



**Strategic Facilities Plan | Final Report**  
**Fort Vancouver Regional Library District**

*December 2013*

## Executive Summary

Occasionally, an organization has an opportunity to redefine its role in the community it serves. To do so, a deliberate plan backed up by a strong implementation strategy is essential. The Fort Vancouver Regional Library District (FVRL or District) has seized a timely opportunity by creating a strategic facilities plan that will move the District from its role as a community servant to that of a community catalyst. The intent is to coordinate the District's future capital investment in communities with their individual planning and capital programs, thereby creating leverage of the District's investment. In some cases the result may be planning for joint versus individual facilities or seeding a community revitalization effort.

With this new role in mind, the District has identified more than 40 projects that have the potential to expand its programs and services. These projects evolved out of a planning process completed by the District in 2013 that involved extensive information-gathering and analysis.

The potential projects fall into three broad categories. Category I projects target enhancements to existing facilities. Category II projects identify opportunities to expand services to communities across the District's service area that are not currently served (or are underserved) by a local library facility. Finally, Category III projects focus on service delivery and technology initiatives that rethink how the District delivers its services and how it can better support its communities – whether those services are facility-based or not.

### What all these projects share is the potential to enhance FVRL services and boost local community development.

The full list of projects presents an ambitious plan. The District does not have the capacity to pursue all of them on its own. A key component of each project will be establishing the partnerships that are needed for it to be successful. The District's service delivery interests will drive some projects while others will be driven more by local community development goals and partners.

The strategic role the District assumes will vary from one project to another. The District will always remain the catalyst but does not necessarily need to be the leader during each phase of each project, or even at all. At times, the District may instigate a project and lead the charge. At other times, the District may work side by side with a partner, or partners, as a facilitator. Or, the District may simply present a concept to the community, step back, and see what happens. It may even move strategically from one role to another as each project develops over time.

This report presents an overview of the process used to develop the list of projects, additional information on the District's strategic roles, and a list of alternative projects in each category.

## Introduction

Given its extraordinary presence throughout the region, the Fort Vancouver Regional Library District (FVRL or District) can materially influence communities from Goldendale to Woodland. The District has the opportunity to expand its services while being a catalyst to improve the economic and social health of the communities it serves. Using a deliberate process, the District can make decisions that are strategically aligned with an overarching objective that speaks to the role of the District. However, population growth, increasing service demands, technological changes in the delivery of public library services, and the size and condition of existing library facilities throughout the District have raised concerns about its capacity to meet residents' library service needs, today and in the future.

*“The library is one of the most important institutions in the community. It appeals to people of all levels of education, and all backgrounds. It’s not just about being young or old; there are things for everyone to use there.” – survey participant*

## Scope of Study

To address these concerns, FVRL hired BergerABAM to complete a strategic facilities plan. The scope of this study included providing the District with a non-prioritized list of potential projects and a general framework for initiating the planning for each project. The implementation framework includes identifying the appropriate strategic role for the District in guiding projects through the planning and project delivery stage as well as the community partners essential to ensure each project's success. The specific projects that the District pursues and the pace with which they move forward will depend on the response the District receives from stakeholders and potential partners during the initial project planning stage.

## Report Overview

This document summarizes the research methods employed for all phases of the study, the findings of those efforts, and the consultant team's recommendations. The methodology is discussed first so that readers understand the depth and rigor of the research and analysis. An overview of the research findings is presented next; the details of the research, which are referred to throughout the report, are contained in the appendices. The report presents the results in three lists of recommended projects aimed at satisfying the future library needs of the District. The report concludes with a discussion of financing and implementation considerations and next steps.

## Project Approach

The study approach recognizes FVRL's broad presence and capitalizes on it to further its role in community building. The aim is to move the District from its traditional role of community server to that of community catalyst.

Before any work began on this study, a vision statement was created by the project's Leadership Committee, consisting of the District's Executive Director, three Board members, and senior staff. The vision statement, designed to be independent but supportive of the District's mission statement, is as follows:

**The Fort Vancouver Regional Library District will be recognized as a catalyst for actions that improve the social and economic health of the communities it serves.**

Developing this statement greatly assisted in determining which, if any, alternative facilities strategies developed during the study were in alignment with the District's objectives. It also makes it clear to the District's constituents that its facilities and community-building efforts are driven by one clear vision.

## Methodology

The lists of recommended projects resulted from the review and analysis of a significant amount of information. The methods used in this study included a comprehensive review of internal FVRL planning documents; stakeholder and community consultation; an examination of extensive data on community demographics; analyses of current

library facility conditions, library demand, and patron use; and a review of innovative library practices from around the world. The consultant team used this research to assess District needs and to develop the lists of potential projects.

## Document Review

To develop a good historical background as a solid footing for moving the study ahead, the consultant team reviewed more than a dozen internal FVRL planning documents covering studies, policies, and operational decisions from the past ten years. The documents provided the team with an in-depth understanding of the District's existing programs, facilities, and strategic plans.

Drawing on this documentation, the team developed observations regarding FVRL's history and its pattern of investment that were relevant to the current facilities planning effort. These observations included documenting the evolution of FVRL branches, programs, and services.

## Stakeholder and Community Consultation

Stakeholder and community consultation included face-to-face interviews with 58 stakeholders, focus groups with the Friends of the Library at the community libraries, and on-line survey responses from more than 300 citizens and patrons.

### Stakeholder Interviews

Each of the District's community libraries has a Friends of the Library group that works to advance that library. The team conducted ten focus groups with Friends members.

**The consulting team and FVRL staff also met face-to-face with 58 stakeholders in separate interviews.**

These stakeholders included community and neighborhood leaders and library supporters from across the District. The feedback received dealt with the perceived strengths and weaknesses of FVRL as a community partner and service provider and with potential opportunities for FVRL to partner with local agencies on facilities, service delivery improvements, and/or community development initiatives.

### Web Survey

To complement the stakeholder interviews, the District also offered an online survey. An email invitation to participate went to 102 people directly involved with FVRL

at some level. FVRL staff also posted a link to the same online survey on the District website so that other patrons and citizens could offer feedback. More than 300 responses were collected. The survey questions asked for feedback on perceptions of FVRL services, facilities, future, and community partnerships.

## Demographic, Economic and Community Data

FVRL's facilities, programs, and services reflect the diverse nature of its 4,200-square mile service area and the 450,000 people it includes. To better understand the characteristics and needs of each community, the consultant team completed an extensive analysis of the demographic and economic data available for each District community and gathered other relevant information. At essence, this exercise illustrated the challenge of developing a facilities plan capable of serving the varied communities in the District. The topics covered included:

- Current demographics and population projections
- Economic indicators
- Comprehensive plans and subarea or community plans
- Availability of community centers
- Broadband access
- Local school and 2010 library lid lift election results
- Potential partnership opportunities

## Needs Assessment

The District and the consultant team gathered and assessed data on the condition of each library facility and the demand for and community use of the District's existing libraries.

The topics covered included:

- A condition assessment of each District facility, including rough cost estimates for deferred maintenance and recommended maintenance projects;
- The demand for existing library services, including circulation, square footage, library visits, digital services and other measures of demand;
- Access to a community library, evidenced by the distance from District population centers to the nearest library facility;
- The proportion of the population composed of active library cardholders using cardholder circulation data, cardholder zip codes, and census data at the zip code level;

- The primary and secondary market areas for District libraries using circulation data on two specific dates in 2013; and
- The primary and secondary libraries used by library patrons residing in different zip codes using circulation data on two specific dates in 2013.

## A Review of “Next” Practices for Community Libraries

Public libraries are evolving quickly. District staff, with the assistance of the consultant team, completed a review of the creative new ways in which libraries deliver services to their communities. In an extensive internet search, the team collected information about the various innovative service delivery tools employed by public libraries around the world to enhance library use and fill service gaps. The research focused on finding answers to the following principal questions:

- How can libraries remain responsive to their communities’ needs in a time when libraries face the twin challenges of decreased revenues and increased expectations?
- How can libraries adapt to the rapidly evolving digital revolution and continue to engage their communities?

## Key Findings

### Document Review

The consultant team gleaned extensive information from the planning documents mentioned in the Methodology section. However, those documents are simply a snapshot of the District as it once was, not as it is today. Appendix A presents the team’s general observations on the policies, operational details, and past trends used by the team to inform and assist it during the current planning effort.

### Stakeholder and Community Consultation

#### Stakeholder Interviews

The questions that were asked and a summary of responses for the face-to-face individual interviews that were conducted, and for the Friends of the Library focus groups, and are included in Appendix B and Appendix C, respectively. The following brief outline captures the major themes that assisted the development of the team’s recommendations.

### Library Facility as Community Gathering Place

A consistent theme among stakeholders associated with branches in less urban areas such as Goldendale and White Salmon, beyond school-associated programs, the library is considered almost the sole source of social and cultural activity. The importance of meeting rooms, or the lack thereof, came up in most conversations. Friends in La Center and Woodland also are concerned about losing community connections if these libraries are incorporated into a regional north county library.

*“People think of the library as a community gathering place more than they used to.” – survey participant*

### Existing and Emerging Technology

The move toward digital and online services is a frequent topic when current and future library services are discussed. Today, access to computers and the internet are nearly essential to research and job hunting. Again, rural locations stressed the importance of broadband internet access, the potential for WiFi hot spots that reach beyond the library walls, and the value of offering internet access to people without access at home or work.

Emerging digital services such as ebook downloads are simultaneously welcome and a cause for concern. While these services give people yet another way to access information and entertainment, many interviewees worry that going digital could threaten the very existence of brick and mortar libraries and cause the loss of paper-based reading.

### The library system must adapt to digital uses to remain relevant.

A related element included recognition that library staff are doing what they can to assist patrons in understanding and using these technologies. Many interviewees believe that the demand for such training and assistance will grow, but are concerned that staff may have neither the time nor the training that will be necessary to respond.

### Community Development Interest

When asked how the District might serve broader community interests, many participants respond with examples of where they think the library already supplies such services, as in its provision of computer and internet access and assistance with job searches. In some locations, library meeting rooms offer space for other community activities and the library participates in or hosts events such as the community Christmas tree lighting or a summertime ice cream social. In Washougal, the Friends are aware of discussions about moving the library to a central location to help community revitalization while the Battle Ground Friends recognize that the facility there is a result of a public/private partnership.

### Service Level Expectations

Very few participants have concrete suggestions for cuts that could be made without damaging overall services. Most comments in this vein focus on adjustments, such as reducing programming for children to increase programming for adults. Most emphasis is on maintaining or expanding facilities and services. Highlights include adding or expanding meeting rooms and the value of expanding service for rural areas. Members of Woodland, La Center, and Washougal Friends believe entirely new or much upgraded facilities are needed.

*Thank you for taking the time to collect feedback from library patrons. Our library is a vital part of our community, and has played a key role in developing my children's love of reading. I am absolutely invested in helping our library continue to thrive!" – survey participant*

### Web Survey

The survey was completed by 25 email recipients and more than 330 website visitors. Although the survey is not statistically valid, the responses provide an informative snapshot of observations, expectations, and opinions related to District facilities and services. The email recipients are a diverse mix of interests and some may not have strong connections with their local library. The website visitors are clearly engaged with FVRL at some level, since the survey link was available only on the FVRL website. A copy of the survey results was provided previously to District staff. A summary follows:

### Which statement best describes the public library in your community?

Traditional book, digital, and reference offerings top the list for both email and web respondents, although a smaller proportion (80 percent) of email respondents choose this service compared with web visitors, who rank this choice much higher (92 percent). The choice by the email respondents may reflect a more holistic understanding of FVRL services that sees their facility as more of a gathering place and program provider. Web respondents rank computer use and internet access higher (64 percent) than do email stakeholders (50 percent). There was close agreement, however, that programs for children are a major focus of the FVRL system.

### Which statement best describes your own use of the library?

There are clear divergences here between email and web respondents. Email stakeholders rank browsing books at the facility as their first choice (60 percent) while picking up books on hold quickly is the top web response (80 percent). A smaller proportion of the email group (16 percent) versus web respondents (22 percent) does most library interaction online. However, web respondents also like browsing in the facility, ranking it their second highest choice (67 percent).

Although both survey groups feel computer and internet access is a major part of library services, they rank their own use as relatively low, with only 8 percent of the email group and 21 percent of the web group using library computers. Both groups use the library's free Wi-Fi to connect with their own laptops or tablets.

### Which statement best describes how other people use the library?

**The top three choices of both survey groups are, in order, computer use, a place for families with small children, and traditional checkout services.**

About 50 percent of the email respondents also think that people take advantage of library space for meetings and speakers. Under additional comments, people acknowledge the library as a gathering place. Others comment here, as well as elsewhere in the survey, that libraries are a vital resource for homeschooling parents.

### How is the library working with local organizations to support social and economic health?

Over half (52 percent) of the email group and a somewhat smaller proportion (40 percent) of the web group think that FVRL is an active supporter of community activities.

A small share (16 percent) of the email group and a greater share (40 percent) of the web respondents confess they really do not know enough about library involvement to comment. An additional 16 percent of the web respondents say that FVRL is actually taking the lead in developing opportunities.

### What would be the best thing for the library to do now?

The percentage of people responding to open-ended survey questions is usually fairly low. In the case of this question and those that followed, the percentage was very high. Of web respondents, 270 people commented; most praised FVRL services and would fit in the “keep up the good work” category. Other most-mentioned comments included:

- Keep pace with evolving technology to stay relevant;
- Increase effort to promote library facilities and services to the community;
- Deal with parking issues not just at downtown facility but also Cascade Park and Battle Ground, with parking for handicapped patrons as a particular issue;
- Expand digital services, including the loan of reading devices; and
- Expand selection of all formats.

### In 10 years, our library will...

This question received 255 of the 330 web responses. A substantial number expect that FVRL will evolve and continue to be successful, although the types of services may be more digital. A lesser number of respondents are skeptical that the typical library model (square footage filled with paper books) can survive. Several assume that new and/or remodeled facilities will be built to replace inadequate spaces.

Several comments address the role of the library in the community, predicting that library facilities will become more of a community gathering space, and that FVRL staff will become more involved in the communities they serve.

### Other comments

This question received 151 of the 330 web responses. Again, the general tenor is support for FVRL services. In addition to kudos, comments include:

- Charge fines for overdue books to improve turnover in circulation
- Provide technical training for FVRL staff to help with the use of new digital devices and services such as Overdrive
- Create convenient book drop-off boxes to reduce the need to find parking space
- Take steps to reduce user conflicts such as noise, kids dominating computers for gaming, etc.

## Demographic, Economic and Community Data

Examples of key observations identified during the review of demographic, economic, and community data is presented below. Appendix D consists of a full summary of the data and analysis.

### Population Growth

- The population of the FVRL service area is expected to increase from approximately 450,000 today to more than 620,000 in 2040.
- More than 98 percent of the increase will be in Clark County and there is enough residential development capacity in existing Clark County urban areas to accommodate almost all of the increase.
- The Vancouver urban growth area (UGA) could accommodate half of the expected increase; if it does, it will have a population in excess of 380,000.
- At capacity, the Ridgefield and Washougal UGAs will have populations exceeding 20,000 and the population within the Battle Ground UGA will exceed 40,000.
- Klickitat County is expected to grow by 1,000 and Skamania County by 2,000.
- In the FVRL service area in Clark County, 48 percent of the population lives in unincorporated areas. The same is true for 78 percent of the population in Skamania County and 69 percent of the population in Klickitat County.
- The number of people over age 64 in the FVRL service area is expected to grow by 2.5 times between 2010 and 2040.
- The share of the population over age 64 in the FVRL service area is expected to increase from 11.8 percent to 22.0 percent.

- The unincorporated area in the Vancouver UGA includes four recognized urban areas with populations between 18,000 and 20,000: Salmon Creek, Hazel Dell, Orchards, and Five Corners.

### Economic Activity

- Since 2007, the Klickitat County economy has grown substantially with non-farm employment increasing 9.3 percent, taxable retail sales increasing 16.8 percent, and total assessed value increasing 24 percent.
- In Clark County, the number of non-farm jobs in March 2013 was 2.3 percent below the number in March 2007. The number of non-farm jobs in Skamania County in March 2013 was 10.4 percent below March 2007 levels.
- Between 2007 and 2012, taxable retail sales in Clark County declined 8.1 percent and assessed values have declined 26 percent from their 2008 peak.
- Despite the recent growth, the percentage of people with income below the federal poverty level in Klickitat County was 18.6 percent and the median household income was 34 percent lower than in Clark County.

### Voter Support for Services

- Four Klickitat County school districts recently passed renewal levies with more than 70 percent voter approval and three other Klickitat County school districts received 60-70 percent voter approval in recent elections.
- The Vancouver, Hockinson, and Washougal school districts recently passed renewal levies with more than 60 percent voter approval.
- In the 2010 FVRL levy lid lift election, 63.7 percent of Klickitat County voters approved the measure, with approval exceeding 74 percent in Bingen and White Salmon. In Skamania County, 53 percent of voters approved the measure with approval in Stevenson exceeding 67 percent. Clark County voters did not approve the lid lift with 49.3 percent voting in favor.

*“Of all the things my taxes pay for, I utilize the library more than any other thing. Yes, I know the fire department, the county sheriff and the schools are receiving my tax support but I get the most out of my library.” – survey participant*

### Community Planning, Development, and Partnerships

- Klickitat County has several active rural communities that have recently developed plans to help guide their growth and development and several communities have planned investments.
- Community leaders in Ridgefield, Washougal and Woodland are eager to discuss potential partnerships for development of new or expanded libraries.
- Potential partnerships also exist in Carson and Yale Valley and potential funding for community and economic development investments is available in Klickitat and Skamania counties.

### Needs Assessment

Below are several key observations identified during the needs assessment task. Appendix E contains a more detailed review.

#### Library Facility Condition and Amenities

Existing community libraries with physical or functional deficiencies include La Center, Ridgefield, Washougal, Woodland, and Stevenson. The Mall Library Connection, as well as the library express facilities in North Bonneville, Yacolt, and Yale, fall short of providing the full functionality of a community library.

#### Library Demand

- The Vancouver Community Library accounted for 25.6 percent of the items checked out by library patrons as of July 12, 2013. Overall, 76.0 percent of the items checked out by District patrons on that date were checked out at four District libraries (Vancouver, Cascade Park, Battle Ground, and Three Creeks).
- Using library visits (adjusted for open hours and space) as an indicator of library demand shows that the Ridgefield, Woodland, and Three Creeks community libraries and The Mall Library Connection have the most intense use. Using 2012 circulation – items checked out or renewed in 2012 – (adjusted for open hours and space) as a proxy for demand indicates that the North Bonneville, Ridgefield, Battle Ground, and Washougal community libraries are the busiest.
- On average, e-book downloads have increased 5 percent per month over the last year and were 71 percent higher in May 2013 than in June 2012. E-book downloads in the 12 months ending May 2013 exceeded the 2012 circulation at the La Center, Ridgefield, Woodland, Washougal, and Stevenson community libraries.



## Community Access to Library Facilities

- Twenty communities with an estimated population of 46,000 are 4 or more miles from an existing library facility. Nine of the twenty receive service from a bookmobile.
- Communities with a large 2012 population that are 4 or more miles from a library in Clark County include Orchards (population 19,830), Hockinson (4,954), and Lake Shore (6,618). The Five Corners area west of Orchards (18,212) is 3.9 miles from The Mall Library Connection and 5.7 miles from Three Creeks.
- On average, the District has 0.30 square feet of publicly accessible library space for each District resident. At the individual library level, Washougal, Ridgefield, Three Creeks, Battle Ground, and Cascade Park community libraries, Yacolt Library Express, and The Mall Library Connection each have 0.20 square feet or less of library space available per capita (based on estimated service area population).
- Overall, the District provides access to 0.40 computers for every 1,000 people served. The ratio is less than half the District average at four libraries – Washougal, Ridgefield, The Mall Library Connection, and Three Creeks. Two libraries have ratios more than double the District average – the Vancouver Community Library and the North Bonneville library.

## Active Library Cardholders Compared to District Population

- An estimated 30.0 percent of District residents used a District library card at least once between January 1, 2012 and April 4, 2013. The proportion was highest for the population under age 18 (31 percent) and lowest for the population age 65 or over (25 percent). The overall proportion was highest in Woodland at 40.6 percent. The proportion in Skamania and Klickitat counties was higher than the overall District average.
- Communities with a 2012 population over 15,000 and with a low overall percentage of their population that used a library card in 2012 or 2013 include Orchards, Five Corners, and central Vancouver west of I-205.
- Out of the District's ten largest population centers, Battle Ground and Washougal had the highest proportion of population under age 18 who recently used a library card, while Washougal and Felida had the highest proportion over age 65 who recently used a library card. Orchards

and Five Corners had the lowest proportion under age 18 who recently used a library card while Central Vancouver and Five Corners had the lowest proportion of those over age 65 who recently used a library card. Out of all population centers, more than 50 percent of the population under 18 recently used a library card in Roosevelt, Wishram, Bickleton, Centerville, Amboy, and North Bonneville.

## Primary and Secondary Market Areas for District Libraries

The Vancouver Community Library was the primary or secondary library for items checked out as of July 12, 2013 for 13 of the 40 zip code locations reviewed. The list of 13 locations includes 11 of the District's 15 largest population centers with a combined population of 346,000.

## Primary and Secondary Libraries Used by Patrons

- More than 80 percent of the items checked out as of July 12, 2013 from the Goldendale, La Center, North Bonneville, Ridgefield, Washougal, and Woodland libraries came from the zip code where the library is located. In contrast, less than 30 percent of the items checked out from the Vancouver Community Library and Cascade Park Community Library were from any one zip code location.
- Residents in the Roosevelt zip code accounted for one-third of the items checked out by the Klickitat County Bookmobile on July 12, 2013 and residents in the Glenwood zip code accounted for one-fourth of the items checked out by the Skamania County Bookmobile on the same date.
- The Camas Public Library was the primary library for District patrons living in the Washougal zip code area.

## Community Development Activity

Each of the cities in the district has a number of community development activities in process. Activities include infrastructure development, park and public facility construction, and expanded broadband service.

**Other significant community development activity includes a grant for a new community center in Klickitat and the potential for Clark College expansion in north Clark County and Carson.**

## Service Expansion

- Ideas for expanded library space and/or services identified by stakeholders include space for community meetings and library programs, expanded access to computers, expanded access to e-content, mobile phone applications, expanded children’s and teen programs, and employment/job search support.

*“I feel the library provides many unheralded but important resources and services to the community and I hope it continues to do so.”*  
– survey participant

## A Review of “Next” Practices for Community Libraries

The research completed by FVRL staff and the consultant team provided an extensive list of examples that showed how libraries around the world are incorporating innovative ideas to improve their service delivery and address their programming needs. Staff and the team narrowed the list to identify a number of innovative ideas that are relevant to the District. These ideas were incorporated into the list of Category III projects contained in Appendix F.

- Make it more convenient for people to access library services
- Support growing businesses and community organizations
- Provide a neutral place for communities to engage in discussions of important issues
- Identify ways to promote self-guided learning
- Assist residents, businesses, and community organizations to explore innovation and technology

## Recommendations

### Recommended Alternative Facilities

The recommended alternative facilities, presented in table format in Appendix F, are included at the end of this section. The potential projects fall into three broad categories. Category I projects target enhancements to existing facilities to meet the needs and accelerate the development of communities currently served by a local

library facility. Category II projects identify opportunities to expand services to existing communities across the District’s service area that are not served by a local library facility and that will energize community development efforts. Finally, Category III projects focus on service delivery and technology initiatives that rethink how the District delivers its services and how it can better support its communities – whether those services are facility-based or not.

The tables briefly describe each project and include information on:

- The Need/Market Rationale. Information from external information-gathering and the needs assessment about the current and future demand for and use of library services.
- Strategic Approach: FVRL Role. A description of the recommended strategic role for the District and identification of other recommended steps to initiate project planning. (See below for more information on the strategic approach.)
- Critical Community Players. Identification of other organizations or people who should be involved in order to plan, fund, and/or implement the project.

In addition to the broad project categories, each category includes sub-categories of similar projects. The sub-categories include:

- Category I: Existing Library Facilities
  - Major Facility Projects
  - Significant Facility Enhancement Projects
  - Targeted Facility Enhancement Projects
- Category II: Population Centers
  - New Full Service Facility Projects
  - New Small Library Service Outlet Projects
  - Mobile Service Delivery Projects
- Category III: Service Delivery and Technology Projects
  - Convenience – When and Where You Need It
  - Business and Development
  - Civic Engagement
  - Self-Guided Learning
  - Innovation

*“To keep up with the ever-changing technology and how that affects how people gather information and read. I also think that partnering with other community groups as often as possible is critical.” – survey participant in response to “What would be the best thing for the library to do now?” – survey participant*

## Strategic Approach: The District’s Role

Each of the proposed projects will be different and the District and community goals of each project will differ correspondingly. As a result, the implementation strategies and tactics should be different and the District’s approach to implementing them should reflect the differences. For some projects, the District will play a stronger role while local community development partners will drive other projects. A three- tiered approach recognizes that the District can be a catalyst but need not always lead. The three general strategic roles recommended for the District include:

- **Conceiver** | The District offers a concept to the community, then steps back to see what the community wants to do to make the concept a reality.
- **Facilitator** | The District offers an outline of potential partnerships and works with the partners to implement the project.
- **Instigator** | The District develops a specific plan of action that the District is directly involved in implementing.

