of the noise environment and speak in a lower voice as is possible for you to do so.

16. Silence cell phones and electronic devices and take extended phone calls outside.
17. Media or commercial photography or filming, without prior permission from Library Administration is prohibited. Patrons are not allowed to use Library phones.
18. Grouping around single computer stations is prohibited **unless instruction is being provided by a Library staff member or a person(s) engaged by the Library for computer instruction.**
19. **Using someone else's** Library card to access computer stations or check-out books is prohibited.
20. Possessing weapons of any kind is prohibited.
21. Persons displaying signs of intoxication of drugs or alcohol, or persons exhibiting unstable behavior of any kind are not permitted on Library premises.
22. Soliciting money, donations or signatures without prior authorization is prohibited on Library premises.
23. The Library parking lot and sidewalks may not be used for rollerblading, skateboarding, roller skating, or biking.
24. Interfering with or blocking free passage with bicycles, large backpacks, carts and other bulky items is prohibited.
25. Mutilation, destruction or theft of Library materials and/or property is illegal.
26. Use of Library grounds, facilities or equipment other than for Library purposes without prior authorization is prohibited.
27. Parking vehicles on Library premises for purposes other than Library use is prohibited; and vehicles will be towed away at **the owner's** expense.
28. Parking bicycles, carts, scooters or similar devices inside Library facilities without permission is prohibited.
29. **Patrons' pets, except for guide or personal assistance dogs,** or animals involved in a Library program, are not allowed in Library facilities.
30. Clothing covering the upper and lower body is required in addition to shoes or other footwear.
31. Children under the age of twelve should not be left unattended on Library premises. Stranded Minor Policy will be enforced.

Consultant comments are in **red text**

## PROBLEM PATRONS/WORKPLACE VIOLENCE

VCL has a written set of rules of behavior for the public. A problem patron is defined as any person who disrupts or disturbs other patrons or staff. This may include, but is not limited to, drug or alcohol abusers, patrons with mental health issues, noisy children and persons with extreme body odor. The primary consideration in dealing with problem patrons is the safety of staff and patrons and the security of the building and materials. Consistency in applying the VCL policies and rules is important and should be stressed to all staff members.

Staff handling problem patrons should remain calm but take action quickly. Assess the situation and determine what action should be taken. Request assistance from library security staff and when possible the Librarian or senior library staff should assist security personnel when asking the patron to cease the behavior or leave the library. Use clear, direct language; be simple and honest, offering the person a choice if possible. For example, **calmly state, "You must be quiet and use the library properly, or you will be asked to leave."**

If it is determined that law enforcement should be called, do so quietly, giving the dispatcher your name, library name and address, and complete description of the offender and his behavior. If it is an emergency, or if the patron has a weapon, be sure to say so. Most problem patrons will leave the library when approached by library security or two staff members, and there is rarely a need to call the law enforcement, except in case of violence. After the incident is resolved, allow staff the time to discuss the situation. Follow-up reports should be made to the Librarian, and the Community Services Department Administration as necessary.

### Examples of Problem Patrons:

- Noisy Children Accompanied by an Adult: Talk to parent, stressing proper library behavior. Ask parent to take child out and return without child or when child can behave properly.
- Noisy Children/Teenagers without Parents: Talk to them, offering choice of quiet behavior (this means moderately quiet, not absolutely silent) or leaving the library. If they do not quiet down, ask them to leave. If they will not leave, contact parents if possible; otherwise call law enforcement. Refer to Stranded Minor Policy.