Each strategic role is discussed in more detail below.

### Conceiver

The strategic role of conceiver suits projects where implementation depends on multiple stakeholders and/or there are varying ideas regarding how a project might proceed. For these projects, the District discerns a need and has a vision for the project but the concept needs stakeholder refinement, input, and commitment. As a result, the proposed role for the District is less active; instead, it seeks to engage stakeholders, develop partnerships, and refine the project to meet multiple objectives. An outline of how this approach would work is provided below.

- **District Role**
  - Defines project concept, potential partnerships, and opportunity in enough detail to be communicated to potential partners.
  - Convenes stakeholders and potential partners to introduce the concept and potential framework for partnership.
  - Responds to concept refinements and proposals presented by potential partners.
  - Stress tests the community’s plan.
  - Validates partnership structure and partner commitments and identifies gaps in execution.
  - Provides conditional approval of concept and partnerships.
  - Joins with community partners to plan, fund, and deliver the project.
- **Community Partner Role**
  - Responds to District’s initial project concept and partnership framework.
  - Rallies community support and engages potential project partners.
  - Defines partnerships needed to execute project.
  - Secures preliminary commitments from partners.
  - Presents concept refinement, partnership commitments, and general project plan to the District.
  - Responds to District questions.
  - Provides conditional approval of concept and partnerships.
  - Joins with the District to plan, fund, and deliver the project.

An example of a project where the strategic role of Conceiver is recommended is the expansion or relocation of the Ridgefield Community Library. There are several potential partners in this project and there has been no recent dialogue about a new community library. In addition, it is not clear whether the community has a preferred location – perhaps downtown Ridgefield or closer to the Ridgefield junction with I-5.

**The recent and projected growth of the city and the school district make this a dynamic situation where a number of community stakeholders will need to unite behind a community-based plan.**

## Facilitator

The strategic role of facilitator is geared toward projects where the District has a more developed project concept and more clearly defined partners. While implementation still depends on those partners, there is more clarity on the partnership structure and how the project might proceed. The proposed role for the District is more active from the initial planning stage through project delivery: if the District finds interest from local entities, FVRL is prepared to move forward with the project. An outline of how this approach would work is provided below.

- District Role
  - Defines the project concept, identifies potential partners, and convenes the appropriate stakeholders to discuss how to move the project forward.
  - Outlines the general commitments needed from potential partners and offers a commitment of its own resources to the project.
  - Coordinates the collective development of a plan.
  - Stress tests the project plan.
  - Validates the partnership structure and partner commitments, identifies gaps in execution, and offers a plan to address any issues.
  - Provides conditional approval of concept and partnerships.
  - Provides project oversight and management as needed to plan, fund, and deliver the project.
- Community Partner Role
  - Responds to the District's project proposal.
  - Engages other stakeholders and partners to obtain feedback and secure preliminary commitments.
  - Provides conditional approval of concept and partnerships.
  - Supports the District's planning, funding, and delivery of the project.

An example of a project where the strategic role of Facilitator is recommended is the expansion or relocation of the Washougal Community Library. There is an existing partnership with the City of Washougal for the current community library and that partnership contemplates the development of a new library. The current Mayor of Washougal is an advocate of an expanded community library and community members have supported library expansion for several years. The District has recently worked with the City of Washougal and the community to explore library relocation ideas.

## Instigator

The strategic role of instigator applies to projects where the District has a well-defined project plan in place and is less dependent upon community partners to help refine the concept further or assist with its implementation. The project has been pre-qualified by the District and, based on identified needs and opportunities, the District is ready to proceed with project implementation. The District will engage stakeholders to get their input on the project but is willing and able to proceed without any formal partnerships or financial commitments. An outline of how this approach would work is provided below.

- District Role
  - Defines the project concept, secures funding, and has the capacity to move the project forward.
  - Convenes stakeholders to review the project plan and get their feedback and support.
  - Finalizes the project plan, identifies gaps in execution, and addresses any issues.
  - Provides project oversight and management to plan, fund, and deliver the project.
- Community Partner Role
  - Provides feedback to District on the project proposal.
  - Supports project development and implementation.

An example of a project where the strategic role of Instigator is recommended is the development of a mobile computer learning lab. The District will develop the project concept based on its needs and understanding of how it will be used – benefitting from other libraries that have deployed mobile computer learning labs in the recent past. Various stakeholders – both internal and external – will be involved in the concept development and some may be asked to provide formal support as the project is implemented. The District will seek outside funding but may not be dependent upon that funding to implement the project.

## Evolution of Strategic Role

Project planning and implementation will be non-linear for many projects during the early stages. The District may assume one strategic role at the outset and find it needs to transition to a new role as the planning progresses. Being flexible – but persistent – will be a critical success factor for implementing the proposed projects. In some circumstances, the required partnership commitments may not be

forthcoming. In those instances, the District may be better served by redirecting resources to other projects. The intent is to provide the District with a deliberate process that creates strategic opportunities to leverage the District's investment and community partnerships for maximum benefit to the District and the communities it serves.

## Financing and Implementation

The District has the opportunity to expand its services while being a catalyst to improve the economic and social health of the communities it serves. To realize this opportunity, the District will need to commit staff time and funding to initiate the projects and build the partnerships necessary for success. The potential benefits to the District and the communities are significant. Innovative and accessible library services are key ingredients to thriving communities. And thriving communities are essential to successful libraries.

**By making strategic investments, the District can strengthen its services and the communities it serves.**

A proposed short-term investment plan for the District is outlined below. The source of funding for this investment is the District's current reserves. Over the past 5 years, through good financial management and voter approval of a levy lid lift, the District has accumulated reserves in excess of the amount needed to support normal operations. An estimated \$5.3 million is available for investments in capital facilities and service enhancements. Many of the proposed capital investments come with additional operating costs. The District is in a unique position in 2014 – it has an estimated \$1.0 million in property tax levy capacity available to support additional operating costs. By accessing this capacity and continuing to manage expenses closely, the District can fund the future operating costs associated with some – but not all – of these investments.

The proposed short-term investments total an estimated \$3,020,000. Highlights of the short-term investment plan include:

- Completing all major maintenance projects identified by the District;
- Hiring a staff position for a limited term (2 years) to support the capital projects.

- Completing conceptual design work on major facility projects in Orchards, Ridgefield, Washougal, and Woodland.
- Acquiring land for the expansion of the Battle Ground and Three Creeks libraries.
- Planning, developing, and opening five new library service outlets in Skamania (one) and Klickitat (four) counties.
- Acquiring a new bookmobile and deploying a new Mobile Computer Learning Center.

Near-term operating costs associated with the recommended investments total an estimated \$400,000.

Additional information on the available funding, cost estimates, short-term investment plan, and long-term funding framework are provided in Appendix G. The information presented provides the District with a general investment framework and proposes an initial commitment of District resources.

## Next Steps

The potential represented by the strategic facilities plan and its various projects will be realized only through thoughtful planning by the District and with the assistance of willing community partners. The District will need to complete additional analysis to further develop each project. In addition, the District will need to engage prospective partners to understand their willingness and capacity to assist with project implementation. The initial step – a dialogue with stakeholders about the plan, its projects, and its potential – should happen early in 2014. A communications plan will be developed to support this effort. What happens afterward depends on the District's commitment of resources and the response it receives from community partners. Keeping the plan alive will require the District to designate a staff person to be responsible for overall project management. Active engagement from FVRL senior management along with timely feedback from the FVRL Board will make sure the potential embodied in the projects is realized.

*“Continue to be an active and vital part of the community.” “Still be the hub of our community.” – two survey participants in response to “In ten years, our library will...”*

## Appendices

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## Appendix A: Document Review (April 2013)

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This document provides an overview of historical background information and related conclusions identified in Fort Vancouver Regional Library District (FVRL) planning documents and service studies. The BergerABAM project team has reviewed relevant documents and studies completed over the past 10 years, and this memorandum includes our observations about FVRL history and its pattern of investment that are relevant to the facilities planning effort. It is understood that management of the library system is a dynamic process, and that many of the reviewed documents reflect a fixed point in time. Subsequent policy and operations decisions may have evolved differently. Thus the documents provide useful historical context, but do may not necessarily reflect strategic operational and policy decisions that guide FVRL management today.

### Methodology

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To support the internal review and the writing of this memorandum, the project team reviewed planning documents and studies provided by FVRL. The most recent documents, “Final Work Plan 2012–2014” and “FVRL Work Plan – 2013,” provided the most current material to consider as the facilities planning process moves ahead. This memo refers to them as the work plans. The “Strategic Plan 2006–2008” and the update on progress dated November 12, 2007 were also particularly useful; the memo refers to them as the strategic plan. Additional documents reviewed included the following:

- “2010 to 2014 Facilities Implementation Plan”
- “Fort Vancouver Regional Library District Long Range Facilities Plan”
- “Focused Service Libraries – A scalable approach to rural services”
- “Yacolt Library Station”
- “History of Library Services in Fort Vancouver Regional Library District”
- “Bookmobile Service in the FVRL District – Action Plan”
- “Strategic Planning – Community Background Information”
- “Fort Vancouver Regional Library District Community Survey”

## FVRL Mission and Values

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The current FVRL mission statement and a statement of its values and principles follow.

### Mission:

*Fort Vancouver Regional Library District provides gateways to ideas, information and community interaction.*

### Values and Principles:

*Fort Vancouver Regional Library District provides a lifelong learning resource, outside the formal education system, that enables each individual to acquire or to adapt the skills and knowledge necessary to participate in self-government; be productive; elevate economic stature; enhance humanity; and contribute to enjoyment of life.*

## Inventory of Library Branches and Service Outlets

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For its delivery of services, FVRL uses 17 fixed facilities comprising approximately 181,000 square feet. FVRL also uses two mobile bookmobiles to support service to the rural areas of Klickitat and Skamania counties. The Vancouver Community Library, which is the largest FVRL facility at 83,000 square feet, opened in 2011. The Yacolt Library Express, at approximately 400 square feet, is the smallest. The Mall Library Connection, remodeled in 2013, is the newest. The La Center Community Library, dating to 1905, is the oldest structure. The former Vancouver Community Library now serves as headquarters. FVRL leases that building from the City of Vancouver at \$1 per year with a 10-year term expiring in 2021 and an option to extend it for an additional 10 years to 2031. See Appendix I for more detailed profiles of each FVRL facility.

Reflecting its evolution as a service provider and its close relationships with the communities it serves, FVRL uses a mix of owned and leased facilities. FVRL owns five facilities and the two bookmobiles; it leases eight facilities from public agencies or non-profits. As with the headquarters, these facilities are leased at minimal rents and/or with FVRL paying only direct operating costs. FVRL leases three facilities from private parties, with two at market rate rents. The lease for the White Salmon Library includes annual increases averaging more than 11% over each of the next 5 years. The 1905 building housing the La Center branch was moved in 2001 to its current site. The land and building were made available to FVRL by its owners, the Colf family, at no cost. The remodeled library opened in 2004 and the lease expired in 2005. The library at Peace Health Southwest Medical Center is available for use by FVRL cardholders, and the Medical Center uses the FVRL catalogue to keep track of its materials.

Current FVRL facilities include several new buildings, several historic buildings, and others of various ages. Since 2000, FVRL has built or remodeled eight facilities. Three facilities are in historic buildings built before 1920. Condition assessments were completed in 2008 of 14 facilities; of them, five were rated excellent, four good, and five satisfactory. Deficiencies noted in the facilities rated satisfactory included limited space for children's programming, limited space for staff, and challenges with ADA accessibility.

FVRL has used a variety of methods to fund its capital facilities, often combining multiple sources and involving multiple partnerships. Nearly all of the FVRL capital facilities were funded with support from local agencies. Most often, this support has taken the form of a city-owned facility leased at low or no cost to FVRL. Fundraising, grants, and public/private partnerships funded several of the current facilities. A history of FVRL libraries indicates that grassroots support and fundraising played a significant role in the genesis of several FVRL libraries. FVRL operating funds were sources for several capital projects. Voters approved Library Capital Facilities Area (LCFA) bonds to pay most of the cost to construct three libraries – two in the City of Vancouver (the Vancouver Community Library and the Cascade Park Community Library) and one in Clark County (the Three Creeks Community Library) but within the Vancouver Urban Growth Area.



## Document Information Summary

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This summary represents policy and operational decisions for FVRL over the past 10 years as these decisions are identified in the planning documents and studies reviewed for this memorandum. While these plans and studies helped to shape the current model of service delivery and community participation, they should not be considered the only references for understanding the operational and policy decisions that guide FVRL management today.

### Collections

FVRL has adjusted its priorities from increasing the overall size of its collections to a focus on building its collections with specific formats and materials. A strategy in the work plans identifies the importance of a collection that provides fiction and non-fiction in a variety of formats and adding eBooks, downloadable audiobooks, and streaming music and video for a range of ages and interests. The plan emphasizes targeting early learning patrons (0-7 years) and students; the plan proposes creating a circulating collection on parenting and child development and continuing to purchase materials to support the homework needs of students from their elementary school through high school years.

### Web-Based Services

Web-based services are a consistent element in FVRL planning documents. The objectives stated in the strategic plan are aimed at transitioning effectively to Sirsi's user interface and online catalogue and improving the usability of library webpages for senior patrons. The work plans, which are more recent, identify increasing patron access to digital material through web-based approaches to collections, services, and programming. Specific web-based approaches include online patron registration, payment, book requests, and books by mail. Enhancing patrons' library experience by adding a virtual library and virtual collaborative spaces are also identified.

### Library Programs

Improving program coordination and replicating successful elements throughout FVRL (e.g., program ideas, staff expertise, and information resources) is a consistent message throughout all of the planning documents reviewed for this memorandum. Determining facility-level reference services and devising a reference support plan are identified as a way to improve services. Specific strategies identified in the work plans focus on providing educational support to students through the following programs; student advisory services, homework help centers, and summer reading and teen summer reading.

#### Early Learning (age 0 – 7)

FVRL continues to emphasize early learning services as explained in the strategic plan and work plan. Strategies focus on building services and programs to support young patrons' literacy development and enhance parent and caregiver knowledge. Services and programs identified in the plans include the following;

- Create an early learning center in the Vancouver Community Library
- Add early learning interactive features in branches
- Add online parenting and childhood development resources
- Develop pilot workshops for parents and caregivers

#### Seniors

The strategic plan focuses on programs geared toward senior members of the community. These programs include open houses that give senior patrons the opportunity for one-on-one instruction on using the library's catalogue and computers. The recently redesigned FVRL website continues to offer targeted information and activities for senior patrons.

## Community Outreach and Partnerships

The work plans identify a need to evaluate current marketing efforts and the development of a long-term marketing plan that expands the use of social media. To gain community support, specifically with early learning programs, the work plans identified the importance of improving relationships with key community and government organizations, specifically with early learning partners. The work plans identify the following partners;

- FVRL Foundation
- Friends of the Library groups
- Early Learning Public Library Partnership
- Clark County Support for Early Learning and Families coalition
- Gorge Early Learning
- Mid-Columbia Children's Council

## Facilities Planning

Within the past several years, FVRL has completed a number of facility planning studies, including a long-range facilities plan (April 2010) and a companion facilities implementation plan. The long-range facilities plan assessed FVRL facility needs in depth and recommended further analysis of facility expansion in Woodland, the greater Ridgefield area, and the Orchards area northeast of Westfield Vancouver Mall. The facilities implementation plan also identified focused service outlet (FSO) priorities, including a North Bonneville popular materials outlet, a Clark County kiosk, and a Skamania County or Klickitat County kiosk. While a statistically valid phone survey conducted in 2004 of library district residents included several questions related to facility use, that survey was not cited in the 2010 facilities planning work.

Other facility-related studies have looked at the viability of the FVRL bookmobiles and options for serving rural areas without them. FVRL worked with the Yale and Green Mountain communities and the City of Yacolt to develop FSOs in response to the elimination of the Clark County bookmobile in 2011.

Several facility planning documents recommend additional analysis to take advantage of 2010 census data and any revisions to library use patterns with the completion of the new Battle Ground and Vancouver Community libraries and the elimination of the Clark County bookmobile. Population and use data at the census tract level would allow more refined analysis of the locations of FVRL customers, where they receive services and the areas with fewer library cardholders.

## Cardholder and Circulation Data

More than 80% of FVRL's total and active cardholders are affiliated with five FVRL libraries: Vancouver Community, Cascade Park, The Mall, Battle Ground, and Three Creeks. The distribution of active library cardholders across FVRL library and service outlets – those with activity after January 1, 2012 – is very similar to total cardholders. More than 90% of FVRL cardholders are associated with libraries in Clark County. The distribution of library cardholders across the counties served by FVRL is very similar to the distribution of population in the same counties.

Between January 1, 2012 and March 2013, approximately 54% of the total number of cardholders used FVRL in some way. Cardholders who use the library express services in Green Mountain, Yale, and Yacolt were the most active. Of the community libraries, Battle Ground, Cascade Park, and Goldendale had the most active cardholders. A high percentage of cardholders affiliated with the Skamania County bookmobile also were active. Between January 2012 and March 2013, the percentages of active cardholders were lowest at the Woodland, Vancouver Community, and Mall libraries. (The Mall Library Connection was closed for remodeling for much of that period.)

FVRL data on circulation – items checked out plus renewals – by library or service outlet show a 9.2% increase in overall circulation between 2010 and 2012, with North Bonneville, Cascade Park, and the Vancouver Community experiencing the largest percentage increases. Between 2010 and 2012, the Mall and Woodland libraries and the Klickitat bookmobile

experienced declines in circulation. (Again, it is worth noting that the Mall Library Connection was closed for much of that period.) Circulation at libraries and service outlets in Skamania County increased 11.4% while circulation associated with the Woodland and Yale facilities in Cowlitz County declined 8.6%.

Appendix 2 contains more detail, but an overview shows that more than 83% of FVRL's total 2012 service outlet circulation occurred at five FVRL locations – the Vancouver Community, Cascade Park, Mall, Battle Ground, and Three Creeks libraries. The remaining 17% of 2012 circulation was spread across the other 12 libraries and service outlets (circulation is not tracked at the Peace Health Southwest library). Facilities in Clark County represented 89.1% of 2012 circulation, followed by Klickitat County at 6.5%, Skamania County at 2.3%, and Cowlitz County at 1.7%.

Mail and e-book circulation showed different trends. Mail delivery declined 9.2% between 2010 and 2012 and represented 0.4% of total circulation in 2012. (This decline may result from the recent change in mail circulation policy.) Circulation or downloads of e-books – available to FVRL library cardholders as a service beginning in May 2012 – totaled 34,792 for the 6 months ending in February 2013 and has been increasing at roughly 4% per month. If the 6 months of data were doubled to reflect a full year of e-book service, then e-books would have represented the ninth largest circulation source – less than the Washougal library but slightly more than the Stevenson, La Center, Ridgefield, or Woodland libraries. That same formula shows that e-book circulation would have exceeded the combined 2012 circulation for the three express libraries, the two bookmobiles, the North Bonneville library, and mail delivery. See Appendix 2 for additional information on cardholders and circulation by library and service outlet.

## Operations

The work plans describe strategies for employee management and organizational structure. The strategies identified the need to improve operations to fulfill the FVRL mission and achieve its goals most effectively and efficiently. Similar themes in the work plans included evaluating employee performance, volunteer utilization, and staffing, and carrying out organizational assessments.

- Employee Performance: Expand development opportunities, create a staff development plan, and streamline the performance appraisal process by using an online product.
- Volunteer Utilization: Seek ways to use volunteers more effectively.
- Staffing: Hire a new Human Resources Director and Staff Development Coordinator, clarify the roles and responsibilities of staff, and offer training in online tools and early learning concepts.
- Organizational Assessments: Develop a program and learning evaluation process and review branch and departmental structures annually.

## Conclusions

These conclusions are based on the information gleaned from the diverse planning documents and outlined in this memorandum. The following list identifies policies, operational details, and emerging trends that may help inform the current FVRL facility planning effort.

- FVRL has a diverse mix of ownership/lease arrangements that can be reviewed and evaluated during the facility planning process.
- FVRL has a considerable history of public agency and grassroots support that can be leveraged for future planning.
- Work plans reviewed for the memorandum do not necessarily reflect current system operations.
- FVRL has an opportunity to consider how best to configure physical and virtual facilities to serve the evolving ways people access information.

- Based on the most recent work plans and actual performance, FVRL continues to invest resources in web-based/virtual interaction with patrons such as live chat with a librarian and text message responses to patron questions.
- Current e-book and some virtual services are supported through third-party links that limit FVRL ability to customize services and/or manage costs.
- While the most recent planning documents do not emphasize programs for seniors, an array of offerings remains apparent on the FVRL website.
- Based on FVRL facility planning studies to date, FSOs can provide some level of library services to rural areas in lieu of bookmobile elimination.
- Current analysis of information about library patrons does not benefit from 2010 Census data that could better inform future decisions based on geographic needs/demands.
- FVRL facilities planning efforts reviewed by BergerABAM have not included input from Friends' groups, patrons, or community stakeholders but have focused instead on analyzing library use and population data.
- FVRL has developed strategies in existing work plans to enhance the library service experience for those interested in early learning (children, parents, and caregivers), students, and seniors.
- Based on the most recent work plans, FVRL values district-wide sharing of program ideas, staff expertise, and information resources.

## Fort Vancouver Regional Library District - Facilities Profile

County	City	Type of Facility	Full Name	Size: Square Feet	Owned by FVRL	Leased	Owner	Year Built	Year Remodeled	Condition Rating <sup>1</sup>
Clark	Battle Ground	Community Library	Battle Ground Community Library	14,000	X			2009		Excellent
Clark	La Center	Community Library	La Center Community Library	3,380		X	Robert L. Colf	1905	2004	Good
Clark	Ridgefield	Community Library	Ridgefield Community Library	2,055		X	Ridgefield Community Center	1994		Satisfactory
Clark	Vancouver	Community Library	Cascade Park Community Library	24,000	X			2009		Excellent
Clark	Vancouver	Other	Peace Health Southwest Library	NA			Peace Health			
Clark	Vancouver	Main Library	Main Library - Vancouver	83,000	X			2011		Excellent
Clark	Vancouver	Library Connection	The Mall Library Connection	3,575		X	Westfield Mall	2000	2013	Excellent
Clark	Washougal	Community Library	Washougal Community Library	2,400		X	City of Washougal	1981		Satisfactory
Clark	Yacolt	Library Express	Yacolt Library Express	400		X	City of Yacolt	2012		Good
Clark	NA - Rural	Library Express	Green Mountain Library Express	NA		X	Green Mt. School District			
Clark	NA - Vancouver UGA	Community Library	Three Creeks Community Library	13,000	X			2002		Excellent
Cowlitz	Woodland	Community Library	Woodland Community Library	2,376		X	City of Woodland	1909	1998	Satisfactory
Cowlitz	NA - Rural	Library Express	Yale Library Express	NA		X	Woodland School District			
Skamania	North Bonneville	Community Library	North Bonneville Community Library	565		X	City of North Bonneville	1979	1998	Satisfactory
Skamania	Stevenson	Community Library	Stevenson Community Library	7,980	X			1967		Good
Skamania	NA - Roaming	Bookmobile	Skamania Bookmobile	NA	X					
Klickitat	Goldendale	Community Library	Goldendale Community Library	15,660		X	City of Goldendale	1914	1985	Satisfactory
Klickitat	White Salmon	Community Library	White Salmon Valley Community Library	9,015		X	Gorge Leasing Company		2000	Good
Klickitat	NA - Roaming	Bookmobile	Klickitat Bookmobile	NA	X					
				<b>181,406</b>						

<sup>1</sup> From 2008 building assessment as reported in April 2010 Long Range Facilities Plan

## Fort Vancouver Regional Library District - Facilities Profile

County	City	Type of Facility	Full Name	Square Feet	Owned by FVRL	Leased	Capital Funding Sources Used				
							Approved Capital Bonds	Operating Funds	Private Partnerships	Fundraising/ Grants	Local Agency Support
Clark	Battle Ground	Community Library	Battle Ground Community Library	14,000	X				X	X	X
Clark	La Center	Community Library	La Center Community Library	3,380		X			X	X	X
Clark	Ridgefield	Community Library	Ridgefield Community Library	2,055		X			X	X	X
Clark	Vancouver	Community Library	Cascade Park Community Library	24,000	X		X				X
Clark	Vancouver	Other	Peace Health Southwest Library	NA						X	
Clark	Vancouver	Main Library	Main Library - Vancouver	83,000	X		X			X	X
Clark	Vancouver	Library Connection	The Mall Library Connection	3,575		X			X		
Clark	Washougal	Community Library	Washougal Community Library	2,400		X					X
Clark	Yacolt	Library Express	Yacolt Library Express	400		X					X
Clark	NA - Rural	Library Express	Green Mountain Library Express	NA		X					X
Clark	NA - Vancouver UGA	Community Library	Three Creeks Community Library	13,000	X		X				
Cowlitz	Woodland	Community Library	Woodland Community Library	2,376		X					X
Cowlitz	NA - Rural	Library Express	Yale Library Express	NA		X					X
Skamania	North Bonneville	Community Library	North Bonneville Community Library	565		X					X
Skamania	Stevenson	Community Library	Stevenson Community Library	7,980	X				X		X
Skamania	NA - Roaming	Bookmobile	Skamania Bookmobile	NA	X						
Klickitat	Goldendale	Community Library	Goldendale Community Library	15,660		X					X
Klickitat	White Salmon	Community Library	White Salmon Valley Community Library	9,015		X			X	X	
Klickitat	NA - Roaming	Bookmobile	Klickitat Bookmobile	NA	X						
				<b>181,406</b>							

## Fort Vancouver Regional Library District - Card Holder and Circulation Data by Library and Service Outlet

Library/Service Outlet	Card Holders as of March 2013					Circulation**				
	Library Card Holders	% Card Holders	Active Card Holders*	% Active Card Holders	Active/ Total Card Holders	2010	2011	2012	2010-2012 % Change	% of 2012
Battle Ground Community Library	29,743	11.4%	17,338	12.4%	58.3%	532,047	571,713	583,321	9.6%	16.6%
La Center Community Library	4,044	1.6%	2,181	1.6%	53.9%	62,688	61,640	63,666	1.6%	1.8%
Ridgefield Community Library	5,140	2.0%	2,671	1.9%	52.0%	56,707	62,710	62,550	10.3%	1.8%
Cascade Park Community Library	42,520	16.3%	24,187	17.3%	56.9%	625,914	686,635	736,847	17.7%	21.0%
Main Library - Vancouver	83,121	31.9%	42,644	30.5%	51.3%	763,574	770,779	867,300	13.6%	24.7%
The Mall Library Connection	34,713	13.3%	17,736	12.7%	51.1%	311,684	309,047	283,369	-9.1%	8.1%
Washougal Community Library	12,627	4.8%	6,586	4.7%	52.2%	68,206	67,904	71,999	5.6%	2.1%
Yacolt Library Express	227	0.1%	163	0.1%	71.8%			12,078		0.3%
Green Mountain Library Express	64	0.0%	63	0.0%	98.4%			98		0.0%
Three Creeks Community Library	24,460	9.4%	13,287	9.5%	54.3%	421,327	442,493	443,637	5.3%	12.7%
Woodland Community Library	4,538	1.7%	2,246	1.6%	49.5%	63,655	60,833	57,608	-9.5%	1.6%
Yale Library Express	66	0.0%	50	0.0%	75.8%			585		0.0%
North Bonneville Community Library	393	0.2%	206	0.1%	52.4%	6,508	6,664	7,889	21.2%	0.2%
Stevenson Community Library	4,308	1.7%	2,311	1.7%	53.6%	57,278	59,982	63,490	10.8%	1.8%
Skamania Bookmobile	966	0.4%	550	0.4%	56.9%	9,460	9,972	10,252	8.4%	0.3%
Goldendale Community Library	4,770	1.8%	2,699	1.9%	56.6%	80,130	85,360	88,985	11.1%	2.5%
White Salmon Valley Community Library	7,647	2.9%	4,148	3.0%	54.2%	122,819	135,179	126,514	3.0%	3.6%
Klickitat Bookmobile	1,124	0.4%	571	0.4%	50.8%	13,350	13,292	12,601	-5.6%	0.4%
Mail						13,716	12,996	12,460	-9.2%	0.4%
<b>Total</b>	<b>260,471</b>	<b>100.0%</b>	<b>139,637</b>	<b>100.0%</b>	<b>53.6%</b>	<b>3,209,063</b>	<b>3,357,199</b>	<b>3,505,249</b>	<b>9.2%</b>	<b>100.0%</b>
<i>* Card holders with a transaction after 01/01/2012</i>						<i>** Total items checked out plus renewals</i>				
Clark	236,659	90.9%	126,856	90.8%	53.6%	2,842,147	2,972,921	3,124,865	9.9%	89.1%
Cowlitz	4,604	1.8%	2,296	1.6%	49.9%	63,655	60,833	58,193	-8.6%	1.7%
Klickitat	13,541	5.2%	7,418	5.3%	54.8%	216,299	233,831	228,100	5.5%	6.5%
Skamania	5,667	2.2%	3,067	2.2%	54.1%	73,246	76,618	81,631	11.4%	2.3%

## Appendix B: Individual Stakeholder Interview Summary (June 2013)

As part of developing the Fort Vancouver Regional Library (FVRL) Facilities Management Plan, FVRL and BergerABAM staff interviewed 63 stakeholders. The information obtained will be a key component in assessing future community needs. This memorandum lists the questions the stakeholders were asked and summarizes their responses. The concluding section of the memorandum lists the stakeholders who were interviewed.

### **How would you describe the role of the library in your community?**

The majority of stakeholders say that libraries provide access to information. One stakeholder states that libraries are a “gateway to knowledge.” The libraries’ trained staffs, materials, computers, and programs are all described as important library resources. One stakeholder says that the bookmobile is the only source of information within 45 minutes of the stakeholder’s community. Another stakeholder says that the freedom to learn provided by libraries is central to our democracy. In rural communities, such as Bickleton, the Bookmobile, the Friends Basket, and books by mail have become important resources to the community. However, one stakeholder explained that Seniors have difficulty accessing the Bookmobile because of its inconvenient location.

Many stakeholders suggest that libraries serve as community centers for people to gather. For instance, stakeholders said that libraries are a “unifying factor,” a “place to engage citizens,” and an “integral part of the community.” Some individuals think that libraries’ meeting spaces are important to their communities while others say libraries literary and cultural activities (e.g., art gallery).

Many feel that libraries offer programs for a wide range of people – children, teenagers, adults, seniors, those for whom English is a second language, and people who are illiterate. One patron said that libraries are “not just about young or old, there are things for everyone to use there.” For at least one teenager, the library is the destination every day after school. Others suggest that libraries are a free resource for low-income populations.

### **How well informed are people about the services and facilities the library provides?**

The responses range from those who are well informed about the services and facilities the library provides to those who are only somewhat informed. One stakeholder suggests that most people know the libraries’ core function but are less aware of their research databases. Some stakeholders say that library informs the public of its services through the radio, community calendars, emails, newspapers, and word of mouth. Another stakeholder said that most people are not well informed about the FVRL District because it’s not their priority. One stakeholder explained that the library needs to better inform taxpayers how their dollars are being spent and the value of those services.

Many stakeholders acknowledge that this question is difficult to answer because they interact with people that use the library. For example, a stakeholder says a certain core group (e.g., life-long adult readers, educators, students, and parents and their children, etc.) use the library. People who are not part of this core group do not necessarily know or care about library services.



### What are the three most important functions the library serves in your community?

According to these stakeholders, libraries most important functions are:

- A safe meeting place for diverse members of community especially kids, teens and seniors
- Summer crafts
- Youth services
- Book mailing service
- Inter-library loan service
- Access to information (e.g., current and historical, etc.)
- Opportunities to learn
- Access to technology (e.g., computer access for lower income residents)
- Access to education
- Free information
- A place where children can catch the spark
- Assist with technological change
- Provide “freedom”
- Meeting room
- Employment resource
- Cultural bridge to rural communities
- Cultural diversity
- Citizen engagement
- Focus point for teacher resources
- Historical information repository
- Book mobiles
- The collection
- Meeting spaces
- The Librarian
- Evening hours
- Lucky Day Shelf
- Neutrality
- Community information source
- Computer access
- Services to rural areas

Their second-most important functions are:

- Literacy programs and ESL classes
- Programs and presentations (e.g., interest-based)
- A comfortable, spacious meeting room for community events
- Access to information
- Story time
- Resource for students
- Community gathering place

Their third- most important functions are:

- Programs and presentations (e.g., art, poetry, music, etc.)
- Place for people to meet and interact
- Youth programs (from pre-school to teens)
- Educational classes
- Free books and movies for low-income families
- Cross-generational institution
- Focal point for people to develop various interests
- Range of diverse educational programs for all ages

### **What facilities, services, or programs are missing or should be expanded?**

Many respondents express an interest in the library becoming more accessible. Two respondents suggest expanding library hours while two others are interested in seeing bookmobile services expanded. One of these respondents acknowledges that the bookmobile might not be efficient, but that FVRL should look at opportunities to co-locate such as the Firstenburg Center. A few respondents express a desire for more meeting rooms at libraries. One stakeholder says it would be very helpful to have a mobile computer lab to readily provide distributed classes from various points in the service areas. The following are respondents' additional suggestions:

- Modernize and expand collection
- Expand access to desktop and laptop computers
- Improve ADA accessibility
- Partner with community education program for adults
- Utilize volunteers
- Increase visibility
- Improve access among ESD residents that can be low-income and limited transportation

### **What current library services, projects, or programs could be reduced or eliminated to reallocate resources to higher priorities?**

Most respondents agree that library services, projects, and programs are well attended, used, and appreciated. Many express a strong desire for additional services, projects, and programs rather than seeing reductions.

### **In general, how satisfied are you with library services and facilities in your community?**

Most stakeholders say that they are very satisfied with the services and facilities in their community because of the knowledgeable staff, online services, materials, and inter-library loan system. Some stakeholders say they are satisfied with the services and facilities in their community such as the book basket and Bookmobile. Suggested improvements include an expanded bookmobile service and broadband Internet access for Goldendale, North Bonneville, White Salmon, and Stevenson. Additional improvements include more meeting space, larger and additional facilities, extended hours (e.g. Sunday), and a more prominent multi-media connection.

### **Identify perceived strengths and weaknesses of FVRL as a community partner and service provider**

#### **Strengths**

Stakeholders identify many FVRL strengths as a community partner and a service provider. Many stakeholders suggest that libraries are a valuable asset to the community because of their facilities, Friends groups, programs and services, and partnerships. Many stakeholders identify Friends groups as a strength because of their passion for the FVRL, willingness to partner, and strong presence in the community. Stakeholders highlight library programs and services that include:

- Summer reading program
- Bookmobile
- Friendly staff
- (Online) materials and resources for lower-income youth and seniors and otherwise disadvantaged populations
- Computers
- Research database
- Repository of public documents

Some stakeholders identify the library as a community gathering place because of its good location (e.g., near senior center, post office, downtown, grocery store, and banks, etc.) and meeting rooms which can be used for community events. One stakeholder says that the library serves as a good anchor for downtown while another thinks the library is an important piece of recruiting businesses and attracting tourists.

FVRL's outreach and partnership with schools, senior centers, and the cities is also a strength. Some stakeholders suggest that the City is a strong supporter of the library and invests in it (e.g., issued general obligation bond to pay for remodel with repayment from FVRL).

### **Weaknesses**

FVRL's weaknesses as a community partner and service provider identified by stakeholders include services and programs, technology, visibility, and partnerships. One stakeholder says there is limited intersection between FVRL and community programs and services, specifically between the City and the library. Stakeholders suggest that FVRL expand programs and services for teens and the Hispanic population. Another stakeholder expresses the need for more after-hours programming. Some stakeholders express concern about FVRL's access to rural areas.

Some stakeholders express concern that small FVRL facilities lead to crowded conditions and unavailable meeting and study rooms. A few stakeholders are concerned about the visibility of the library and librarians in communities. One stakeholder says the public perception is that FVRL is focused on Vancouver. Additional concerns are libraries in less than ideal locations and poor signage that indicates libraries' locations.

Stakeholders suggest expanding the collection of books on CD, DVDs, and other entertainment media. Increasing access to technology by providing more computers and offering E-readers and laptops on loan is also suggested. Some stakeholders say there is limited opportunity for some cities (e.g., the City of Vancouver) to partner with the library. Another stakeholder says that the library is neither very active in the community nor is it its mission to get involved. Additional weaknesses include:

- Staffing challenges
- Difficulty in informing public of branch hours
- Unawareness around the relationship between the main library and satellite libraries

### **Can you provide examples of where the library is currently helping support other community improvement efforts, or has an opportunity to be more involved?**

The following are examples of how the library has improved the quality of life of its community:

- A place for students to study
- Literacy programs (including pre-K)
- Walking and biking to school program
- Coordinated Library holiday celebration with the tree lighting and Santa breakfast
- Bookmobile provides access to books for isolated areas and people who are isolated in the winter
- Computer services provide access to educational and job search support for low-income residents who do not have access to a computer
- Supportive of the broadband effort to get high speed Internet into the communities.
- Potential for the library to become a Wi-Fi hotspot
- Library staff are actively involved in the one cities' feasibility study for development of a community center
- Community events at the library (e.g., ice cream social, summer music events, etc.)

- Gang Task Force meetings
- Education and business community
- Job seekers
- School districts
- Evening programs
- Redistribution of thousands of quality used books at prices affordable to all through the used book sale
- “Mentoring” of young people
- Partnerships with community groups
- Teach cards helped teachers pull together materials for their students
- Partnership with schools
- Coordination between public transportation and FVRL schedules and activities (e.g. Mount Adams Transportation)
- Collaboration between FVRL and businesses to support economic growth (e.g. Battleground)

The following are examples of how the library has an opportunity to be more involved:

- Cultivate stronger relationships / partnerships with community organizations and groups, including Clark College
- Online activities
- Adult programs and services
- Facilitate greater interracial understanding
- Table at festivals
- Offer reading opportunities for children outside of the library (e.g. parks)
- Expand outreach efforts to immigrants
- Expand partnerships between ESD libraries and FVRL (e.g. Evergreen School District)
- Collaborate FVRL and county facilities and services (e.g. Clark County)

**Please complete this sentence “In ten years our library will....”**

- Be filled with people who are retired
- Be virtual
- Be more digital (e.g., E-books, online checkout, online services, information sharing, etc.)
- Be a hub for wireless, resource sharing, meeting space
- Be a community hub that provides services to all
- Will not be obsolete
- Downtown will have parking
- Be more integrated into the community
- The bookmobile will continue
- Have fewer printed books
- Risk becoming a technology center that lacks the human connections
- Still be a gathering place for the community through excellent, diverse programming that attracts people to the facility
- Look very different
- Will offer more activities and become an even greater community hub of gathering and interaction
- Enhance access by low-income residents through better technology
- Operate on demand to all other resources (e.g., Library of Congress, world libraries, and collections)
- Be gone because libraries will be consolidated
- Renting e-books
- Contain computer reading stations in its buildings
- Offer more community activities, education support, job opportunities, and positive leisure

- Engage more with businesses and show how a library improves the bottom line for them
- Change in needs (e.g., fewer do it yourself books)
- Visit neighborhood associations
- Put themselves out there to all fortuitous meetings to happen
- Build a calendar of events and meetings
- Expand to meet growth and demand
- Reach more people
- Continue to modernize information sources
- Provide technological assistance and training
- Partner with schools and universities

**In order to remain viable and relevant, our district must...**

Stakeholders say that for FVRL to remain viable and relevant, people must be better educated about its resources, services, and activities. Expanding technology (e.g., an “App” that better serves all people, easy access to the catalogue to put books on hold, etc.) and offering more training to order books on personal devices.

**Are there other comments you would like to add?**

Additional comments include the following:

- The Vancouver Library deck should be rented out to private parties to generate revenue.
- Don’t want to see paper books disappear.
- If school libraries continue to decrease in size, then libraries won’t be important for later generations.
- The historic Carnegie building should be preserved.
- Library staff does an amazing job.
- The District provides excellent support.
- We are a blessed community to have the library we have.
- The library is well designed to encourage people to gather.
- The library is a central feature of the community. There would be a huge void if it were not there.
- Getting broadband installed at the libraries is important.
- The library should continue to offer educational classes, especially classes geared towards technology and Internet usage.
- The FVRL Board should be elected to increase accountability.

## List of Interviewees

Nancy Barron  
Larry Bellamy  
Jan Brending  
Les Brown  
Christi Brownsilva  
Sharon Carter  
Marvin Case  
Marisa Cieloha  
Ken Cline  
John Deeder  
Paul Dennis  
Benno and Klazina Dobbe  
Dolores Dougherty  
Lisa Drake  
Ann Foster  
Shane Gardner  
Sean Guard  
Steven and Gail Giroux  
Michael Green  
Lori Hackbarth  
Mark Heid

Katelyn Hendrix  
Betsy Henning  
Sharon Hiner  
Nelson Holmberg  
Patricia Horn  
Pat Jollota  
Jean Kent  
Susan Kerr  
Bob Knight  
Jeanne Kojis  
Monica Lash  
Grover Laseke  
Mo-chi Lindblad  
Anne McEnery-Ogle  
Michele McRae  
Lou Marzales  
Robert Maul  
Jamie Mercer  
Phil Messina  
Tom Milford  
Dale Miller

Randy Mueller  
Pat Munyan  
Virginia Neal  
Jan Oliva  
Jeff Sarvis  
Scott Sawyer  
Paul Scarpelli  
David Scott  
Jan Shaul  
John Spencer  
Earlene Sullivan  
Al Swindell  
Adam Taylor  
Alex Veliko  
Jennifer Wilson  
Heather Wisfield  
Karen Witherspoon  
Aelene Woedage  
Jane Elder Wulff

## Appendix C: Friends of the Library Stakeholder Interview Summary (June 2013)

Each branch of the Fort Vancouver Regional Library (FVRL) has a group of Friends of the Library. These groups hold book sales, sponsor book sales and other special events, and otherwise support the operations of their branch library. The Friends are individuals who are closely connected with FVRL operations and can provide a well-informed perspective on current operations and future opportunities. As part of developing the FVRL Facilities Management Plan, BergerABAM staff members conducted focus groups with the members of the Friends of 10 FVRL branches. The information obtained will be a key component in assessing facility and programmatic needs. This memorandum lists the questions the Friends were asked and summarizes their responses. The concluding section lists the Friends' groups whose members were interviewed.

### **How would you describe the role of the library in your community?**

A majority of stakeholders acknowledge that libraries deliver materials, programs, presentations, and training for its communities. Beyond that, many in the groups noted that libraries in the more rural communities become a focal point for activities and social interaction otherwise missing in these areas. Examples include literacy classes, activities for children, a summer reading program for teens, resume and job hunting support for adults, and social interactions for mothers. Many stakeholders think libraries are a safe gathering place in the community for children, seniors, and families. One particular stakeholder says libraries are a sanctuary for low-income families with no air conditioning or heat. Others suggest that libraries are a free resource and a place of respite for foster children.

Other stakeholders comment that libraries provide access to computers and the Internet, and another says library staff members provide assistance with technology. Lastly, some stakeholders state that libraries provide books and reference material in their communities, including materials in Spanish and other languages. One stakeholder described the library as a beacon of cultural enlightenment.

### **How well informed are people about the services and facilities the library provides?**

There was no clear consensus on this question among the various Friends groups interviewed. General awareness depended somewhat on the size of the community. Some stakeholders say that they do not know how well informed people are about library services and facilities because the stakeholders interact only with people who are involved with the library. Other stakeholders say that many people are not aware of what libraries offer and that more outreach is needed to promote them. Another stakeholder thinks adults without children might not be as aware of or connect to the library as parents of youngsters. One Friends' group thinks giving access to membership forms outside the library is difficult and is a barrier for new members. Some stakeholders are concerned because many residents live in fairly remote locations without easy access to libraries.

Outreach efforts that stakeholders mentioned include:

- Community partnerships (e.g., Vancouver-Clark Parks & Recreation, schools, etc.)
- Well promoted at farmers' market and in *The Reflector*
- Flyers, newsletters, and email notices
- Central location (e.g., near the only grocery store in town)
- Bilingual staff and Spanish-speaking story time for children
- Scrabble tournament
- Actively soliciting members for Friends of the Library

## What are the three most important functions the library serves in your community?

### Most Important

- Gathering place
- Access to books and computers for low-income population
- Access to information and reference assistance from librarians
- Outreach to rural areas
- Books
- Education
- Community hub
- Community support
- Inter-library loan
- Relationships with staff
- Physical presence
- Access to technology

### Second-most Important

- Information source
- Access to digital services (e.g., computers, E-books, and librarians for training)
- Maintaining a good book selection
- Movie theatre for teen group
- Meeting place
- Gathering place
- Diverse programming, especially for children

### Third-most Important

- Social gathering place for small community
- Outreach to children and seniors
- Wacky Wednesday after-school activities
- Computers
- Education
- Good collection to choose from

## What facilities, services, or programs are missing or should be expanded?

Most stakeholders say their libraries need more space. Most of these stakeholders suggest that more space is needed for meeting rooms while some think more space is needed for the children's area. One stakeholder expresses a desire for more space for teens. Many stakeholders think that technology services should be expanded (e.g., staff services, computer terminals, E-books, and training opportunities). One stakeholder expresses an interest in a portable computer lab. Some stakeholders want a larger collection – specifically, of books on demand. Some stakeholders suggest adult programming to attract patrons without children.

Other suggestions include:

- Holding programs to attract the elderly
- Making sheet music available
- Having a more secure building lease
- Having a place to store books for the Friends book sale



- Holding more teen programming
- Increasing outreach efforts
- Ameliorating parking problems
- Installing drop box
- Making catalogue improvements (e.g., more geographical and similar to Amazon)

**What current library services, projects, or programs could be reduced or eliminated to reallocate resources to higher priorities?**

Most stakeholders say that everything meets a need and that there is a need for more space and programs. They would not eliminate anything. One stakeholder did mention that children’s programming may be over-emphasized and the emphasis could be adjusted to offer more senior programming such as a space to exhibit art, writing workshops, and events to meet local authors. One stakeholder says that when the bookmobile travels to Trout Lake, it could stop at BZ Corner along the way to give children and others access to books.

**In general, how satisfied are you with library services and facilities in your community?**

Most stakeholders are very satisfied with the library services and facilities in their communities. Most stakeholders said they were satisfied with their library because the staff is very helpful, provide personalized attention, and “make lemonade from lemons.” Others say they are satisfied because of the library’s excellent outreach to children and the services that are offered.

Concerns include the lack of library services in rural areas and what is perceived as a lack of facility space. One person wishes the library were more open to community suggestions.

**Can you provide examples of where the library is currently helping support other community improvement efforts, or has an opportunity to be more involved?**

- Suicide prevention and bullying class
- Employment and entrepreneur trainings
- Library was anchor tenant for development
- Community gathering place
- Free services
- Human interaction as technology creates a void
- Physical presence
- Move downtown to support growth
- Schools
- Summer reading
- Higher education
- Meeting room
- Film license
- Early learning
- Gardening

**What is your long-term vision for the role of the library in your community?**

One stakeholder suggests that designing library buildings and services to be flexible enough to serve future needs. Most stakeholders think libraries will become more electronic (e.g., E-books, smartphones, Wi-Fi, computers, digital services, etc.).

Some stakeholders say libraries must adapt to evolving demographics and technology. Library staff could direct patrons to valid Internet search engines for research. One person comments that the library will become more important than ever for human interaction as technology creates a void. Stakeholders are still interested in accessing books from libraries, although they think libraries must balance books with technology.

Many stakeholders suggest that libraries' physical space will impact their role in the community. The following are stakeholders' responses when asked "in 10 years our library facilities will ..."

- Be built to the size it should have been in the first place
- A new building
- In a more spacious location but still downtown
- Gone if it's not expanded or relocated
- Irrelevant because it will be so small for the growth in the community
- A new space with programs and meeting spaces for all
- ADA-accessible
- A green energy-efficient building that sells power to grid
- Support for expanding education system
- More partnerships
- Expand CD and music collection
- Better serve rural areas
- Expand express libraries
- Reach a larger population
- Serve as community centers

In order to remain viable and relevant, our district must...

The following are stakeholders' responses when asked "in order to remain viable and relevant, our district must..."