Consultant comments are in *red text*

- Noisy Adult: Be tactful. Some are hard of hearing, stress moderation if you need to approach them. A designated staff member should explain to the patron that he/she are required to be mindful of other patrons and to please lower his/her voice and if they do not comply, it will be necessary to ask them to leave. As a last resort call law enforcement.
- Obscenities Directed at Staff: **Say, "Just a moment, I'll get someone else to help you," and walk away.** If second staff member cannot calm person in a short amount of time and patron will not leave, call law enforcement. Violent language is a violation of the penal code and may be prosecuted.
- Angry Patrons – See Workplace Violence section, page 11.
- Odoriferous Patrons: Go gently. Take action only if there have been patron or staff complaints and if the air is getting foul and the person seems inclined to stay. Ask person to leave. If person refuses, call law enforcement agency.
- Sexual Deviants: As soon as behavior is noted, call law enforcement immediately. If someone has exposed himself to a patron, ask victim to wait for law enforcement. If exposure is made to a child, call parent and have a staff member stay with child until parent and/or officer arrives. If a child reports the incident after the offender has left the library, get as complete a description of the person as possible and call law enforcement. Notify parents.
- Staring: If a person is sitting at a reading table and is very obviously staring at staff or patrons, you may ask the person quietly to stop staring or leave the library. If the person is following people around and staring at them down rows of stacks or through the shelving, you may ask the person to stop or leave. If person continues staring, get a description and call law enforcement.
- Vandalism: If vandalism occurs, report to law enforcement. If law enforcement is contacted a complete incident report must be filled out.

## WORKPLACE VIOLENCE

### Employee Responsibilities

- When confronted with an angry patron, attempt to de-escalate the situation.
- Apologize for the inconvenience. Empathize and sympathize with patron.
- Ignore sarcastic remarks and personal attacks.
- **Don't** argue with patron.
- Explain to the patron what you **CAN do to help, not what you can't do.**
- **Don't accuse patrons. You may be wrong.**
- If successful, notify the Librarian after the situation ends. An incident report may be requested.

- If patron refuses to calm down, request assistance from the Librarian or immediate supervisor and library security.
- If a patron refuses to calm down or seems on the verge of violence at any point, staff should seek immediate assistance from Library Security and should call 911.

### Librarian's Responsibilities

- Take all threatening comments or behaviors seriously.
- Notify Library Security Immediately and ask for their assistance
- Contact law enforcement if necessary.
- Remove threatened employee and/or patron from the Library if the threat has not been mitigated. Provide threatened employee/patron security to his or her car.
- Report all incidents to Director of Community Services; complete an incident report.

If an employee threatens or harms another employee, separate the employees and send them home sequentially. Immediately contact Library Administration and the Director of Community Services.

## SECTION VI - COMPUTER, TECHNOLOGY &amp; POWER RESOURCE POLICIES

1. The Library provides access to computer and related technology for the mutual benefit of the public.
2. Any patron may use the Library's **computers with a valid** Library card and must adhere to the standard time restrictions in place by the Library.
3. The Library sets time restrictions for computer usage based on the Library's operational needs and the Library seeks to maintain similar time restrictions in place by county and city Libraries within our region.
4. Patrons seeking to charge their devices may only use those outlets labeled *specifically* designated for such purposes.
5. Patrons may only charge two devices at any time, including, cellphone, laptop, or tablet type device. No other items may be charged on Library premises without prior authorization.
6. Patrons are not allowed to plug-in or otherwise use powerbars, extension cords or similar utilities on Library premises.
7. Patrons are not allowed to leave their devices unattended, charging or otherwise.
8. Patron computers are not to be used for charging devices.
9. Patrons occupying computers with no intent of utilizing the computer will be asked to relocate.
10. The Library reserves the right to remove unattended devices from anywhere in the Library to prevent the disruption of Library services or inconvenience to other Library users.
11. Patrons seeking to use the Library computers must have a valid Library card.
12. The access of illegal material on Library computers terminal or Library technology is prohibited.
13. The Library is not responsible for lost or damaged files while using Library computers.
14. Any documents saved to the computer are lost when a patron ends their computer session.
15. Downloading or viewing graphic material of an adult nature on Library computers is strictly prohibited. Anyone accessing pornography in the Library will be permanently banned from using the computers.
16. The Library is not responsible for reimbursement of print copies made in error.
17. The Library reserves the right to restrict access to Library computers, Library technology and other Library hardware as is necessary to create a safe learning environment for Library users.

The Friends of the Victorville City Library is small in number but quite successful, given the 20 to 30 active members, as the Consultants have been told. Our apologies if the number exceeds that now. We believe there could be more **“Friends” and that would be helpful for the Library over the long-term, as well as now.**

The Consultants are not presently conversant with how the Victorville Friends of the Library (FOL) is organized. We do know how similar organizations around the country are organized, and what they do. Size, e.g. the number of members, is important. Here are our thoughts and recommendations.