- Continue to meet community needs
- Have strong liaison with schools
- Get young people interested
- Meet needs of retirees
- Build relationships
- Be the community center
- Be more efficient
- Be open to all
- Evolve with technology
- Serve the community
- Train staff on use of emerging technologies
- Offer continuing education courses

**Are there other comments you would like to add?**

Additional comments include the following:

- The Furstenberg layout for audio books is good for seniors
- Librarians are excellent
- Add hours

- The District is very progressive with its transition to digital and other programs
- The District's support for providing art and posters is good
- People wish there were more evening hours
- The new website is more difficult to sign in but it could be an issue with their computer
- Mailing and online system are not coordinated with new system
- The small garden is not utilized
- Union for employees limits volunteer opportunities
- Library takes on community personality (e.g., magazines)
- Paper book conditions have worsened
- The front desk staff are wonderful

#### Members of these Friends were Interviewed

Battle Ground  
Cascade Park  
Goldendale  
La Center  
Ridgefield  
Stevenson  
Three Creeks  
Washougal  
White Salmon  
Woodland

## Appendix D: External Information Gathering (June 2013)

This document provides an overview of the key observations identified during the External Information Gathering task of the Fort Vancouver Regional Library District (District and FVRL) Strategic Facilities Plan project. The information presented below is not meant to be a comprehensive review of all external information relevant to the District’s facilities planning process. Rather, it presents a summary of selected information gathered during research completed for this project. Additional information on the District’s facilities and their use is provided in the memorandum for Task 6: Needs Assessment.

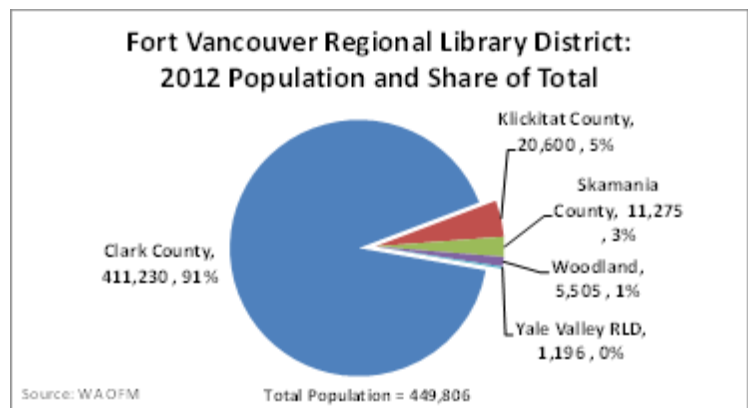
### Demographic Profile

The District’s demographic profile reflects the diversity of a service area covering 4,200 square miles and consisting of 450,000 people. District-wide demographic data – although interesting – blends together useful distinctions at the county, city and service area level. There are a total of 43 different cities or communities recognized by the census in the FVRL and while they share a library district they each have their own characteristics. More than anything, the demographic data illustrates the challenge of developing a facilities plan to serve the large number of diverse communities in the District. A summary of selected demographic data for the District and its primary service areas is provided below.

### Population and Land Area Served

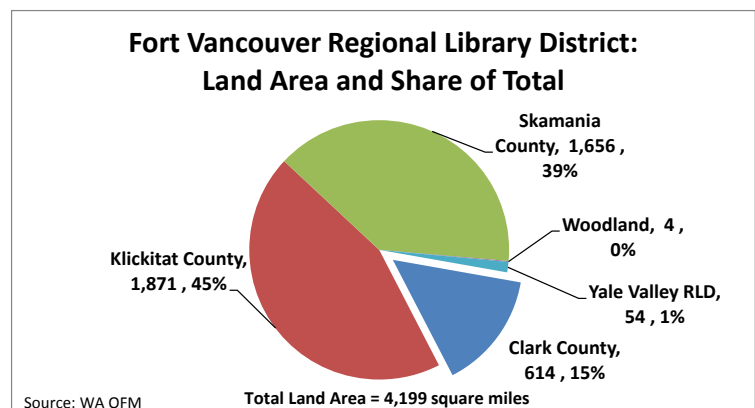
**Figure 1: 2012 Population**

Clark County dominates the population of the District. In 2012, over 91 percent of the District’s total population of 449,806 or 411,230 people lived in Clark County or more than ten times the population of all of the other service areas combined. Approximately five percent of the District’s population lives in Klickitat County with three percent residing in Skamania County. Residents in Woodland and the Yale Valley in Cowlitz County make up the balance of the District’s population.



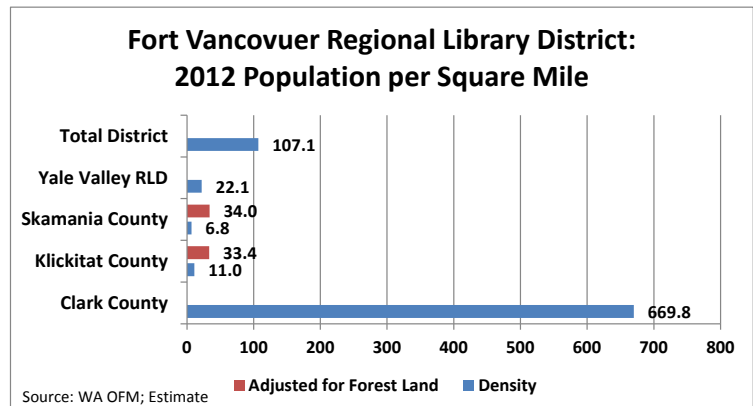
**Figure 2: Land Area**

Despite having 91 percent of the District’s population Clark County has only fifteen percent of the District’s land area (614 square miles). Klickitat County has the largest land area at 1,871 square miles (45%) followed closely by Skamania County at 1,656 square miles (39%).



### Figure 3: Population Density

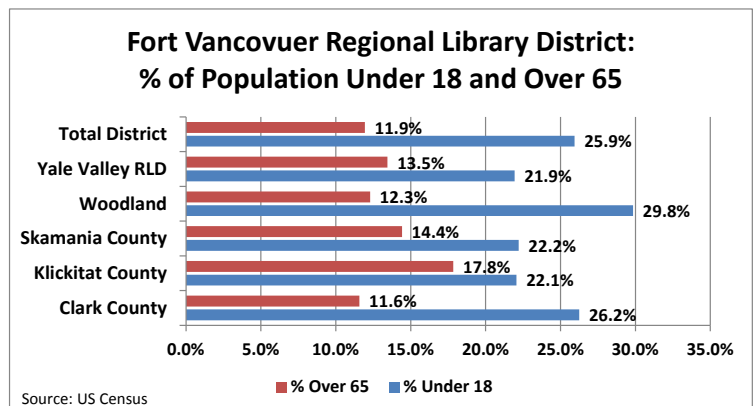
The disparity in population and land area means the population per square mile or density varies considerably across the District's three principal counties. Clark County's relatively large population and relatively small land area results in a significantly higher density than the other counties served.



### Age, Education and Ethnicity

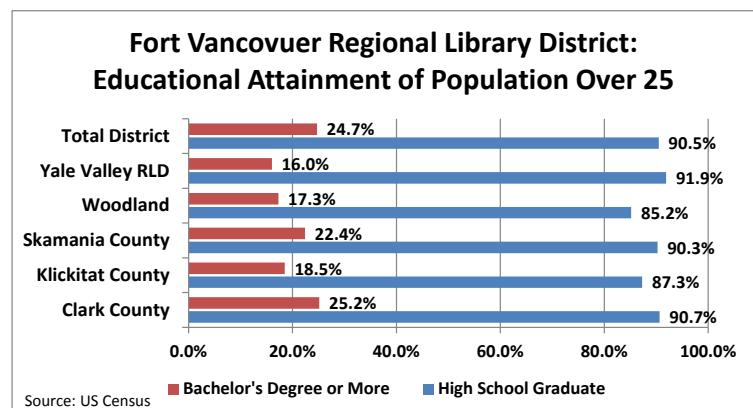
#### Figure 4: Age Distribution

The percentage of population under 18 and over 65 also varied considerably across the District's service area. Overall, 11.9% of the District population is over 65 and 25.9% is under 18. Klickitat County had the highest percentage of population over 65 (17.8%) and Clark County had the lowest percentage (11.6%). Woodland had the highest percentage under 18 (29.8%) while Skamania, Klickitat and Yale Valley were all around 22%.



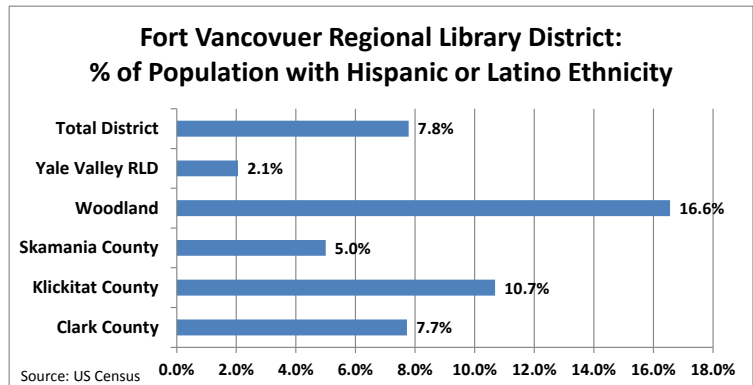
#### Figure 5: Educational Attainment

A large percentage of the population over the age of 25 in the District has a high school diploma or more advanced education and the percentage is fairly consistent across the service area. Overall, 90.5% of the population over 25 has a high school diploma or equivalent. The highest percentage is in Yale Valley and the lowest percentage is in Woodland. Klickitat County had the lowest percentage of the three major counties at 87.3% and Clark and Skamania counties were similar at 90.7% and 90.3% respectively. The percentage of the population with a bachelor's degree or more education showed a little more variation with an average across the District of 24.7%. Out of the three main counties Clark County had the highest percentage at 25.2% while Klickitat County had the lowest percentage at 18.5%. Yale Valley and Woodland had lower percentages at 16.0% and 17.3% respectively.



**Figure 6: Hispanic or Latino Ethnicity**

Overall, 7.8% of the people in the District have Hispanic or Latino ethnicity. The percentage varies from a high of 16.6% in Woodland to a low of 2.1% in Yale Valley. In the three main counties Klickitat County had the highest percentage at 10.7% followed by Clark County at 7.7% and Skamania County at 5.0%.



**Figure 7: Population Growth Projections**

Population projections developed by the State of Washington show the District service area is likely to grow by approximately 150,000 people by the year 2040. Over 98% of the increase is projected to be in Clark County. The populations of Klickitat and Skamania counties combined are expected to grow by approximately 2,600 people.

County	2012 Population	2040 Population	Change	% Change	Share of Change
Clark County*	431,250	585,137	153,887	35.7%	98.3%
Klickitat County	20,600	21,439	839	4.1%	0.5%
Skamania County	11,275	13,082	1,807	16.0%	1.2%
<b>Total</b>	<b>463,125</b>	<b>619,658</b>	<b>156,533</b>	<b>33.8%</b>	<b>100.0%</b>

\* Includes City of Camas  
Source: WA OFM

## City and Census Designated Place Demographics

**Figure 8: Population Distribution and Recent Growth**

In the same way that District wide demographic data do not reflect differences across the three main counties, county level demographic data do not reflect the differences across the various communities the District serves. The US Census Bureau tracks demographic data for 43 different communities – either incorporated cities or towns or “census designated places” (CDPs). CDPs are settled concentrations of population that are identifiable by name but are not legally incorporated under the laws of the state in which they are located. CDPs are delineated cooperatively by state and local officials and the Census Bureau, following Census Bureau guidelines. Key demographic characteristics for the District’s cities, towns and CDPs are shown below.

County/Place	2012 Population	Share of 2012 County Population	Share of 2012 FVRL Population	2007-2012 Population Change	% Change 2007-2012	Share of FVRL Change 2007-2012
<b>Clark County</b>						
Cities/Towns*	205,345	49.9%	45.7%	9,864	5.0%	55.9%
CDPs	147,832	35.9%	32.9%	6,075	4.3%	34.4%
Other Unincorporated	58,053	14.1%	12.9%	278	0.5%	1.6%
<b>Total Clark</b>	<b>411,230</b>	<b>100%</b>	<b>91.4%</b>	<b>16,217</b>	<b>4.1%</b>	<b>91.9%</b>
<b>Klickitat County</b>						
Cities/Towns	6,410	31.1%	1.4%	64	1.0%	0.4%
CDPs	3,420	16.6%	0.8%	36	1.1%	0.2%
Other Unincorporated	10,770	52.3%	2.4%	392	3.8%	2.2%
<b>Total Klickitat</b>	<b>20,600</b>	<b>100%</b>	<b>4.6%</b>	<b>492</b>	<b>2.4%</b>	<b>2.8%</b>
<b>Skamania County</b>						
Cities/Towns	2,520	22.4%	0.6%	265	11.8%	1.5%
CDPs	2,290	20.3%	0.5%	2	0.1%	0.0%
Other Unincorporated	6,465	57.3%	1.4%	116	1.8%	0.7%
<b>Total Skamania</b>	<b>11,275</b>	<b>100%</b>	<b>2.5%</b>	<b>383</b>	<b>3.5%</b>	<b>2.2%</b>
<b>Woodland</b>	<b>5,505</b>	<b>1.2%</b>	<b>1.2%</b>	<b>438</b>	<b>8.6%</b>	<b>2.5%</b>
<b>Yale Valley</b>	<b>1,196</b>	<b>0.3%</b>	<b>0.3%</b>	<b>114</b>	<b>10.5%</b>	<b>0.6%</b>
<b>Total FVRL</b>	<b>449,806</b>		<b>100%</b>	<b>17,644</b>	<b>4.1%</b>	<b>100%</b>

\* Excludes City of Camas  
Source: WA OFM

As shown in Figure 7, residents in Clark County represent over 90% of the District’s population. Looking more closely (see Figure 8), roughly 50% of Clark County’s population and 45.7% of the District’s population lives in Clark County incorporated cities or towns. The population in recognized CDPs in Clark County represents roughly one-third of the total District population. In contrast, over 50% of the population in Klickitat and Skamania counties lives in unincorporated areas – neither in a city nor part of a census designated place. Outside of Clark County the population in unincorporated Klickitat County represents the next largest share of the District’s 2012 population – albeit a small percentage at 2.4%.

Population growth in the District between 2007 and 2012 was also dominated by Clark County. Approximately 92% of the growth was in Clark County with 56% in Clark County incorporated cities and towns and 34% in Clark County CDPs – roughly 85% of which fall within Vancouver’s Urban Growth Area. Outside of Clark County the City of Woodland and the unincorporated area of Klickitat County grew the most (438 and 392 people respectively) and Skamania County incorporated cities and Yale Valley grew the fastest (11.8% and 10.5%).

**Figure 9: Largest Population**

The City of Vancouver and places within the Vancouver Urban Growth Area (VUGA) represent eight of the ten places within the District’s service area with the highest population. The other two areas in the top ten are not places but are unincorporated areas in Clark and Klickitat counties that are not within a CDP.

Places with the Largest Population			
County	Place	2012 Population	Share of FVRL
Clark	Vancouver	163,200	36.3%
Clark	Unincorporated/Not in CDP	58,053	12.9%
Clark	Orchards CDP VUGA	19,830	4.4%
Clark	Salmon Creek CDP VUGA	19,814	4.4%
Clark	Hazel Dell CDP VUGA	19,497	4.3%
Clark	Five Corners CDP VUGA	18,212	4.0%
Clark	Battle Ground	17,920	4.0%
Clark	Washougal	14,340	3.2%
Klickitat	Unincorporated/Not in CDP	10,770	2.4%
Clark	Minnehaha CDP VUGA	9,986	2.2%

**Figure 10: Highest Population Growth**

Places where the population increased the most between 2007 and 2012 are also within Clark County. Vancouver added the most people but the smaller cities of Battle Ground, Washougal and Ridgefield were all in the top five. Ridgefield also topped the list of the fastest growing places in the District’s service area and two other cities in north Clark County made the top five.

Places with the Largest Growth: 2007-2012			
County	Place	2007-12 Change	2007-12 % Change
Clark	Vancouver	4,570	2.9%
Clark	Battle Ground	1,872	11.7%
Clark	Washougal	1,401	10.8%
Clark	Five Corners CDP VUGA	1,383	8.2%
Clark	Ridgefield	1,373	35.8%

Fastest Growing Places: 2007-2012			
County	Place	2007-12 Change	2007-12 % Change
Clark	Ridgefield	1,373	35.8%
Klickitat	Roosevelt CDP	28	20.9%
Clark	La Center	426	16.6%
Clark	Yacolt	212	15.2%
Skamania	North Bonneville	118	13.4%

### Figure 11: Population Under 18

Mostly due to their size, Vancouver and places within the Vancouver UGA also had the largest number of people under the age of 18. Battle Ground had the third largest number of people under 18 and was also one of the top five places for the percentage of the population under 18. Roosevelt in Klickitat County had the third highest percentage of people under 18 and was also one of the fastest growing places (see Figure 10).

Places with the Most People Under 18			
County	Place	Number	% of Total
Clark	Vancouver	38,836	24.0%
Clark	Orchards CDP VUGA	6,153	31.5%
Clark	Battle Ground	6,067	34.5%
Clark	Five Corners CDP VUGA	5,308	29.2%
Clark	Salmon Creek CDP VUGA	4,989	25.3%

Places with the Highest Percentage of People Under 18			
County	Place	Number	% of Total
Clark	Yacolt	605	38.6%
Klickitat	Roosevelt CDP	57	36.5%
Clark	Battle Ground	6,067	34.5%
Clark	Fern Prairie CDP	405	34.2%
Clark	Ridgefield	1,595	33.5%
	District Average		26.0%

### Figure 12: Population Over 65

Vancouver and places within its UGA had the top five places for the number of people over age 65. In addition to Hazel Dell and Salmon Creek north of Vancouver Walnut Grove and Five Corners – near Westfield Mall – also have a large number of people over the age of 65. As indicated by the county demographics shown above places in Klickitat County are well represented in the places with a high percentage of the population over 65 – although the overall number of people over 65 in each area is quite small.

Places with the Most People Over 65			
County	Place	Number	% of Total
Clark	Vancouver	20,074	12.4%
Clark	Hazel Dell CDP VUGA	2,508	12.9%
Clark	Salmon Creek CDP VUGA	2,465	12.5%
Clark	Walnut Grove CDP VUGA	1,593	16.3%
Clark	Five Corners CDP VUGA	1,432	7.9%

Places with the Highest Percentage of People Over 65			
County	Place	Number	% of Total
Klickitat	Bickleton	27	30.7%
Clark	Fern Prairie	315	26.6%
Klickitat	Maryhill	14	24.1%
Klickitat	Lyle	92	18.4%
Klickitat	Dallesport	217	18.1%
	District Average		12.0%

### Figure 13: Hispanic Ethnicity

Similar to the other demographic data the larger places within the Vancouver UGA also have a large number of people with Hispanic ethnicity. Places in Klickitat County and the City of Woodland have the highest percentage of the population with Hispanic ethnicity. The percentage of people with Hispanic ethnicity in Roosevelt is more than six times the average for the District as a whole.

Places with the Most People of Hispanic Ethnicity			
County	Place	Number	% of Total
Clark	Vancouver	16,756	10.4%
Clark	Hazel Dell CDP VUGA	2,143	11.0%
Clark	Orchards CDP VUGA	1,841	9.4%
Clark	Five Corners CDP VUGA	1,413	7.8%
Clark	Salmon Creek CDP VUGA	1,289	6.5%

Places with the Highest Percentage of People w/Hispanic Ethnicity			
County	Place	Number	% of Total
Klickitat	Roosevelt	81	51.9%
Klickitat	Bingen	200	28.1%
Klickitat	White Salmon	543	24.4%
Cowlitz	Woodland	912	16.6%
Klickitat	Maryhill	9	15.5%
	District Average		7.9%



**Figure 14: Educational Attainment**

The small places of Maryhill in Klickitat County and Amboy in Clark County are in the top five places with the highest percentage of the population with a high school diploma. Felida, Lewisville and Maryhill are also in the top five places for the highest percentage of the population with a bachelor's degree or more education. Two places within the Battle Ground Urban Growth Area (BGUGA) are also in the top five for percentage of people with at least a BA degree.

Places with the Highest Percentage of People w/ HS Diploma			
County	Place	Number	% of Total
Klickitat	Maryhill CDP	66	100.0%
Clark	Lewisville CDP BGUGA	1,099	98.3%
Clark	Amboy CDP	796	98.3%
Clark	Mount Vista CDP VUGA	4,826	98.1%
Clark	Felida CDP VUGA	4,837	97.5%
District Average			90.4%

Places with the Highest Percentage of People w/ BA Degree			
County	Place	Number	% of Total
Clark	Felida CDP VUGA	2,262	45.6%
Clark	Meadow Glade CDP BGUGA	629	40.2%
Klickitat	Maryhill CDP	23	34.8%
Clark	Lewisville CDP BGUGA	380	34.0%
Clark	Barberton CDP VUGA	1,194	32.9%
District Average			24.7%

**Figure 15: Summary of Top Five Demographic Rankings**

A chart showing the places with two or more rankings in the top five is provided in Figure 16 below. Vancouver and Five Corners CDP both had top five rankings in five of the six categories described above. Maryhill and Roosevelt – two small places in Klickitat County – had three top five rankings each.

Places with Two or More Top Five Rankings							
Place	Large Size	# or % Growth	# or % Under 18	# or % Over 65	# or % Hispanic	% HS or BA Education	Population
Vancouver	✓	✓	✓	✓	✓		163,200
Five Corners CDP VUGA	✓	✓	✓	✓	✓		18,212
Salmon Creek CDP VUGA	✓		✓	✓	✓		19,814
Battle Ground	✓	✓	✓				17,920
Maryhill CDP				✓	✓	✓	57
Orchards CDP VUGA	✓		✓		✓		19,830
Hazel Dell CDP VUGA	✓			✓	✓		19,497
Roosevelt CDP		✓	✓		✓		162
Washougal	✓	✓					14,340
Ridgefield		✓	✓				5,210
Yacolt		✓	✓				1,605
Fern Prairie CDP			✓	✓			1,927

## Population Projections

**Figure 16: 2030 Population Projections**

Population projections developed by the State of Washington show the total population in the three counties served by the District will grow to more than 619,000 in 2040. Clark County is projected to grow the most at 37.6% and Klickitat County the least at 5.5%. Population projections by age group show a dramatic increase in the population over age 64. By 2040 the population over age 64 is projected to increase by more than 82,000 or by 153% and will increase from 11.8% of the population to 22.0%.

2040 Population Projections by County and Age Group					
Total Population	2010	% Total	2040	% Total	% Chg
Clark	425,363	93.1%	585,137	94.4%	37.6%
Klickitat	20,318	4.4%	21,439	3.5%	5.5%
Skamania	11,066	2.4%	13,082	2.1%	18.2%
<b>Total</b>	<b>456,747</b>	<b>100.0%</b>	<b>619,658</b>	<b>100.0%</b>	<b>35.7%</b>
Population Under 20					
Clark	123,429	29.0%	149,003	25.5%	20.7%
Klickitat	4,888	24.1%	5,075	23.7%	3.8%
Skamania	2,699	24.4%	2,792	21.3%	3.4%
<b>Total Under 20</b>	<b>131,016</b>	<b>28.7%</b>	<b>156,870</b>	<b>25.3%</b>	<b>19.7%</b>
Population Over 64					
Clark	48,710	11.5%	125,863	21.5%	158.4%
Klickitat	3,625	17.8%	6,747	31.5%	86.1%
Skamania	1,596	14.4%	3,664	28.0%	129.6%
<b>Total Over 64</b>	<b>53,931</b>	<b>11.8%</b>	<b>136,274</b>	<b>22.0%</b>	<b>152.7%</b>

Source: WA OFM

**Figure 17: Clark County UGA Population Capacity**

Clark County is required to plan for its growth and to focus growth in urban areas. As part of its planning process Clark County monitors the capacity of vacant buildable residential land within each city's urban growth area. In 2013 the County estimated there was capacity for just under 150,000 new residents within these urban areas. This capacity is slightly less than the growth projected for the county between 2010 and 2040. The available residential land within the Battle Ground, La Center and Ridgefield urban growth areas could double, triple and quadruple each city's 2012 population respectively.

Urban Growth Area	2012 Pop.	Capacity	Increase	% Increase
Battle Ground	19,686	43,324	23,638	120%
Camas	21,410	34,909	13,499	63%
La Center	3,113	9,618	6,505	209%
Ridgefield	5,691	24,598	18,907	332%
Vancouver	303,257	380,959	77,702	26%
Washougal	14,843	23,741	8,898	60%
Yacolt	1,622	2,011	389	24%
<b>All Cities</b>	<b>369,622</b>	<b>519,160</b>	<b>149,538</b>	<b>40%</b>

Source: WA OFM; Clark County 2013 Vacant Buildable Lands study

## Economic Profile

Economic indicators for the three counties within the District reflect the different strengths and weaknesses of their underlying economies. Although each county experienced the recession from 2008-2010 they have recovered from the recession at different rates.