*Organizational Structure.* Regardless of the current size, there should be an administrative Board, simply referred to as the Board of the Friends of the Victorville City Library. Later, with a larger number, it could become the Board of Directors. Now, and for the future, there should be:

- A President.
- A Vice-President.
- A Recording Secretary.
- A Treasurer.

*Growing in Numbers.* With or without an administrative Board, the Friends group should set a realistic target for the number of members it would like to have by a date certain. For purposes of this Report, let us suggest the following:

- By June 2022, the membership should be 50.
- By June 2023, the membership should be 100.
- By 2025, there should be 250 active, dues paying members.

The City Librarian, or the Librarian’s **designee, should attend on a regular** basis in order to keep the FOL up-to-date on the services, happenings, and needs of the Library. The City Librarian would not be a voting member of the Friends, but certainly could be a member.

Finally, the FOL should set specific dates and times for regular meetings. The President should develop the Agenda and it should be communicated to the members, the City Librarian, appropriate City officials, and the local print and non-print media. The meeting should consistently be on the same day and time each month, which ideally should be in the first half of each month, avoiding conflict with Thanksgiving and Christmas holidays.

The meeting Agenda should be prepared and distributed within one week before the meeting. Minutes of each meeting should be prepared and distributed electronically within one week of the meeting. These should be the responsibility of the Recording Secretary.

It is important to keep the City Librarian in the loop. However, under no circumstances should the City Librarian or any staff member be considered an unpaid employee of the FOL. They can lend a hand from time-to-time, but very infrequently. Lastly, as far as Library staff are concerned, there is nothing wrong with them joining and be members.

*Dues Structure.* Affordability is the key. The dues amount needs to be enough to finance ongoing activities so individual members do not have to reach into their own pockets. There should be two classes of membership with suggested dues as follows:

- Regular Member:
  - First Time – At least \$25 a year
  - Continuing – At least \$50 a year
  - Book Hero – At least \$100 a year
  - Bibliofile – At least \$250 a year.
- Lifetime Member – At least a one-time payment of \$2,500 (can be paid over a five-year period).

**In addition, there should be “Corporate”** membership for business establishments, legal firms, etc. that wish to support the Victorville City Library via the FOL. We recommend the corporate dues structure be at least \$100 a year.

*A Marketing Plan.* During the Focus Group discussions, one relevant comment **made was that the “City Council did not recognize the Friends,” going on to suggest that the Council formally recognize and honor the FOL at a regular meeting of the Council.** The Consultants believe that to be a very good idea which we endorse.

Conversely, the FOL should recognize the Council – and other civic leaders in Victorville – **by means of an annual “Civic Leader’s Luncheon” held at the Library.** This would not be an affair that has a speaker or even a program aside from the President of the Friends, rather early in the Luncheon thanking those attending for the participation.

The best time of year for this would be in spring, which would allow for outside seating, etc. as needed.

As for the food, nothing wrong at all for the first year or two for FOL members to prepare a covered dish and set up a buffet line. Once established and with a growth in membership, then a catered luncheon drawing on the talent of the food service establishments in the city.

In addition to the recognition and luncheon, the Friends should have a newsletter **of their own, available on the Library's website** for the first year or two (if allowable per City code) and then migrate to a FOL Website. There should also be a print version which could be available at the Library, and perhaps mailed to those persons who do not have online access.

Victorville is large enough to have an active and robust Friends of the Victorville City Library organization. The good news is that the organization already exists and is active. What is needed is for an increase in membership and revenue. Within the next 12 to 18 months the FOL should consider establishing as a major goal a special fund in an interesting-bearing account, to use as one source of funding for the new Victorville City Library building. There should be no reason why such a goal could stipulate that funds are for something very specific in the new facility. As an example, furnishing the 150 to 200 seat Multi-Purpose Meeting Room, or on a smaller scale, a 12 to 20 seat Conference Room.

As the Consultants have said many times, to many people throughout these United States – **“The future belongs to those who plan for it!”**