**Figure 18: County Economic Indicators**

Indicator	Clark	Klickitat	Skamania
Unemployment Rate (Mar. 2013)	10.1%	10.6%	12.1%
Non-Farm Jobs in County (Mar. 2013)	130,174	7,191	2,296
Change in Jobs: Mar. 2007-Mar. 2013	-3,200	450	-240
% Change	-2.4%	9.3%	-10.4%
Jobs per Employed Labor Force	68.2%	77.5%	50.5%
Top 5 Industries: Jobs (Mar. 2013)	Government	Ag, Forestry, Fishing & Hunting	Government
	Health Care & Social Assist.	Government	Accommodation & Food Svc.
	Retail Trade	Professional & Technical Svcs	Manufacturing
	Manufacturing	Manufacturing	Retail Trade
	Accommodation & Food Svc.	Other Services	Other Services
% of Jobs in Top Five Industries	16.7%	29.4%	30.5%
	13.8%	23.2%	27.7%
	11.3%	12.0%	9.7%
	9.5%	7.9%	6.5%
	8.1%	5.8%	6.4%
Total % of Jobs in Top 5 Industries	59.4%	78.2%	80.8%
Self Employment as % Employed (2011)	6.3%	9.0%	10.3%
Assessed Value (2012 - \$000s)	\$37,355,073	\$3,644,223	\$1,339,574
Taxable Retail Sales (2012)	\$4,456,682,401	\$198,792,283	\$98,452,992
Total Wages (3Q 2012 annualized)	\$5,744,780,964	\$294,665,600	\$74,856,224
Assessed Value per Capita (2012)	\$86,620	\$176,904	\$118,809
Taxable Retail Sales per Capita (2012)	\$10,334	\$9,650	\$8,732
Median Household Income (2011)	\$59,051	\$38,774	\$52,884
% of Population Below Poverty (2011)	11.7%	18.6%	11.1%

Sources: WA DOR, County Assessors, WA ESD

## Clark County

In terms of overall size, Clark County's economy is roughly 20 times the size of the economy in Klickitat County and roughly 50 times the size of the Skamania County economy. Relative to population the economies are more comparable but Clark County still leads the other two in retail sales per capita and median household income.

- Unemployment remains high at 10.1%. Although this is an improvement from the 15.9% unemployment in early 2010 it is still significantly higher than the March 2013 state wide average of 7.3% and the US average of 7.6%.
- Total non-farm employment is still 2.4% below March 2007 pre-recession levels it is 3.6% higher (4,700 jobs) than March 2011.
- There are 68 jobs in Clark County for every 100 employed residents. Assuming some jobs in Clark County are filled by people who live outside the county at least 32 out of every 100 employed residents work outside Clark County.
- The Clark County economy is more diverse than the economies in Klickitat or Skamania counties. The top five industries in Clark County represent 59% of total employment compared to roughly 80% for Klickitat and Skamania counties. State and local governments have the largest number of jobs followed by health care reflecting Clark County's concentration of health care services for Southwest Washington.
- Assessed value per capita in Clark County was the lowest of the three counties and less than half the value per capita in Klickitat County. Assessed values in Clark County have declined by roughly 26% from their peak in 2008.
- Taxable retail sales per capita in Clark County were the highest of the three counties and were 7.1% higher than Klickitat County and 18.4% higher than Skamania County. All three counties had taxable retail sales per capita that were more than 35% below the 2012 state average of \$16,005. This is primarily due to the number of people who work and shop in Oregon. Overall, taxable sales in Clark County have decreased 8.1% between 2007 and 2012.
- The median household income in Clark County was 52% higher than in Klickitat County and 12% higher than in Skamania County. It was also 52% higher than the average for the United States.
- In Clark County an estimated 11.7% of the population had income that fell below the federal poverty level. This was considerably lower than the 18.6% in Klickitat County and slightly higher than the 11.1% in Skamania County. Nationally, an estimated 14.3% of the population had incomes that fell below the federal poverty level.

## Klickitat County

Klickitat County's economy is the second largest of the three counties in the District's primary service area. Several indicators suggest the economy is improving and getting stronger. However, low median income and high levels of poverty persist. Highlights of the characteristics of the Klickitat County economy are provided below.

- Unemployment of 10.6% is down by one-fifth from March 2010 but is still two percentage points higher than March 2007. It is also significantly higher than the March 2013 state wide average of 7.3% and the US average of 7.6%.
- Total non-farm employment is 9.3% above March 2007 pre-recession levels and matches the highest March since 2007 which was in March 2010.
- There are 78 jobs in Klickitat County for every 100 employed residents. Assuming some jobs in Klickitat County are filled by people who live outside the county at least 22 out of every 100 employed residents work outside Klickitat County.
- Employment in Klickitat County is fairly concentrated with more than 52% of the jobs in agriculture/forestry/fishing/hunting and government. The top five industries in Klickitat County represent 78% of total employment compared to roughly 80% for Skamania and 59% for Clark counties.
- Assessed value per capita in Klickitat County was the highest of the three counties. Assessed values in Klickitat County have more than doubled since 2007. Driving the increase was the development of wind farm projects. As of July 2011 a total of eighteen wind farm projects had been submitted to the County with ten either partially or fully completed. Although many projects are currently on hold The Columbian reported in 2010 that one large wind farm developer had

invested more than \$1 billion and created 350 new jobs. Wind farm projects are subject to depreciation and their assessed values will decrease over the next two decades.

- Taxable retail sales per capita in Klickitat County were \$9,650 or 40% below the 2012 state average of \$16,005. This is primarily due to the limited retail development in the county and the number of people who work and shop in Oregon. Overall, taxable sales in Clark County have increased 16.8% between 2007 and 2012.
- At \$38,774 the median household income in Klickitat County was 27% lower than the \$52,762 average for the United States.
- An estimated 18.6% of the population in Klickitat County had income that fell below the federal poverty level which is higher than the 14.3% for the US as a whole.

## Skamania County

Skamania County's economy is the smallest of the three counties in the District's primary service area. Several indicators suggest a recovery of the economy has yet to take hold. However, other median income is higher and poverty is lower than Klickitat County and assessed value per capita is higher than Clark County. Highlights of the characteristics of the Skamania County economy are provided below.

- Unemployment of 12.1% is down more than four percentage points from its peak of 16.3% in March 2010. It is also significantly higher than the March 2013 state wide average of 7.3% and the US average of 7.6%.
- Total non-farm employment is 10.4% below March 2007 pre-recession levels and the number of jobs has been roughly the same since 2009.
- There are 51 jobs in Skamania County for every 100 employed residents. Assuming some jobs in Skamania County are filled by people who live outside the county at least 49 out of every 100 employed residents work outside Skamania County.
- Employment in Skamania County is fairly concentrated with more than 58% of the jobs in agriculture/forestry/fishing/hunting and government. The top five industries in Skamania County represent roughly 81% of the total jobs.
- Assessed value per capita in Skamania County was the highest of the three counties. Assessed values in Skamania County have increased 23% since 2007.
- Taxable retail sales per capita in Skamania County were \$9,650 or 40% below the 2012 state average of \$16,005. This is primarily due to the limited retail development in the county and the number of people who work and shop in Oregon. Overall retail sales have increased 11.4% between 2007 and 2012.
- At \$52,884 the median household income in Skamania County was roughly identical to the \$52,762 average for the United States.
- An estimated 11.4% of the population in Skamania County had income that fell below the federal poverty level. This is lower than both Clark and Klickitat counties and lower than the 14.3% for the US as a whole.

## City Economic Indicators

Figure 19: City Economic Indicators

City Economic Indicators					
Indicator	Assessed Value per Capita (2012)	Taxable Retail Sales per Capita (2012)	Median Household Income (2011)	% of Population Below Poverty (2011)	Unemployment Rate (2011)
Battle Ground	\$70.08	\$10,243	\$59,723	11.0%	7.9%
La Center	\$75.23	\$5,202	\$72,200	4.7%	7.8%
Ridgefield	\$122.78	\$12,588	\$82,528	15.3%	11.0%
Vancouver	\$83.97	\$15,607	\$50,387	15.5%	10.9%
Washougal	\$83.67	\$7,616	\$63,537	12.8%	13.5%
Woodland	\$104.89	\$21,379	\$58,413	16.9%	16.9%
Yacolt	\$48.91	\$4,641	\$59,271	7.5%	10.4%
Bingen	\$128.87	\$27,256	\$40,117	6.2%	9.8%
Goldendale	\$80.41	\$13,183	\$28,890	23.8%	8.0%
White Salmon	\$123.75	\$9,462	\$38,333	20.4%	6.4%
N. Bonneville	\$79.16	\$7,187	\$39,958	7.1%	8.4%
Stevenson	\$134.17	\$26,162	\$48,021	18.0%	14.1%

Source: US Census; WA DOR; WA OFM; County Assessors; WA ESD

Selected economic indicators for the cities within the District’s service area illustrate the various strengths and weaknesses of the local economies within each county. Selected highlights of the city economic indicators include:

- Assessed value per capita was high in Ridgefield, Bingen, White Salmon and Stevenson reflecting a larger value for commercial and industrial property relative to residential property.
- Taxable retail sales per capita was high in Woodland, Bingen and Stevenson reflecting taxable sales related to commercial and industrial activity as well as being a regional retail hub.
- Median Household Income was high in Ridgefield, La Center and Washougal reflecting higher proportions of high earner households.
- The percentage of people with income below the federal poverty level is highest in Goldendale, White Salmon and Stevenson. Goldendale and White Salmon also had the lowest Median Household Income.
- The unemployment rate in Woodland, Stevenson and Washougal was high relative to the other cities.
- La Center ranked in the top four in three of the five indicators and had the profile of an “exurb” – relatively high income, relatively low unemployment and low economic activity.
- Each of the indicators for Vancouver, with the exception of taxable retail sales per capita, ranked in the middle third of the twelve cities.

## Community Planning

Each of the three counties has adopted a comprehensive plan that provides a framework for policy decisions related to the physical, social, and economic growth of their county. The comprehensive plans are required by the state's Growth Management Act (GMA) first passed in 1990. The GMA includes more detailed planning requirements for large urban counties like Clark County. Comprehensive plans for more rural counties, such as Klickitat and Skamania counties, must provide for the designation and protection of critical resource areas, and the designation of agricultural, forest and mineral resource lands, not already characterized by urban growth, that have long term commercial significance. Skamania County has not met the most recent deadline for updating its comprehensive plan. Klickitat County is updating its plan in 2013.

### Figure 20: Unincorporated Sub-area Plans by County

Incorporated cities within Clark County are required to develop comprehensive plans. In counties required to plan using GMA, city comprehensive plans must include the following elements: land use, housing, capital facilities, utilities and transportation. In addition, the cities and the County cooperate in establishing urban growth areas surrounding each city that provide land area to accommodate anticipated growth in residential or commercial activity.

All three counties have elected to develop sub-area plans for selected unincorporated areas. Sub-area plans are companion documents that outline the planning and land use framework for an area within a city or county. A list of these subarea plans by county is provided below. In addition, the City of Vancouver has adopted several sub-area plans within the city.

In addition to land use planning, several of the communities in Klickitat and Skamania counties have participated in an initiative for rural communities of fewer than 5,000 with poverty rates of at least 10 percent. The program, called "Horizons" helps identify changes a community can make to reduce poverty and sustain community development. Communities that have participated in the Horizons program include Glenwood, Goldendale, Klickitat, Lyle, Stevenson, Trout Lake, White Salmon and Wishram. As part of the program facilitators from WSU helped the communities conduct surveys and community meetings and complete strategic plans.

Unincorporated Sub-area Plans by County		
County	Year	Comments
<b>Clark</b>		
Discovery Corridor/Fairgrounds	TBD	Hearings in Dec. 2012
Highway 99/Hazel Dell	2009	
Mill Creek (50th Ave/179th St)	2007	
Pleasant Highlands (50th Ave/119th St)	TBD	Initiated in 2012
Salmon Creek/University District	TBD	Hearings in Dec. 2012
<b>Klickitat</b>		
Appleton		Updated boundaries in 2007
Centerville		Updated boundaries in 2007
Dallesport	2000	Updated boundaries in 2007
Glenwood		Updated boundaries in 2007
High Prairie		Updated boundaries in 2007
Husum/BZ Corner		Updated in 2012
Klickitat		Updated boundaries in 2007
Lyle	1979	Updated boundaries in 2007
Murdock		Updated boundaries in 2007
Roosevelt	1995	Updated boundaries in 2007
Snowden	2009	Updated boundaries in 2007
Trout Lake	1995	Updated 2005 and 2008
<b>Skamania</b>		
Carson	1994	
Swift	2007	Forest/seasonal cabins
West End	2007	

## Other Community Centers

Many of the communities the District serves have community centers that serve as venues for various community activities. A summary of the research into the availability of community centers is shown below.

**Figure 21: Community Center Inventory**

Availability of Community Centers by City			
County/City	Teen Center	Senior Center	Other Community Center
<b>Clark County</b>			
Battle Ground	Yes -- Rock Solid	In Community Center	City community center available
Clark County - Salmon Creek	No	No	Private Kids Club and indoor sports nearby
La Center	No	In Community Center	City community center; Grange Hall
Ridgefield	No	In Community Center	Non-profit run community center space available
Vancouver - Cascade Park	Yes -- Firstenberg Community Ctr	Yes -- Firstenberg Community Ctr	Multiple places for meetings and events
Vancouver - Downtown	Yes -- Marshall Community Ctr	Yes -- Marshall Community Ctr	Multiple places for meetings and events
Vancouver - The Mall	No	No	YMCA Recreation Center nearby
Washougal	No	Yes	City has outdoor pool; Boys and Girls Club in Camas
Yacolt	No	No	City Hall has meeting space for community
<b>Cowlitz County</b>			
Woodland	No	No	City community center next to library
Yale Valley	No	No	Yale School used for events
<b>Skamania County</b>			
Carson	No	No	Wind River Education Center in development
North Bonneville	No	No	City Hall has meeting space for community use
Stevenson	No	Yes	Fairgrounds and Exhibit Hall
<b>Klickitat County</b>			
Bingen	No	Sr. Center in White Salmon	City Hall has meeting space for community
Goldendale	No	Yes	Community pool, Grange and others
White Salmon	No	Yes	Grange; Columbia River Bank has meeting room
Bickleton	No	Senior meals 1x/month	Grange
Dallesport	No		Active community council
Klickitat	No		Community Center under development
Lyle	No	Senior meals 1/week	Non-profit community center; Lions
Trout Lake	No	Senior meals began in 2013	Grange Hall; Old Trout Lake School
Underwood	No		County Underwood Center available for rent

## Broadband Access

Almost all of Clark County has access to broadband internet service with speeds of 10 MB per second or more. Generally, the populated areas of Skamania County also have access to broadband at the same speed. Much of Klickitat County lacks access to broadband at this speed. In 2012 Klickitat and Skamania counties received a grant to explore ways to enhance broadband access. The Klickitat-Skamania Local Technology Planning Team held 10 community forums and gathered information through about 350 surveys to help better understand broadband availability and needs. The Planning Team expects to host trainings identified by participants as highest priority, work with Internet Service Providers (ISPs), local and regional governments, and others to increase access to broadband in Klickitat and Skamania counties, and develop regional approaches to the challenges inherent to broadband service in rural communities.

## Local Election Results

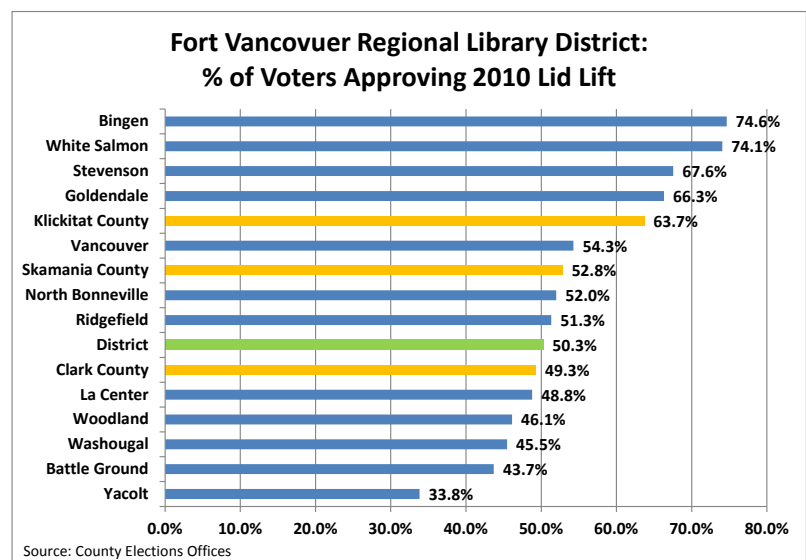
**Figure 22: School Levy Election Results**

All but three of the school districts serving the District have voter approved excess levies. Four Klickitat County school districts recently passed renewal levies with more than 70% voter approval and four other Klickitat County school districts received between 60%-70% voter approval in recent elections. Vancouver, Hockinson and Washougal school districts recently passed renewal levies with more than 60% voter approval. Voters in Mill A and Skamania school districts voted down levy measures in 2011 and the Wishram school district does not have an approved levy. A bond measure to fund capital improvements in the Goldendale School District in April 2011 received only 26% voter approval.

School Election Results: Most Recent Levy						
County	School District	Election Results				Comments
		Date	% Yes	Date	% Yes	
Clark	Battle Ground School District	Apr-13	56%	Feb-13	47%	
Clark	Camas School District	Feb-10	61%			
Clark	Evergreen School District	Feb-12	58%			
Clark	Green Mountain School District	Apr-13	58%	Feb-12	73%	
Clark	Hockinson School District	Feb-12	62%	Feb-12	61%	Technology
Clark	La Center School District	Feb-13	58%	Feb-13	49%	Capital
Clark	Ridgefield School District	Feb-13	59%	Feb-12	65%	Bonds
Clark	Vancouver Public Schools	Feb-13	66%	Feb-13	62%	Technology
Clark	Washougal School District	Feb-10	60%	Feb-10	63%	Technology
Cowlitz	Woodland School District	Apr-12	59%	Apr-11	65%	Bonds
Klickitat	Bickleton School District	Apr-12	70%			
Klickitat	Centerville School District	Apr-12	74%			
Klickitat	Glenwood School District	Apr-12	57%			
Klickitat	Goldendale School District	Feb-12	62%	Apr-11	26%	Bonds
Klickitat	Klickitat School District	Feb-13	55%			
Klickitat	Lyle School District	Feb-13	60%	Apr-12	45%	
Klickitat	Prosser School District	Feb-10	65%			
Klickitat	Roosevelt School District	Feb-12	72%			
Klickitat	Trout Lake School District	Feb-13	70%			
Klickitat	White Salmon Valley School District	Feb-12	60%			
Klickitat	Wishram School District					
Skamania	Mill A School District	Aug-11	29%			
Skamania	Mount Pleasant School District	Aug-11	71%			
Skamania	Skamania School District	Nov-11	47%	Aug-11	44%	
Skamania	Stevenson-Carson School District	Feb-12	55%			

**Figure 23: FVRL 2010 Lid Lift Election Results**

In the 2010 FVRL levy lid lift 63.7% of Klickitat County voters approved the levy rate increase with approval exceeding 74% in Bingen and White Salmon. Skamania County voters also approved the levy rate increase with 53% voting in favor. Voters in Stevenson approved the measure with 67.6% voting in favor. Clark County voters did not approve the lid lift with 49.3% voting in favor. Voters in the cities of Ridgefield and Vancouver approved the measure while voters in Yacolt had the lowest percentage voting in favor at 33.8%.



White Salmon was the only city to have a levy lid lift on the November 2012 ballot and 69.9% of voters approved a measure to fund the operations and maintenance of their swimming pool. Also in November 2012 Klickitat County Port District No. 1 proposed a lid lift for operation and capital improvements but the voters turned the measure down with only 20.2% voting in favor.



## Partnership Opportunities

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Interviews with community leaders and local government officials across the District showed unanimous support for the District and its services. The people interviewed believe that strong community libraries are essential to the quality of life and viability of their communities. Stakeholder interviews identified several opportunities for the District to partner with local agencies to expand or improve access to library services. Leaders in Ridgefield, Woodland and Washougal are interested in exploring partnership opportunities and have land or other resources that could be made available. All three cities conveyed the importance of the library to the success of their downtown areas. In addition to the library several of the leaders expressed interest in exploring including the library in other developments including municipal offices, housing or retail. Another opportunity that came up in several of the communities involved improving signage both at the library and also on major roads leading to the library. Several communities are in the process of developing updated sign guidelines. Although no direct contacts were made, community center projects in Lyle and Klickitat present potential facilities for the District to consider for expanded services.

Several potential funding sources could be available to support expanded library services. Klickitat, Skamania and Cowlitz counties receive special funding from the state for economic development. Although the counties typically use the funds for infrastructure to support employment some funding might be available for expanded library services. Klickitat County also sets aside a small amount of the net revenue from their landfill for community development investments. Federal community development block grant funding is another potential source of funding for library facilities. Again, while many communities use this funding to help pay for infrastructure the Klickitat Community Center recently received \$1 million in CDBG funding. Another federal funding source is the USDA Rural Development program. This program offers direct or guaranteed loans, grants and technical assistance.

## Appendix E: Needs Assessment (July 2013)

This document provides an overview of the key observations identified during the Needs Assessment task of the Fort Vancouver Regional Library District (District) Strategic Facilities Plan project. The information presented below is not meant to be a comprehensive review of all of the factors relating to the need for expanded library service. Rather, it presents a summary of selected information gathered during research completed for this project.

### Library Facility Condition and Amenities

**Figure 1: Library Facility Condition and Amenities**

The size, condition and amenities available at each of the District's 16 library facilities varies due to the age of the buildings and the evolution of the District's services since many of the buildings were constructed. Libraries built more recently – Battle Ground, Cascade Park, Three Creeks and the Vancouver Community Library – have more amenities and are in excellent condition. Older libraries generally have fewer amenities and/or limitations due to the size or condition of their buildings. The size and amenities of specific spaces also varies by building. For example, teen spaces in each library are quite distinct and the size and seating available in lounge and reading areas can be much different. In addition, several libraries have ready access to additional space that they use for programming. Ridgefield, Woodland and La Center libraries hold programs in nearby community centers. The District is in the process of updating the condition of each building. The most recent condition rating, completed in 2008, is included below.

Facility Condition and Amenities		Space Attributes															
Community	Year Built/ Remodeled	Public Square Feet	2008 Conditon Rating (1)	Adequate Parking(2)	Staff Offices	Staff Break Room	Meeting Room	Lounge/ Reading Area	Teen Space	Story Time Space	Parent/ Child Seating	Reading/ Study Rooms	Internet	Wi-Fi	Computers with Desks	Laptops for Checkout	Self Check Out Stations
Battle Ground Community Library	2009	12,189	Excellent	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	26		5
La Center Community Library	1905/2004	2,678	Good	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	4		1
Ridgefield Community Library	1994	1,540	Satisfactory	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	2		1
Cascade Park Community Library	2009	20,245	Excellent	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	37		8
Vancouver Community Library	2011	51,949	Excellent	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	62		10
The Mall Library Connection	2013	3,374	Excellent	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	10		2
Washougal Community Library	1981	2,048	Satisfactory	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	3		1
Yacolt Library Express	2012	400	Good	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	2		1
Green Mountain Library Express		5		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓			
Three Creeks Community Library	2002	10,978	Excellent	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	14		4
Woodland Community Library	1909/1998	2,234	Satisfactory	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	4	2	1
Yale Library Express		150		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓			
North Bonneville Community Library	1979/1998	565	Satisfactory	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	2		
Stevenson Community Library	1967	5,728	Good	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	4		1
Goldendale Community Library	1914/1985	12,115	Satisfactory	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	4	5	1
White Salmon Valley Community Library	2000	7,118	Good	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	6		1

(1) Building rating definitions from 2008 District building survey:  
 E - Excellent. Most components classified as health and safety or structural rated "Excellent". No ratings below "Good". Preventive maintenance plans in place.  
 G - Good Most components classified as health and safety or structural rated "Good". No ratings below "Satisfactory". All or most preventative maintenance plans in place.  
 S - Satisfactory Most components classified as health and safety or structural rated "Satisfactory". Some ratings are "Unsatisfactory", but not those involving health or personal safety. Most preventative maintenance plans in place.  
 (2) Available parking assessed at generally recognized standards. Some parking is in shared parking lots.

Specific service or condition deficiencies for community libraries (excluding North Bonneville, The Mall Library Connection and "express" libraries) include:

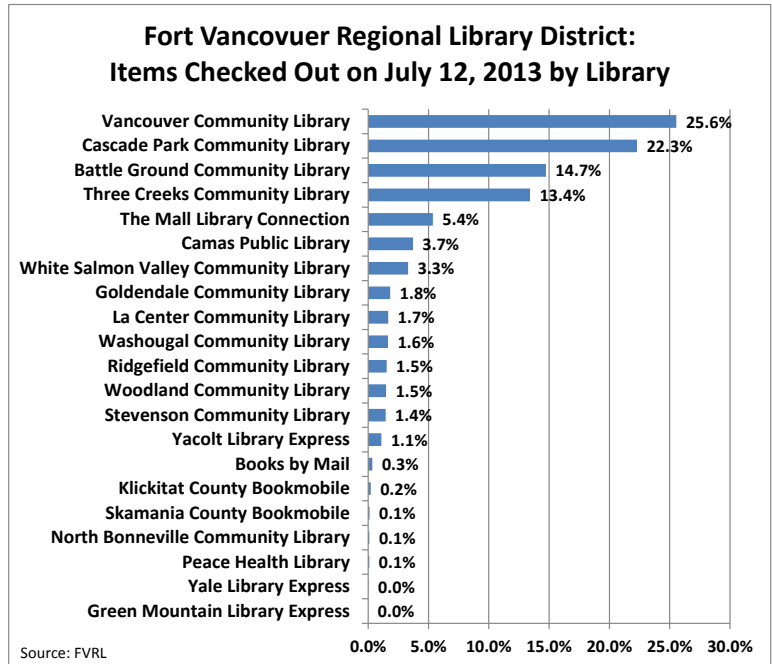
- Lack of dedicated meeting and programming space in the La Center, Ridgefield, Washougal and Woodland libraries.
- Lack of lounge reading areas in the La Center, Ridgefield, Three Creeks and Woodland libraries.
- Inadequate teen space in the La Center, Ridgefield and Woodland libraries.
- Lack of story time space in the Ridgefield library. Several libraries indicated they had limited story time space.
- Lack of parent/child seating space in the La Center, Ridgefield and Washougal libraries.
- Lack of separate reading/study rooms in all libraries except the Vancouver Community Library.

- Lack of a break room for staff in the Ridgefield library. The amount of space available for staff varied considerably across the libraries and was considered inadequate by library staff in certain locations.
- Lack of adequate access for disabled persons in the Woodland library and the Stevenson meeting room.
- Lack of off-street parking for the Ridgefield, Washougal, Woodland and Goldendale libraries.

## Library Demand

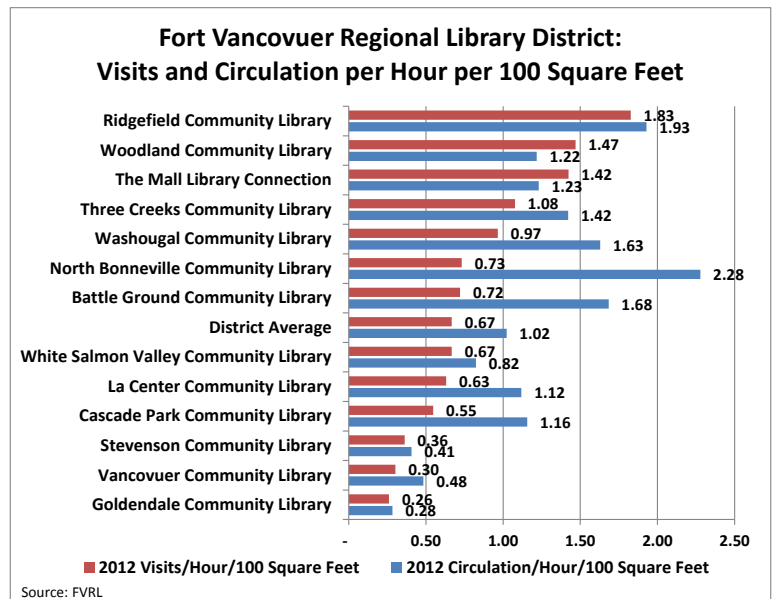
**Figure 2: Items Checked Out on July 12, 2013 by Library**

One measure of library demand is the number of items checked out by library patrons. District data on the items checked out as of July 12, 2013 shows that approximately 221,000 items were checked out by library patrons. The Vancouver Community Library accounted for 25.6% of the items. Overall, 76.0% of the items were checked out at four District libraries including the Vancouver, Cascade Park, Battle Ground and Three Creeks community libraries. The Camas Public Library had the sixth highest volume with 3.7% of the total items. Seven District libraries had between 1.1% and 1.8% of the items including the Yacolt Library Express which has limited staffing. The remaining seven library outlets had a combined 0.9% of the items checked out on July 12, 2013.



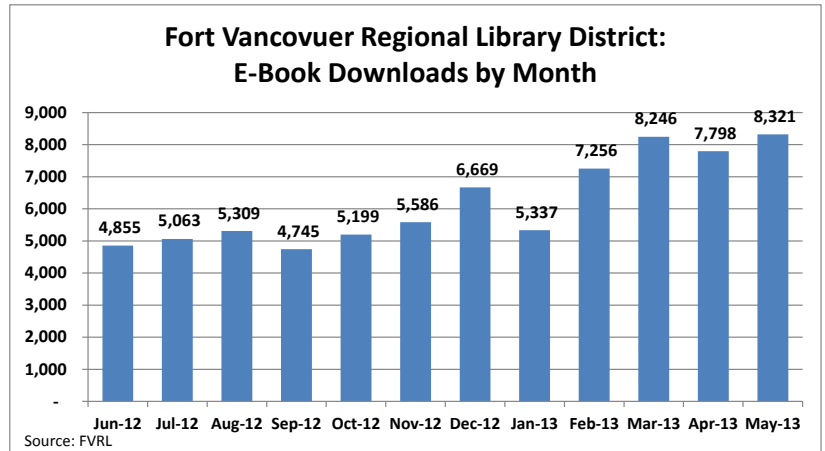
**Figure 3: 2012 Visits and Circulation per Hour per 100 Square Feet**

Another factor in assessing the demand for library space is how intense the existing library space is being used. The District tracks visits and circulation (items checked out or renewed during a given period of time) which are measures that relate to library use. Since the libraries are open different hours and have different amounts of publicly accessible square feet any measure comparing use across facilities needs to adjust for these factors. Figure 2 shows 2012 visits per open hour per 100 square feet and 2012 circulation per open hour per square feet for the District's existing libraries. Using visits (adjusted for open hours and space) as an indicator of use shows that the Ridgefield, Woodland and Three Creeks community libraries and The Mall Library Connection have the most intense use. Using circulation (adjusted for open hours and space) as a proxy for use indicates that North Bonneville, Ridgefield, Battle Ground and Washougal community libraries have the most intense use.



**Figure 4: E-Content Download Trends**

The number of e-book downloads has increased significantly since first becoming available in May 2012. Total e-book downloads were 74,384 for the twelve months ending May 31, 2013. On average, e-book downloads have increased 5% per month over the last year and were 71% higher in May 2013 than in June 2012. E-book downloads in the past twelve months exceeded the 2012 circulation at the La Center, Ridgefield, Woodland, Washougal and Stevenson community libraries. District patrons downloaded a total of 82,605 songs over the last twelve months but the average number of songs downloaded per month has remained relatively stable.



## Community Access to Library Facilities

Community access to libraries can be measured by how far people live from a library and how much library space is available once they get there. Library services such as library web sites, books by mail and bookmobiles are available in many remote locations but are not a substitute for the full range of services available at a physical library facility.

**Figure 5: Population Four or More Miles from a Library**

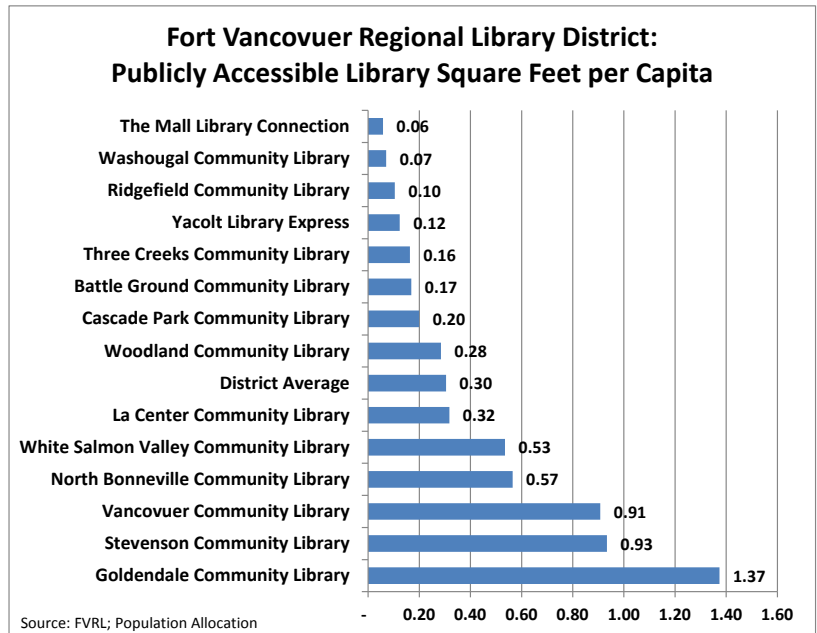
The District’s 2010 capital facilities plan identified a goal of having District residents live within 4 miles or a 15 minute drive from a library. Data collected using Google Maps suggests 20 recognized communities representing more than 46,000 people (10.4% of the District’s total population) are located four or more miles from an existing District library. Nine of the 20 communities are also more than a 15 minute drive from a library however eight of those are served by either the Skamania County or Klickitat County bookmobiles. Several large communities are four or more miles from an existing library including Orchards, Lake Shore and Hockinson. Five Corners, another large community in Clark County is 3.9 miles from The Mall Library Connection but 5.7 miles from Three Creeks Community Library, the nearest full service library.

Places (CDPs) Four or More Miles From a Library					
County	Place Name	Population	Nearest Library	Miles**	Minutes**
Klickitat	Roosevelt*	162	Goldendale Community Library	43.0	50
Klickitat	Bickleton*	89	Goldendale Community Library	36.6	68
Klickitat	Trout Lake*	570	White Salmon Valley Community Library	22.5	31
Klickitat	Klickitat*	358	Goldendale Community Library	21.4	32
Klickitat	Dallesport*	1,221	White Salmon Valley Community Library	19.4	29
Klickitat	Wishram*	346	Goldendale Community Library	18.7	28
Klickitat	Maryhill	57	Goldendale Community Library	13.7	22
Klickitat	Lyle*	506	White Salmon Valley Community Library	11.0	15
Klickitat	Centerville*	111	Goldendale Community Library	9.5	21
Clark	Duluth	1,613	La Center Community Library	6.8	12
Clark	Fern Prairie	1,927	Washougal Community Library	6.2	13
Cowlitz	Cougar	154	Yale Library Express	6.0	12
Clark	Orchards	19,830	Cascade Park Community Library	4.5	13
Clark	Amboy	1,629	Yacolt Library Express	4.5	10
Clark	Hockinson	4,954	Battle Ground Community Library	4.3	8
Clark	Lake Shore	6,618	Three Creeks Community Library	4.1	10
Skamania	Carson*	2,290	Stevenson Community Library	4.1	8
Clark	Cherry Grove	558	Battle Ground Community Library	4.0	11
Clark	Dollars Corner	1,150	Battle Ground Community Library	4.0	10
Clark	Brush Prairie	2,681	Battle Ground Community Library	4.0	9
<b>Total</b>		<b>46,823</b>			

\* Served by bookmobile  
 \*\*Source: Google Maps

**Figure 6: Square Feet of Library Space per Capita**

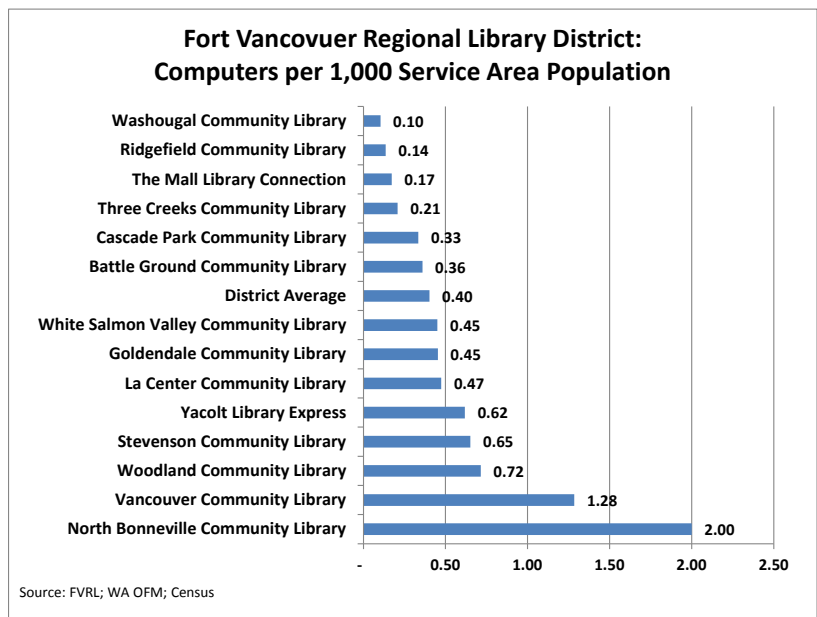
On average, the District has 0.30 square feet of publicly accessible library space for each District resident. At the individual library level, the analysis shows that the Washougal, Ridgefield, Three Creeks, Battle Ground and Cascade Park community libraries, Yacolt Library Express and The Mall Library Connection each have 0.20 square feet or less of library space available per capita. The Mall Library Connection with 3,374 square feet has the least space available to serve the population living nearby in the Orchards, Five Corners, Walnut Grove and Minnehaha areas. The Goldendale, Stevenson and Vancouver Main libraries had the most publicly available space per capita. Note that the estimate of each library’s service area population is approximate.



In the aggregate, Skamania and Klickitat counties have 0.88 and 0.87 square feet of publicly accessible library space per capita while Clark County and Woodland have 0.26 and 0.25 square feet per capita.

**Figure 7: Computer Terminals per 1,000 Service Area Population**

As shown in Figure 1 the number of computers available in each library varies significantly. A more appropriate measure of public access to library computers compares the number of available computers to each library’s estimated service area population. Overall, the District provides access to 0.40 computers for every 1,000 people served. The ratio is less than half the District average at four libraries – Washougal, Ridgefield, The Mall Library Connection and Three Creeks. Two libraries have ratios more than double the District average – the Vancouver Community Library and North Bonneville.

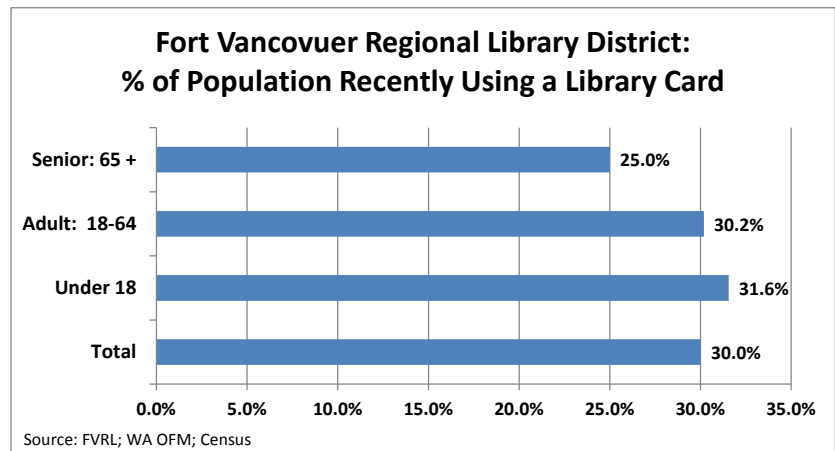


## Active Library Card Holders Compared to District Population

The proportion of the population using a library card – the equivalent of “market share” in the private sector – is an indicator of the level of library service being delivered by the District. A relatively low proportion in an area may indicate a low level of interest in or limited access to library services. Conversely, a high proportion can indicate a high level of interest in or good access to library services. According to District data an estimated 30.0% of District residents used a District library card at least once between January 1, 2012 and April 4, 2013 (considered an “active” card holder). District data also indicate that a total of 141,750 library card holders used their card during that time period. Of that total, 134,188 had valid zip codes that were within the District’s service area. The remaining card holders either had zip codes outside the District service area or the zip code field was blank or could not be matched.

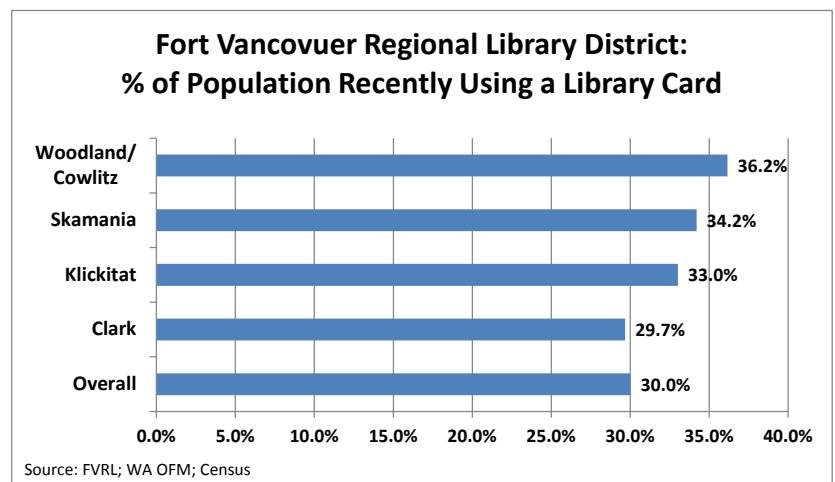
**Figure 8: Library Card Holders as Percent of Total Population by Age Group**

The proportion of the population that used a library card between January 1, 2012 and April 14, 2013 varied by major demographic group with a higher proportion of the population under 18 using a library card and a lower proportion of the population over 65 using a library card.



**Figure 9: Library Card Holders as Percent of Total Population by County**

The proportion of the population that used a library card between January 1, 2012 and April 14, 2013 varied by county within the District’s service area. The highest proportion of the population using their library card was in Cowlitz County – primarily Woodland but including Yale Valley. In Woodland alone the proportion was 40.6%. The proportion in Skamania and Klickitat counties was also higher than the overall District average. Clark County, representing 91% of the District’s population, had a proportion slightly below the District average.



**Figure 10: Library Card Holders as Percent of Total Population by Major Population Center**

The ten zip code areas with the largest population are in Clark County and four of the ten had a proportion of their population using their library card higher than 30%. These ten locations represent 70% of the District’s population and had 29.1% of the population as an “active” library card holder. The two locations with the lowest percentage were Orchards and Five Corners near the Westfield Mall. Battle Ground and Washougal had the highest proportion under 18 while Washougal and Felida had the highest proportion over 65. Orchards and Five Corners had the lowest proportion under 18 while Central Vancouver and Five Corners had the lowest proportion over 65.

Locations with the Largest Population				Active Card Holders as % Population				
County	Zip Code Location	2012 Population	Active Card Holders	Total	Under 18	Adult:	Senior:	
						18-64	65 +	
Clark	Orchards and East	53,491	13,761	25.7%	24.6%	26.6%	22.3%	
Clark	Vancouver/Minnehaha/Walnut Grove	42,427	12,485	29.4%	26.9%	31.8%	21.6%	
Clark	Greater Battle Ground	34,668	11,995	34.6%	38.6%	34.1%	25.5%	
Clark	Cascade Park	30,858	8,979	29.1%	33.8%	29.5%	20.6%	
Clark	Felida/W. Salmon Creek	26,609	8,899	33.4%	33.5%	33.5%	32.5%	
Clark	N. Cascade Park: Mill Plain to 28th St.	26,995	8,210	30.4%	33.4%	29.2%	30.2%	
Clark	Van Mall/Five Corners	31,815	7,816	24.6%	24.8%	25.6%	18.7%	
Clark	Hazel Dell/Lake Shore S. of 99th St.	24,105	6,873	28.5%	28.2%	29.4%	24.4%	
Clark	Washougal and West	21,577	6,809	31.6%	35.8%	29.7%	32.8%	
Clark	Central Vancouver W. of I-205	21,876	5,813	26.6%	32.9%	26.7%	18.3%	
				<b>District Average</b>	<b>30.0%</b>	<b>31.6%</b>	<b>30.2%</b>	<b>25.0%</b>

**Figure 11: Locations with the Highest Active Card Holders as a Percent of Total Population**

Locations that have a library within their zip code area represent eight of the ten locations with the highest percentage of active library card holders. The two exceptions are Trout Lake and Amboy. Five of the ten locations have a population under 5,000 including the highest – North Bonneville at 43.4%. Generally, each of the locations has a high percentage across all three age groups. The exceptions are adults in Amboy and seniors in the greater Battle Ground and Bingen areas.

Locations with the Highest Share of Active Cardholders				Active Card Holders as % Population			
County	Zip Code Location	2012 Population	Active Card Holders	Total	Under 18	Adult:	Senior:
						18-64	65 +
Skamania	North Bonneville	887	385	43.4%	53.5%	39.5%	38.5%
Cowlitz	Woodland: Clark and Cowlitz	5,590	2,268	40.6%	38.2%	42.8%	34.6%
Klickitat	Greater Bingen	1,244	494	39.7%	47.8%	38.0%	25.1%
Klickitat	Trout Lake	985	378	38.4%	43.4%	37.6%	31.5%
Klickitat	Greater White Salmon	6,216	2,318	37.3%	49.2%	35.8%	27.6%
Clark	W. Vancouver/Vancouver Lake	12,144	4,485	36.9%	40.6%	36.8%	31.3%
Skamania	Stevenson	3,175	1,166	36.7%	45.8%	32.0%	41.2%
Klickitat	Greater Goldendale	7,226	2,565	35.5%	39.9%	35.9%	28.0%
Clark	Greater Battle Ground	34,668	11,995	34.6%	38.6%	34.1%	25.5%
Clark	Greater Amboy	2,881	981	34.0%	54.2%	27.2%	37.2%
				<b>30.0%</b>	<b>31.6%</b>	<b>30.2%</b>	<b>25.0%</b>

**Figure 12: Locations with the Lowest Active Card Holders as a Percent of Total Population**

Locations that are a long distance from a library represent eight of the ten locations with the highest percentage of active library card holders. The two exceptions are Five Corners and Central Vancouver. Six of the communities on the list are served by the Klickitat County bookmobile and Yale has limited library service. Despite having a low overall percentage of active library card holders Roosevelt and Wishram have a very high percentage in the under 18 age group as does Lyle. Wishram, Roosevelt, and Yale all have a very low percentage of the population in the 65 or over age group that use a library card.

Locations with the Lowest Share of Cardholders				Active Card Holders as % Population			
County	Zip Code Location	2012 Population	Active Card Holders	Total	Under 18	Adult:	Senior:
						18-64	65 +
Cowlitz	Yale	1,042	130	12.5%	19.9%	12.1%	5.6%
Klickitat	Dallesport	1,059	146	13.8%	19.2%	11.7%	10.6%
Klickitat	Wahkiacus	119	19	16.0%	18.7%	14.0%	25.5%
Klickitat	Wishram	407	67	16.5%	72.2%	10.0%	3.8%
Klickitat	Klickitat	383	76	19.8%	12.5%	23.1%	18.1%
Klickitat	Lyle	1,748	409	23.4%	46.9%	21.2%	15.2%
Clark	Van Mall/Five Corners	31,815	7,816	24.6%	24.8%	25.6%	18.7%
Klickitat	Roosevelt	303	75	24.7%	78.7%	10.2%	5.0%
Clark	Orchards and East	53,491	13,761	25.7%	24.6%	26.6%	22.3%
Clark	Central Vancouver W. of I-205	21,876	5,813	26.6%	32.9%	26.7%	18.3%
				<b>30.0%</b>	<b>31.6%</b>	<b>30.2%</b>	<b>25.0%</b>

**Figure 13: Locations with the Lowest Active Card Holders as a Percent of Population Under 18**

The locations with a low percentage of the population that are active library card holders include zip codes with very large and very small populations. Four communities with populations under 1,100 also had less than 20% of their under 18 population recently use a library card. Four zip codes in Clark County with a population over 15,000 had between 25% and 29% of their population under 18 recently use a library card compared to the District average of 31.6%.

Locations with the Lowest Share of Under 18 Cardholders							
County	Zip Code Location	2012 Population	Active Card Holders	Active Card Holders as % Population			
				Total	Under 18	Adult: 18-64	Senior: 65 +
Klickitat	Klickitat	383	76	19.8%	12.5%	23.1%	18.1%
Klickitat	Wahkiacus	119	19	16.0%	18.7%	14.0%	25.5%
Klickitat	Dallesport	1,059	146	13.8%	19.2%	11.7%	10.6%
Cowlitz	Yale	1,042	130	12.5%	19.9%	12.1%	5.6%
Clark	Orchards and East	53,491	13,761	25.7%	24.6%	26.6%	22.3%
Clark	Van Mall/Five Corners	31,815	7,816	24.6%	24.8%	25.6%	18.7%
Clark	Central Vancouver/Minnehaha/Walnut	42,427	12,485	29.4%	26.9%	31.8%	21.6%
Clark	E. Salmon Creek/Barberton/Pleasant Va	17,568	5,039	28.7%	28.1%	27.9%	34.8%
Clark	Hazel Dell/Lake Shore S. of 99th St.	24,105	6,873	28.5%	28.2%	29.4%	24.4%
Clark	Greater Camas Excluding City	8,731	2,674	30.6%	28.5%	31.0%	33.6%
				<b>30.0%</b>	<b>31.6%</b>	<b>30.2%</b>	<b>25.0%</b>

**Figure 14: Locations with the Lowest Active Card Holders as a Percent of Population 65 or Over**

Small rural locations dominated the list of communities with a low percentage of the population 65 or over that are active library card holders. Wishram, Roosevelt and Yale each had less than 10% of their population 65 or over recently use a library card. Five Corners and Central Vancouver – larger communities in Clark County – also had low percentage of the population 65 or over recently use a library card.

Locations with the Lowest Share of Over 65 Cardholders							
County	Zip Code Location	2012 Population	Active Card Holders	Active Card Holders as % Population			
				Total	Under 18	Adult: 18-64	Senior: 65 +
Klickitat	Wishram	407	67	16.5%	72.2%	10.0%	3.8%
Klickitat	Roosevelt	303	75	24.7%	78.7%	10.2%	5.0%
Cowlitz	Yale	1,042	130	12.5%	19.9%	12.1%	5.6%
Klickitat	Dallesport	1,059	146	13.8%	19.2%	11.7%	10.6%
Klickitat	Glenwood	461	141	30.6%	44.5%	27.3%	13.5%
Klickitat	Lyle	1,748	409	23.4%	46.9%	21.2%	15.2%
Klickitat	Klickitat	383	76	19.8%	12.5%	23.1%	18.1%
Clark	Central Vancouver W. of I-205	21,876	5,813	26.6%	32.9%	26.7%	18.3%
Clark	Van Mall/Five Corners	31,815	7,816	24.6%	24.8%	25.6%	18.7%
Clark	Greater Yacolt	7,044	2,154	30.6%	32.7%	30.6%	20.5%
				<b>30.0%</b>	<b>31.6%</b>	<b>30.2%</b>	<b>25.0%</b>

## Primary and Secondary Market Areas for District Libraries

**Figure 15: Primary and Secondary Patron Locations for District Libraries**

Some of the District’s libraries have a high concentration of customers from one area while others draw from several areas. More than 80% of the items checked out as of July 12, 2013 from the Goldendale, La Center, North Bonneville, Ridgefield, Washougal and Woodland libraries came from the zip code where the library is located. In contrast, less than 30% of the items checked out from the Vancouver Community Library and Cascade Park Community Library were from any one zip code location. More than one-third of the items checked out of the Stevenson library were to patrons with a

Primary and Secondary User Locations by Library: Items Checked Out On July 12, 2013				
Library	Primary User Location	% Items	Secondary User Location	% Items
Battle Ground Community Library	Greater Battle Ground	58.3%	Hockinson/Brush Prairie	12.8%
La Center Community Library	Greater La Center	83.2%	Woodland	4.9%
Ridgefield Community Library	Greater Ridgefield/N. Mt. Vista	85.6%	E. Salmon Creek/Mt. Vista	3.2%
Cascade Park Community Library	Cascade Park	25.4%	Orchards/East	24.8%
Vancouver Community Library	Central Vancouver	20.8%	Hazel Dell/Lake Shore	11.2%
The Mall Library Connection	Five Corners/Van Mall	30.5%	Orchards and East	21.6%
Washougal Community Library	Greater Washougal	87.1%	Greater Camas Not in City	5.7%
Yacolt Library Express	Greater Yacolt	78.9%	Greater Amboy	10.8%
Green Mountain Library Express	Woodland	75.0%	Greater Battle Ground	25.0%
Three Creeks Community Library	Felida/W. Salmon Creek	41.2%	E. Salmon Creek/Mt. Vista	18.1%
Woodland Community Library	Woodland	84.4%	Greater La Center	2.9%
Yale Library Express	Yale	74.1%	Greater Amboy	13.6%
North Bonneville Community Library	North Bonneville	80.9%	Greater Stevenson	11.2%
Stevenson Community Library	Greater Stevenson	49.6%	Greater Carson	38.1%
Goldendale Community Library	Greater Goldendale	86.5%	Centerville	7.6%
White Salmon Valley Community Library	Greater White Salmon	54.6%	Greater Bingen	10.6%
Skamania County Bookmobile	Glenwood	25.3%	North Bonneville	21.1%
Klickitat County Bookmobile	Roosevelt	33.8%	Dallesport	19.1%
Entire FVRL District	Greater Battle Ground	10.4%	Orchards/East	9.5%



Carson zip code. The largest users of the Skamania County Bookmobile were residents in the Glenwood area while residents in the greater Roosevelt area were the largest users of the Klickitat County Bookmobile.

## Primary and Secondary Libraries Used by Patrons

**Figure 16: Primary and Secondary Libraries for Patrons in Selected Locations**

The Vancouver Community Library was the primary or secondary library for items checked out as of April 1, 2013 for fourteen of the 40 locations reviewed. This includes thirteen of the District’s fifteen largest population areas with a combined population of 346,000. The Cascade Park library was primary or secondary for a total of seven locations with a population of 216,000 and Three Creeks for six areas with a population of 111,000. The Camas Public Library was the primary library for District patrons living in the Washougal zip code area. District residents living in the Camas zip code (outside the City of Camas) use Cascade Park and Camas libraries. Nearly one-third of the items checked out by the Skamania County Bookmobile were to residents in the greater Trout Lake zip code area.

Primary and Secondary Libraries by User Location: Items Checked Out on July 12, 2013				
Location	Primary Use Library	% of Use	Secondary Use Library	% of Use
Orchards and East	Cascade Park	59.1%	Vancouver	18.7%
Central Vancouver	Vancouver	72.8%	The Mall	14.1%
Greater Battle Ground	Battle Ground	84.3%	Vancouver	7.1%
Five Corners/Van Mall	The Mall Connection	31.6%	Vancouver	31.1%
Cascade Park	Cascade Park	80.8%	Vancouver	10.8%
North Cascade Park	Cascade Park	85.0%	Vancouver	8.8%
Felida/W. Salmon Creek	Three Creeks	76.5%	Vancouver	19.3%
Hazel Dell/Lake Shore	Vancouver	54.1%	Three Creeks	35.1%
Central Vancouver W. of I-205	Camas Public Library	45.9%	Vancouver	43.6%
Washougal and West	Camas Public Library	47.2%	Washougal	37.5%
E. Salmon Creek/Mt. Vista	Three Creeks	62.6%	Vancouver	24.6%
Greater Ridgefield & N. Mt. Vista	Three Creeks	37.2%	Ridgefield	35.2%
Northwest Vancouver/I-5	Vancouver	82.4%	Three Creeks	8.0%
W. Vancouver/Vancouver Lake	Vancouver	88.0%	Three Creeks	3.9%
Hockinson/Brush Prairie	Battle Ground	71.2%	Cascade Park	9.1%
Greater Camas - Not in City	Cascade Park	42.2%	Camas Public Library	33.9%
Greater La Center	La Center	65.4%	Battle Ground	14.7%
Greater Goldendale	Goldendale	96.3%	White Salmon Valley	1.4%
Greater Yacolt	Battle Ground	53.8%	Yacolt Express	33.9%
Greater White Salmon	White Salmon Valley	96.5%	Vancouver	2.4%
Woodland	Woodland	66.7%	Three Creeks	8.4%
Stevenson	Stevenson	88.0%	White Salmon Valley	2.6%
Carson	Stevenson	90.5%	White Salmon Valley	4.2%
Greater Amboy	Battle Ground	69.3%	Yacolt Express	11.4%
Lyle	White Salmon Valley	81.9%	Klickitat Co. Bookmobile	7.2%
Greater Bingen	White Salmon Valley	90.7%	Skamania Co. Bookmobile	3.8%
Dallesport	Klickitat Co. Bookmobile	43.8%	Books by Mail	32.5%
Yale	Yale Express	37.5%	Battle Ground	21.9%
Trout Lake	White Salmon Valley	89.5%	Skamania Co. Bookmobile	4.2%
Underwood	White Salmon Valley	91.7%	Stevenson	4.6%
North Bonneville	Stevenson	43.3%	North Bonneville	34.9%
Glenwood	White Salmon Valley	48.1%	Skamania Co. Bookmobile	32.8%
Centerville	Goldendale	93.5%	White Salmon Valley	4.0%
Wishram	Goldendale	81.3%	White Salmon Valley	17.6%
Klickitat	White Salmon Valley	61.8%	Klickitat Co. Bookmobile	16.4%
Roosevelt	Klickitat Co. Bookmobile	91.8%	Goldendale	6.4%
Bickleton	Klickitat Co. Bookmobile	67.9%	Goldendale	16.1%
Appleton	White Salmon Valley	71.9%	Klickitat Co. Bookmobile	15.6%
Wahkiacus	Goldendale	69.2%	White Salmon Valley	15.4%
Cougar	Books by Mail	54.9%	Battle Ground	17.7%

## Community Development Activity and Interest

A community library delivers a public service that is highly desired by most if not all District communities. According to stakeholders, libraries are a critical part of the infrastructure that makes their communities places where people want to live and work. In addition to libraries, stakeholders identified other services as important to strong communities including good schools, responsive public safety, plentiful parks, good transportation infrastructure and active community groups.

In general, communities that have libraries want them to be large welcoming facilities that host a variety of community events and programs. Many communities that do not have libraries view them as one of many elements needed to strengthen their communities. The External Information Gathering memorandum summarized various community planning activities and initiatives (beginning on page 13). Selected community development initiatives and potential areas for the District to partner are identified below by county.

## Clark County

This assessment of community development needs focused on areas outside the City of Vancouver. Voter approved funding helped the District develop two new libraries in Vancouver within the past five years and the District opened a remodeled Mall Library Connection at the Vancouver Mall in 2013. In addition, the Three Creeks Community Library in the Vancouver urban area in Salmon Creek opened in 2002. Community development initiatives in each of the other communities within Clark County are summarized below.

- Battle Ground
  - The Chamber of Commerce is exploring the “Main Street” program to support downtown revitalization.
  - The City is looking to expand the use of the city’s Community Center.
  - A new commercial development being built in the city’s southeast quadrant.
- La Center
  - The City recently extended its boundaries to the La Center I-5 junction.
  - A new skate park and renovated park development opened in June adjacent to the library.
  - The City is considering new city hall building.
  - Development of a casino at the I-5 junction continues to be a possibility.
- Ridgefield
  - The new Overlook Park will help with the city’s downtown revitalization efforts.
  - The Ridgefield School District is building new schools.
  - The Port of Ridgefield completed environmental remediation along the Waterfront and a new trail will open this summer.
  - Commercial development continues at the Ridgefield I-5 junction including a potential Peace Health medical facility.
  - Clark College is considering a new north Clark County campus development in Ridgefield.
- Vancouver Urban Area
  - New commercial development is occurring at the eastern edge of the city limits (194th Avenue).
  - Construction continues on transportation access to the Vancouver downtown waterfront redevelopment.
  - The Port of Vancouver is investing in rail access and expansion.
  - WSU-Vancouver continues to increase enrollment and is expanding its programs.
  - Bus rapid transit is planned along 4th Plain Boulevard.
  - A major I-5 interchange improvement is under construction in Salmon Creek (134th Street).
  - Commercial development at 179th Street I-5 interchange is in the planning stage.
- Washougal
  - There has been recent downtown development/revitalization activity in Washougal.
  - The Camas, Washougal and Port of Camas-Washougal economic development partnership is implementing an economic development plan including the potential for waterfront redevelopment.
- Woodland
  - A new high school is under construction and the old high school is being renovated.
  - A new police station is under construction.
  - There has been new commercial development in the city’s northwest quadrant.
  - The City is purchasing and remodeling a downtown building to create a new city hall.
  - The Port of Woodland is developing a new Columbia River boat ramp.
  - The city and others are working on a downtown revitalization plan.

- A new park/pool development is proposed.
- The Port of Woodland is in the initial planning stage for a small business incubator.
- Yacolt
  - The Town recently built a new Town Hall.
  - The Town is considering renovating space in the old Town Hall into a museum (space shared with library).
  - The Town is looking at an expansion of its urban growth area.
- Other Areas
  - The county has multiple sub-area and rural center plans.

## Klickitat County

- Bingen
  - Insitu is constructing 120,000-square-foot concrete tilt-up building that will house the company’s production and administrative departments and up to 180 employees.
  - A new city hall/community center facility is in the initial planning phase.
  - Tourism is increasing.
- Goldendale
  - Tourism promotion activities are in process.
  - A community center feasibility study was recently completed.
  - The city recently purchased an industrial park and is looking for tenants.
  - The County is developing a new 911 facility and emergency services radio system in the area.
- White Salmon
  - Voters passed an interim levy in 2012 to support continued operation of the community pool.
  - The city is focused on maintaining and paying for water and sewer infrastructure.
- Other
  - The community of Klickitat recently received a \$1 million Federal Community Development Block Grant for a community center.
  - The county is completing an update to the sub-area plan for BZ Corner-Hussum.
  - The county recently completed an update to the Trout Lake Master Plan.
  - Broadband access has improved with recent expansion to Glenwood and other areas but “last mile” service is still limited. Areas with less than 10 Mbps access include Appleton, Klickitat, Wahkiacus and Bickleton.
  - WSU Extension completed the “Horizons” community planning process in Glenwood, Goldendale, Klickitat, Lyle, Trout Lake, White Salmon and Wishram within the last five years.
  - The non-profit owner of the Lyle Activity Center recently completed a partial remodel.

## Skamania County

- North Bonneville
  - The Port of Skamania County is completing final infrastructure development on the 32 acre Fort Cascades Business Park.
  - Broadband service available at 3 Mbps – less than the “medium service” (6 Mbps) defined by the FCC.
- Stevenson
  - Horizons community planning process completed.

- Tourism promotion and sign/way finding projects underway.
- Stevenson Business Association working on plan for downtown.
- Waterfront enhancement project being completed by the Port of Skamania.
- Broadband access upgraded in 2013 to over 10 Mbps.
- Other
  - Clark College is considering holding classes in the Wind River Education Center, formerly the middle school for the Stevenson-Carson School District.
  - The Port of Skamania County leased a 20,000 square-foot facility at the Wind River Business Park in early 2012.
  - Broadband service upgrades in process in Cook/Underwood (currently 3 Mbps) and other areas but “last mile” service still lacking in Carson.
  - The 260 acre Broughton Landing resort community is still on hold but has not been cancelled.

## Service Needs Identified by Stakeholders

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A summary of the feedback received from stakeholders is included in a separate memorandum. Many of the service needs identified by stakeholders are addressed in the Facility Condition and Amenities section of this memorandum. Specific needs for selected communities and each existing library and the potential strategies to address those needs will be identified in Task 8: Identification of Alternative Facilities Strategies. A summary of suggested service enhancements identified by stakeholders is provided below.

- Expanding library space for meeting rooms, children’s programs, teen programs, general reading and individual study.
- Expanding library hours.
- Increasing access to computers including laptops and portable computers.
- Lending of e-readers and expanded access to e-content.
- Expanding available parking.
- Making catalogue improvements.
- Expanding outreach to senior citizens and the Hispanic community.
- Expanding library services to rural areas.
- Increasing communication with community leaders.
- Improving signs to help people find the library.
- Expanding access to entertainment media.
- Developing a mobile phone application.
- Expanding adult programming including job search assistance.

## Appendix F: Recommended Projects – Category I: Existing Libraries

Library/Project	Need / Market Rationale	Strategic Approach: FVRL Role	Critical Community Players
<b>Major Facility Projects</b>			
<b>Ridgefield Community Library</b>			
<ul style="list-style-type: none"> <li>• New Facility or Expansion</li> </ul>	<ul style="list-style-type: none"> <li>• High level of current demand relative to size</li> <li>• High proportion of service area population under 18 and in poverty</li> <li>• High growth forecast</li> <li>• Space attribute gaps</li> <li>• Willing community partners – several with space needs</li> </ul>	<p><b>Guiding Strategy: Conceiver</b></p> <ul style="list-style-type: none"> <li>• Further define Ridgefield facility needs</li> <li>• Outline acceptable financing strategy</li> <li>• Offer outline of acceptable arrangements regarding new facility/expansion concept</li> <li>• Offer to be resource in engaging other community stakeholders about facility needs and financing strategy</li> </ul>	<ul style="list-style-type: none"> <li>• City of Ridgefield</li> <li>• Landlord: Community Center</li> <li>• Port of Ridgefield</li> <li>• Ridgefield School District</li> <li>• FVRL Foundation</li> <li>• Friends of Ridgefield Community Library</li> </ul>
<b>Washougal Community Library</b>			
<ul style="list-style-type: none"> <li>• New Facility</li> </ul>	<ul style="list-style-type: none"> <li>• High level of current demand relative to size</li> <li>• High growth forecast</li> <li>• Space attributes “Unsatisfactory”</li> <li>• Willing community partners</li> </ul>	<p><b>Guiding Strategy: Facilitator</b></p> <ul style="list-style-type: none"> <li>• Further define Washougal facility needs and financing strategy</li> <li>• Engage City leadership in discussion about needs and strategy; define the City’s commitment to the project</li> <li>• Engage other community stakeholders about facility needs and financing strategy</li> </ul>	<ul style="list-style-type: none"> <li>• City of Washougal</li> <li>• Paul Dennis, CWEDA</li> <li>• Developers</li> <li>• Port of Camas/Washougal</li> <li>• Vancouver Housing Authority</li> <li>• FVRL Foundation</li> <li>• Friends of Washougal Community Library</li> </ul>
<b>Woodland Community Library</b>			
<ul style="list-style-type: none"> <li>• New Facility</li> </ul>	<ul style="list-style-type: none"> <li>• “Unsatisfactory” building condition and space attributes</li> <li>• High level of current demand relative to size</li> <li>• High growth forecast</li> <li>• Willing community partners</li> </ul>	<p><b>Guiding Strategy: Facilitator</b></p> <ul style="list-style-type: none"> <li>• Further define Woodland facility needs and financing strategy</li> <li>• Engage City leadership in discussion about needs and strategy; define the City’s commitment to the project</li> <li>• Engage other community stakeholders about facility needs and financing strategy</li> </ul>	<ul style="list-style-type: none"> <li>• City of Woodland</li> <li>• Port of Woodland</li> <li>• Woodland School District</li> <li>• FVRL Foundation</li> <li>• Friends of Woodland Community Library</li> </ul>

## Appendix F: Recommended Projects – Category I: Existing Libraries

Library/Project	Need / Market Rationale	Strategic Approach: FVRL Role	Critical Community Players
<b>Significant Facility Enhancement Projects</b>			
<b>Battle Ground Community Library</b>			
<ul style="list-style-type: none"> <li>Facility Expansion</li> </ul>	<ul style="list-style-type: none"> <li>High level of current demand</li> <li>High proportion of service area population under 18</li> <li>High growth forecast</li> <li>Willing development partner (need to confirm)</li> </ul>	<p><b>Guiding Strategy: Facilitator</b></p> <ul style="list-style-type: none"> <li>Further define Battle Ground library expansion needs and financing strategy</li> <li>Engage adjacent land owner in discussion about needs and strategy; define the land owner’s commitment to the project</li> </ul>	<ul style="list-style-type: none"> <li>Dennis Pavlina, Battle Ground Village</li> <li>FVRL Foundation</li> <li>Friends of Battle Ground Community Library</li> </ul>
<b>La Center Community Library</b>			
<ul style="list-style-type: none"> <li>Secure Lease</li> <li>Explore Programming Space Options</li> </ul>	<ul style="list-style-type: none"> <li>Currently occupying building without certainty on term of use</li> <li>Space attribute gaps</li> <li>High proportion of service area population under 18</li> <li>High growth forecast</li> </ul>	<p><b>Guiding Strategy: Conceiver</b></p> <ul style="list-style-type: none"> <li>Further define La Center facility space needs for programming and related financing strategy</li> <li>Engage landlord in discussion about lease and potential future space development</li> </ul>	<ul style="list-style-type: none"> <li>Robert Colf, Colf Construction</li> <li>City of La Center</li> <li>FVRL Foundation</li> <li>Friends of La Center Community Library</li> </ul>
<b>All Community Libraries</b>			
<ul style="list-style-type: none"> <li>Enhance Site and Way-finding Signage</li> </ul>	<ul style="list-style-type: none"> <li>Limited/inadequate way-finding signage in communities</li> <li>Inconsistent/inadequate signage on sites/facilities</li> </ul>	<ul style="list-style-type: none"> <li>Research way-finding signage best practices and options</li> <li>Engage communities and landlords about options and permitting</li> <li>Develop related financing strategy</li> <li>Engage landlords/others as needed in discussion about installation</li> </ul>	<ul style="list-style-type: none"> <li>Cities and landlords</li> <li>FVRL Foundation</li> <li>Friends groups</li> </ul>
<b>Targeted Facility Enhancement Projects</b>			
<b>Vancouver Community Library</b>			
<ul style="list-style-type: none"> <li>Secure Additional Parking</li> </ul>	<ul style="list-style-type: none"> <li>Existing parking considered inadequate at times</li> </ul>	<ul style="list-style-type: none"> <li>Engage City of Vancouver and adjacent land owners in discussion about options</li> </ul>	<ul style="list-style-type: none"> <li>City of Vancouver</li> <li>Killian Pacific</li> <li>Fort Vancouver National Trust</li> </ul>
<b>Cascade Park Community Library</b>			
<ul style="list-style-type: none"> <li>Secure Additional Parking</li> </ul>	<ul style="list-style-type: none"> <li>Existing parking considered inadequate at times</li> </ul>	<ul style="list-style-type: none"> <li>Engage City of Vancouver in discussion about options</li> </ul>	<ul style="list-style-type: none"> <li>City of Vancouver</li> </ul>

## Appendix F: Recommended Projects – Category I: Existing Libraries

Library/Project	Need / Market Rationale	Strategic Approach: FVRL Role	Critical Community Players
<b>Yacolt Library Express</b>			
<ul style="list-style-type: none"> <li>Expand/Improve Use of Lobby</li> <li>Secure Additional Parking</li> </ul>	<ul style="list-style-type: none"> <li>Facility lacks space for casual reading and meetings</li> <li>Existing parking considered inadequate at times</li> </ul>	<ul style="list-style-type: none"> <li>Engage Town of Yacolt and Yacolt Friends regarding lobby and parking options</li> <li>Identify costs associated with preferred options</li> </ul>	<ul style="list-style-type: none"> <li>Town of Yacolt</li> <li>Yacolt Friends Group</li> <li>Yacolt senior organization</li> </ul>
<b>North Bonneville Library Express</b>			
<ul style="list-style-type: none"> <li>Expand Access/Remodel/Improve Use of Library Space</li> </ul>	<ul style="list-style-type: none"> <li>Facility only accessible when City Hall is open</li> <li>Limited hours</li> <li>Facility lacks amenities of community library</li> </ul>	<ul style="list-style-type: none"> <li>Engage North Bonneville in discussion about options</li> <li>Space expansion and direct exterior access</li> <li>Use of facility for programming</li> <li>Identify costs</li> </ul>	<ul style="list-style-type: none"> <li>City of North Bonneville</li> <li>North Bonneville Friends Group</li> </ul>
<b>Goldendale Community Library</b>			
<ul style="list-style-type: none"> <li>Remodel Existing Space</li> <li>Parking</li> </ul>	<ul style="list-style-type: none"> <li>Need for additional small conference room space for library programs and community use</li> </ul>	<ul style="list-style-type: none"> <li>Develop conference room space plan concept and obtain cost estimates</li> <li>Engage City of Goldendale in discussion about parking options</li> </ul>	<ul style="list-style-type: none"> <li>City of Goldendale</li> <li>Goldendale Friends group</li> <li>Foundation (naming opportunity)</li> </ul>
<b>Stevenson Community Library</b>			
<ul style="list-style-type: none"> <li>Remodel Existing Space</li> </ul>	<ul style="list-style-type: none"> <li>Need for additional small conference room space for library programs and community use</li> <li>Improve access to community room in basement</li> </ul>	<ul style="list-style-type: none"> <li>Develop conference room space plan concept and obtain cost estimates</li> <li>Engage architect/contractor to explore conceptual design options for improved community room/basement access</li> </ul>	<ul style="list-style-type: none"> <li>Stevenson Friends group</li> <li>City of Stevenson</li> <li>Foundation (naming opportunity)</li> </ul>
<b>Three Creeks Community Library</b>			
<ul style="list-style-type: none"> <li>Library Expansion or Relocation</li> </ul>	<ul style="list-style-type: none"> <li>High level of current demand relative to size</li> <li>High growth forecast</li> <li>Space attribute gaps (computer access)</li> </ul>	<ul style="list-style-type: none"> <li>Review facility needs</li> <li>Engage architect to explore expansion concept</li> <li>Engage adjacent property owner regarding expansion concept</li> <li>Engage other community stakeholders about facility needs and financing strategy</li> </ul>	<ul style="list-style-type: none"> <li>Adjacent property owner</li> <li>FVRL Foundation</li> <li>Friends of Three Creeks Community Library</li> </ul>
<b>White Salmon Community Library</b>			
<ul style="list-style-type: none"> <li>Remodel Existing Space</li> </ul>	<ul style="list-style-type: none"> <li>Need for additional casual reading areas and computer access</li> </ul>	<ul style="list-style-type: none"> <li>Develop space plan concept and obtain cost estimates</li> </ul>	<ul style="list-style-type: none"> <li>White Salmon Friends group</li> </ul>

## Appendix F: Recommended Projects – Category I: Existing Libraries

Library/Project	Need / Market Rationale	Strategic Approach: FVRL Role	Critical Community Players
			<ul style="list-style-type: none"> <li>• Foundation/Existing Donor (naming opportunity)</li> </ul>
FVRL Headquarters Building			
<ul style="list-style-type: none"> <li>• Plan for Relocation</li> </ul>	<ul style="list-style-type: none"> <li>• Lease expires in 2021 with 10 year FVRL option to extend 10 more years</li> <li>• Facility has excessive space for needs and is reportedly expensive to operate relative to the staff housed in the building</li> </ul>	<ul style="list-style-type: none"> <li>• Complete a space planning and cost-benefit study of relocating headquarters staff to other facilities</li> <li>• Engage stakeholders in assessment of alternatives</li> </ul>	<ul style="list-style-type: none"> <li>• City of Vancouver</li> <li>• FVRL staff</li> <li>• FVRL Foundation</li> <li>• Other facility partners</li> </ul>



## Appendix F: Recommended Projects – Category II: Population Centers

Population Center/Project	Need / Market Rationale	Strategic Approach: FVRL Role	Critical Community Players
<b>New Full Service Facility Projects</b>			
<b>Orchards Area in Clark County</b>			
<ul style="list-style-type: none"> <li>New Library Facility</li> </ul> <p>Zip Code Population: 53,491 Active FVRL Cardholders: 25.7%</p>	<ul style="list-style-type: none"> <li>Largest (19,830) Census Designated Place (CDP) and largest zip code population (53,491) in FVRL service area</li> <li>More than four miles from an existing library (est. 5.0 miles)</li> <li>High proportion of service area population under 18 and in poverty</li> <li>High growth forecast for Vancouver UGA</li> <li>Low percentage of “active” FVRL card holders</li> </ul>	<p><b>Guiding Strategy: Conceiver</b></p> <ul style="list-style-type: none"> <li>Further define Orchards facility needs</li> <li>Engage potential partners about concept and location of potential library</li> <li>Consider securing property possibly with a partner</li> <li>Offer to be resource in engaging other community stakeholders about facility needs and financing strategy</li> </ul>	<ul style="list-style-type: none"> <li>Evergreen School District</li> <li>FVRL Foundation</li> <li>Fire District 5</li> <li>Vancouver Housing Authority</li> <li>S E H America</li> <li>Clark County Office of Neighborhoods</li> <li>City of Vancouver</li> <li>Developers</li> </ul>
<b>New Library Service Outlet Projects</b>			
<b>Bickleton, Klickitat County</b>			
<ul style="list-style-type: none"> <li>New Library Service Outlet</li> </ul> <p>Zip Code Population: 219 Active FVRL Cardholders: 30.1%</p>	<ul style="list-style-type: none"> <li>More than 36 miles and 68 minute drive from nearest library</li> <li>High user of Klickitat book mobile service</li> <li>High community support for school levy (70%)</li> <li>Part of overall strategy to expand service to rural parts of Klickitat County (Northeast quadrant)</li> </ul>	<p><b>Guiding Strategy: Instigator</b></p> <ul style="list-style-type: none"> <li>Further define Bickleton library service needs</li> <li>Engage the Bickleton community about library express concept and potential locations</li> <li>Develop financing, implementation and operation plan for a new service outlet</li> </ul>	<ul style="list-style-type: none"> <li>Klickitat County Community and Economic Development</li> <li>Bickleton School District</li> <li>FVRL Foundation</li> <li>Bickleton Community Council</li> <li>Republic/Allied Waste Services</li> <li>Klickitat County PUD</li> <li>WSU Extension</li> </ul>
<b>Carson, Skamania County</b>			
<ul style="list-style-type: none"> <li>New Library Service Outlet</li> </ul> <p>Zip Code Population: 2,904 Active FVRL Cardholders: 29.9%</p>	<ul style="list-style-type: none"> <li>Largest population center in Skamania County (2,290 people)</li> <li>More than 4 miles from nearest library (Stevenson)</li> <li>Relatively high proportion of seniors and people in poverty</li> <li>Possible facility and partnership with the Wind River Education Center</li> </ul>	<p><b>Guiding Strategy: Facilitator</b></p> <ul style="list-style-type: none"> <li>Engage the Carson community stakeholders about the library express concept</li> <li>Engage Clark College and Stevenson-Carson School District about the library express concept</li> <li>Develop financing, implementation and operation plan for the preferred concept</li> </ul>	<ul style="list-style-type: none"> <li>Stevenson-Carson School District</li> <li>Clark College</li> <li>Port of Skamania (Wind River Business Park)</li> <li>Skamania County Community Development</li> <li>FVRL Foundation</li> <li>Mid-Columbia Head Start</li> <li>WSU Extension</li> </ul>

## Appendix F: Recommended Projects – Category II: Population Centers

Population Center/Project	Need / Market Rationale	Strategic Approach: FVRL Role	Critical Community Players
<b>Klickitat or Lyle, Klickitat County</b>			
<ul style="list-style-type: none"> <li>• New Library Service Outlet</li> </ul> <p><u>Klickitat</u> Zip Code Population: 383 Active FVRL Cardholders: 19.8%</p> <p><u>Lyle</u> Zip Code Population: 1,748 Active FVRL Cardholders: 23.4%</p>	<ul style="list-style-type: none"> <li>• Large distance from nearest library: Klickitat 21 miles and Lyle 11 miles</li> <li>• Low percentage of “active” FVRL card holders</li> <li>• High proportion of population over 65 and high proportion below poverty (Lyle)</li> <li>• No high speed broadband in Klickitat</li> <li>• High community support for school levy in Lyle (60%)</li> <li>• Potential partner facilities in local community centers</li> <li>• Could serve other communities east of Lyle off of SR 14</li> <li>• Part of overall strategy to expand service to rural parts of Klickitat County (Southwest quadrant)</li> </ul>	<p><b>Guiding Strategy: Facilitator</b></p> <ul style="list-style-type: none"> <li>• Further define library service outlet concept for both areas</li> <li>• Engage the Klickitat or Lyle communities about library express concept and potential locations</li> <li>• Develop financing, implementation and operation plan for a new service outlet</li> </ul>	<ul style="list-style-type: none"> <li>• Klickitat County Community and Economic Development</li> <li>• Klickitat and Lyle school districts</li> <li>• Old Lyle Elementary School Supporters (Activity Center) board</li> <li>• FVRL Foundation</li> <li>• Klickitat Community Center committee</li> <li>• WSU Extension</li> <li>• Lyle Community and Business Groups:: Hotel, Lions Club, Wineries</li> </ul>
<b>Roosevelt, Klickitat County</b>			
<ul style="list-style-type: none"> <li>• New Library Service Outlet</li> </ul> <p>Zip Code Population: 303 Active FVRL Cardholders: 24.7%</p>	<ul style="list-style-type: none"> <li>• Estimated 43 miles and 50 minute drive from nearest library</li> <li>• High user of Klickitat book mobile service</li> <li>• High community support for school levy (72%)</li> <li>• Fast growing (21% in 5 years)</li> <li>• Highest proportion of under 18 (36.5%) and Hispanic origin (51.9%)</li> <li>• Part of overall strategy to expand service to rural parts of Klickitat County (Southeast quadrant)</li> </ul>	<p><b>Guiding Strategy: Instigator</b></p> <ul style="list-style-type: none"> <li>• Further define Roosevelt library service needs</li> <li>• Engage the Roosevelt community about library express concept and potential locations</li> <li>• Develop financing, implementation and operation plan for a new service outlet</li> </ul>	<ul style="list-style-type: none"> <li>• Klickitat County Community and Economic Development</li> <li>• Roosevelt School District</li> <li>• FVRL Foundation</li> <li>• Roosevelt Community Council</li> <li>• Republic/Allied Waste Services</li> <li>• Klickitat County PUD</li> <li>• WSU Extension</li> </ul>

## Appendix F: Recommended Projects – Category II: Population Centers

Population Center/Project	Need / Market Rationale	Strategic Approach: FVRL Role	Critical Community Players
<b>Trout Lake, Klickitat County</b>			
<ul style="list-style-type: none"> <li>• New Library Service Outlet</li> </ul> <p>Zip Code Population: 2,985 Active FVRL Cardholders: 38.4%</p>	<ul style="list-style-type: none"> <li>• Estimated 22 miles and 31 minute drive from nearest library</li> <li>• High percentage of population are active FVRL card holders</li> <li>• High community support for school levy (70%)</li> <li>• Part of overall strategy to expand service to rural parts of Klickitat County (Northwest quadrant)</li> </ul>	<p><b>Guiding Strategy: Instigator</b></p> <ul style="list-style-type: none"> <li>• Further define Trout Lake library service needs</li> <li>• Engage the Trout Lake community about library express concept and potential locations</li> <li>• Develop financing, implementation and operation plan for a new service outlet</li> </ul>	<ul style="list-style-type: none"> <li>• Klickitat County Community and Economic Development</li> <li>• Trout Lake School District</li> <li>• FVRL Foundation</li> <li>• Trout Lake Community Council</li> <li>• Trout Lake Grange</li> <li>• WSU Extension</li> </ul>
<b>Mobile Service Delivery</b>			
<ul style="list-style-type: none"> <li>• Use Smaller Mobile Service Delivery Vehicles</li> </ul>	<ul style="list-style-type: none"> <li>• Larger buses are expensive to acquire and operate</li> <li>• Several libraries have successfully used smaller vehicles for bookmobiles</li> <li>• Smaller vehicles may be better at serving remote service outlets</li> <li>• Demand for bookmobile service may change if new service outlets or other initiatives are developed to serve rural areas</li> </ul>	<p><b>Guiding Strategy: Instigator</b></p> <ul style="list-style-type: none"> <li>• Create an Ad Hoc Bookmobile Replacement Committee</li> <li>• Research costs and benefits of replacing existing book mobiles with same size or smaller vehicles</li> </ul>	<ul style="list-style-type: none"> <li>• FVRL Staff</li> <li>• Bookmobile Users</li> <li>• Courier Service Stakeholders</li> </ul>
<ul style="list-style-type: none"> <li>• Implement a Mobile Computer Learning Center</li> </ul>	<ul style="list-style-type: none"> <li>• Available computers at existing libraries are well used</li> <li>• Access to computers and the knowledge to use them is a barrier to economic advancement</li> <li>• Access to broadband internet can be limited in some areas</li> <li>• Several libraries have successfully deployed mobile computer learning centers</li> </ul>	<p><b>Guiding Strategy: Instigator</b></p> <ul style="list-style-type: none"> <li>• Create an Ad Hoc Mobile Technology Advisory Committee</li> <li>• Assess the need/demand for mobile computer learning center programming in the District</li> <li>• Research the cost of retrofitting an existing vehicle into a mobile computer learning center or acquiring a new vehicle</li> </ul>	<ul style="list-style-type: none"> <li>• FVRL Staff</li> <li>• Technology Adept Patrons</li> </ul>

## Appendix F: Potential Projects – Category III: Service Delivery and Technology

Trajectory/Initiative	Need / Market Rationale	Strategic Approach: FVRL Role	Critical Community Players
<b>Convenience; When and Where You Need It</b>			
<b>Expand Number of Book Return Locations</b>			
<ul style="list-style-type: none"> <li>Install book returns at various locations including grocery stores, schools, shopping centers, and Park and Ride locations.</li> </ul>	<ul style="list-style-type: none"> <li>Increase access to a simple library service to save users time and an extra trip.</li> </ul>	<p><b>Guiding Strategy: Instigator</b></p> <ul style="list-style-type: none"> <li>Target areas where access to a library facility is inconvenient.</li> <li>Communicate with institutions about adding book returns to their area locations.</li> </ul>	<ul style="list-style-type: none"> <li>Schools</li> <li>Banks</li> <li>Shopping Centers</li> <li>C-Tran</li> </ul>
<b>24/7 Hold Pickup Lockers</b>			
<ul style="list-style-type: none"> <li>Install lockers at existing libraries that are connected to the libraries systems and preferably “through the wall” installations</li> </ul>	<ul style="list-style-type: none"> <li>Allowing users to pick up requested materials 24/7 allows the library to serve people who cannot get to the library during normal open hours.</li> </ul>	<p><b>Guiding Strategy: Instigator</b></p> <ul style="list-style-type: none"> <li>Develop plan for each library location regarding what type and quantity of lockers would be needed.</li> <li>Acquire and install hold lockers at all libraries over the course of 1 year.</li> </ul>	<ul style="list-style-type: none"> <li>Friends groups</li> <li>Neighborhood groups</li> </ul>
<ul style="list-style-type: none"> <li>Install lockers at C-Tran Park and Ride locations</li> </ul>	<ul style="list-style-type: none"> <li>Installing lockers in high-traffic areas allows people to access library services during the normal course of their day.</li> </ul>	<p><b>Guiding Strategy: Instigator</b></p> <ul style="list-style-type: none"> <li>Research potential locations for space and accessibility, security.</li> <li>Install hold pick up lockers and book returns.</li> </ul>	<ul style="list-style-type: none"> <li>C-Tran</li> <li>Friends groups</li> </ul>
<b>Drive-up Services</b>			
<ul style="list-style-type: none"> <li>Install drive-up book returns adjacent to existing facilities, in remote locations as part of a larger suite of services, or in partnership with a third party.</li> </ul>	<ul style="list-style-type: none"> <li>Improve the ability of patrons with limited personal mobility to use library services without getting out of their vehicles.</li> </ul>	<p><b>Guiding Strategy: Instigator</b></p> <ul style="list-style-type: none"> <li>Develop guidelines for placement of book returns.</li> </ul>	<ul style="list-style-type: none"> <li>Banks with drive through services</li> </ul>
<ul style="list-style-type: none"> <li>Explore the library use of drive-through windows.</li> </ul>	<ul style="list-style-type: none"> <li>Expand the range of services available to people in their cars.</li> </ul>	<p><b>Guiding Strategy: Instigator</b></p> <ul style="list-style-type: none"> <li>Research existing drive-through windows in libraries for costs and benefits.</li> <li>Determine viability of creating a drive-through window at any existing locations.</li> </ul>	<ul style="list-style-type: none"> <li>Friends groups</li> <li>Local business associations</li> </ul>

## Appendix F: Potential Projects – Category III: Service Delivery and Technology

Trajectory/Initiative	Need / Market Rationale	Strategic Approach: FVRL Role	Critical Community Players
<b>Business and Development Partner</b>			
<b>Small Business Centers</b>			
<ul style="list-style-type: none"> <li>Develop Small Business Support Centers in existing libraries.</li> </ul>	<ul style="list-style-type: none"> <li>Small business development is a high priority for Southwest Washington cities and counties.</li> </ul>	<p><b>Guiding Strategy: Instigator</b></p> <ul style="list-style-type: none"> <li>Connect with local business organizations to determine needs.</li> <li>Acquire appropriate technology and tools.</li> <li>Develop spaces within existing facilities for new business related technology.</li> <li>Market the center and services to businesses and business support groups.</li> </ul>	<ul style="list-style-type: none"> <li>Small Business Administration</li> <li>Economic Development Council</li> <li>Chamber of Commerce</li> </ul>
<b>Support for Local Government</b>			
<ul style="list-style-type: none"> <li>Market Non-profit Resource Center grant research to local small government agencies.</li> </ul>	<ul style="list-style-type: none"> <li>Smaller government bodies such as city councils and departments with limited resources, could benefit from library expertise with grant searching and other non-profit resources currently available.</li> </ul>	<p><b>Guiding Strategy: Instigator</b></p> <ul style="list-style-type: none"> <li>Research grant opportunities of potential interest to counties, cities, and areas of the district and market as a free service to appropriate entities.</li> <li>Market library expertise in finding new grant opportunities.</li> </ul>	<ul style="list-style-type: none"> <li>City Councils</li> <li>County Commissioners</li> <li>Community Development groups</li> </ul>
<b>Neutral Ground For Civic Engagement</b>			
<b>Safe Places For Debate</b>			
<ul style="list-style-type: none"> <li>Facilitate the use of library spaces as neutral ground for debates and forums about political, social and environmental issues.</li> </ul>	<ul style="list-style-type: none"> <li>A major component of social health is individuals feeling connected to the community in a safe environment.</li> </ul>	<p><b>Guiding Strategy: Facilitator</b></p> <ul style="list-style-type: none"> <li>Develop a regular schedule of events at all libraries relating to topics of high interest.</li> <li>Partner with city and county governments to provide local perspectives.</li> <li>Host political debates during election season.</li> </ul>	<ul style="list-style-type: none"> <li>City Councils</li> <li>County Commissioners</li> <li>State and national legislators</li> </ul>

## Appendix F: Potential Projects – Category III: Service Delivery and Technology

Trajectory/Initiative	Need / Market Rationale	Strategic Approach: FVRL Role	Critical Community Players
<b>Neutral Ground for Community Issues (Example: Sustainability)</b>			
<ul style="list-style-type: none"> <li>• Example: Position the library as the facilitator for multiple institutions providing community education on sustainability.</li> </ul>	<ul style="list-style-type: none"> <li>• Balanced and objective information is needed for individuals to make decisions.</li> <li>• The library is known for providing objective information and remaining neutral.</li> </ul>	<p><b>Guiding Strategy: Conceiver</b></p> <ul style="list-style-type: none"> <li>• Communicate with area governments and non-profits regarding community education initiatives.</li> <li>• Develop cohesive and ongoing program of events at the library and other institutions</li> <li>• Coordinate marketing of events and resources for self-guided learning.</li> </ul>	<ul style="list-style-type: none"> <li>• City Councils</li> <li>• Parks and Recreation</li> <li>• PUD</li> <li>• WSU Extension</li> <li>• Habitat for Humanity</li> </ul>
<b>Promoting Self-Guided Learning</b>			
<b>Maker Spaces</b>			
<ul style="list-style-type: none"> <li>• Develop Maker Spaces in existing libraries, or as a major component of new facilities.</li> </ul>	<ul style="list-style-type: none"> <li>• Access to equipment and tools (3D printers) with training available allows people to experience new technology first hand and assess its value for themselves.</li> </ul>	<p><b>Guiding Strategy: Instigator</b></p> <ul style="list-style-type: none"> <li>• Develop a pilot space to determine tools, classes and staff training needed.</li> <li>• Integrate Maker Spaces into several area libraries.</li> </ul>	<ul style="list-style-type: none"> <li>• OMSI</li> <li>• Clark College</li> <li>• WSU Vancouver</li> </ul>
<b>DIY and 'Farm To Table' Library Center</b>			
<ul style="list-style-type: none"> <li>• Create a space inside a library or as a stand-alone facility focused on the 'Farm-to-Table' cycle of activities of gardening, harvest, preservation, plant-related crafts, and cooking.</li> </ul>	<ul style="list-style-type: none"> <li>• Cooking, crafting and gardening are high interest topics for this area.</li> <li>• Support small businesses and entrepreneurial endeavors centering around food, cooking and home-made crafts.</li> </ul>	<p><b>Guiding Strategy: Instigator</b></p> <p>Connect with partners to provide:</p> <ul style="list-style-type: none"> <li>• A commercial kitchen</li> <li>• Hub for CSAs</li> <li>• Guest chefs, master gardeners</li> <li>• Community garden space</li> <li>• Tools for lending</li> <li>• Seasonal programming</li> </ul>	<ul style="list-style-type: none"> <li>• WSU Extension</li> <li>• Vancouver Food Co-op</li> <li>• West Vancouver Tool Library</li> <li>• Farmer's Markets</li> <li>• Library Friends Groups</li> </ul>
<b>Circulating Tool Collection</b>			
<ul style="list-style-type: none"> <li>• Explore the development of a circulating collection of tools for home, garden, craft and hobby use to enhance the use of existing library materials.</li> </ul>	<ul style="list-style-type: none"> <li>• Tools are a major component of self-guided learning, are sometimes prohibitively expensive, and can be shared with others.</li> </ul>	<p><b>Guiding Strategy: Instigator</b></p> <ul style="list-style-type: none"> <li>• Develop collection guidelines and major categories.</li> <li>• Collect tools for home, garden, crafting, and media creation.</li> <li>• Explore partnerships with existing tool libraries or organizations.</li> </ul>	<ul style="list-style-type: none"> <li>• Habitat for Humanity</li> <li>• West Vancouver Tool Library</li> </ul>

## Appendix F: Potential Projects – Category III: Service Delivery and Technology

Trajectory/Initiative	Need / Market Rationale	Strategic Approach: FVRL Role	Critical Community Players
<b>Circulating Art Collection</b>			
<ul style="list-style-type: none"> <li>Explore the development of a circulating art print and original art collection.</li> </ul>	<ul style="list-style-type: none"> <li>Art is a major component of human knowledge, best viewed as close to the original size and format as possible.</li> </ul>	<p><b>Guiding Strategy: Instigator</b></p> <ul style="list-style-type: none"> <li>Develop collection strategy for acquiring and maintaining an art print collection.</li> <li>Acquire new framed art prints.</li> <li>Determine a home library location for the collection when not circulating.</li> </ul>	<ul style="list-style-type: none"> <li>Art galleries</li> <li>Arts commissions</li> </ul>
<b>Pioneer Of Innovation</b>			
<b>Improve Access To New And Innovative Technology</b>			
<ul style="list-style-type: none"> <li>Install 3D printers at appropriate locations in the district.</li> </ul>	<ul style="list-style-type: none"> <li>3D printers are a new technology, increasing in usefulness but still too expensive for individuals to purchase.</li> </ul>	<p><b>Guiding Strategy: Instigator</b></p> <ul style="list-style-type: none"> <li>Acquire several 3D printers.</li> <li>Develop trainings to qualify patrons to use the printer.</li> <li>Develop rules for use, including costs for materials.</li> </ul>	<ul style="list-style-type: none"> <li>Friends groups</li> <li>Local printing companies</li> </ul>
<ul style="list-style-type: none"> <li>Develop a circulating collection of preloaded tablets and digital media devices.</li> </ul>	<ul style="list-style-type: none"> <li>Access and understanding of new technology is as important to learning as access to information.</li> </ul>	<p><b>Guiding Strategy: Instigator</b></p> <ul style="list-style-type: none"> <li>Develop a collection plan.</li> <li>Assess costs of acquiring sufficient devices for the district.</li> <li>Develop guidelines for use.</li> <li>Pilot a small collection at a smaller library in the district.</li> </ul>	<ul style="list-style-type: none"> <li>Friends groups</li> <li>High tech sponsor, e.g., HP, nLight, etc.</li> </ul>
<ul style="list-style-type: none"> <li>Install EV Charging stations at appropriate libraries.</li> </ul>	<ul style="list-style-type: none"> <li>Libraries are destinations where people can spend a significant amount of time. Convenient access to EV charging would add value to patrons time and support sustainable practices in the community.</li> </ul>	<p><b>Guiding Strategy: Facilitator</b></p> <ul style="list-style-type: none"> <li>Connect with EV providers to determine which locations provide the best opportunities.</li> <li>Connect with current EV charging station locations to determine best practices.</li> </ul>	<ul style="list-style-type: none"> <li>Car dealerships</li> <li>Fred Meyer stores</li> </ul>
<b>Improve Access to E-Resources</b>			
<ul style="list-style-type: none"> <li>Develop advertising of ebooks and music in both online and physical environments that links devices directly to the materials.</li> </ul>	<ul style="list-style-type: none"> <li>Improve accessibility to e-resources for smart phones and other portable computing devices.</li> </ul>	<p><b>Guiding Strategy: Instigator</b></p> <ul style="list-style-type: none"> <li>Explore use of QR codes or similar tools in print advertising.</li> <li>Explore online advertising.</li> </ul>	<ul style="list-style-type: none"> <li>Friends groups</li> <li>High tech sponsor</li> </ul>

## Appendix F: Potential Projects – Category III: Service Delivery and Technology

Trajectory/Initiative	Need / Market Rationale	Strategic Approach: FVRL Role	Critical Community Players
<ul style="list-style-type: none"> <li>Develop a mobile app for smart phones to connect users to the library catalog, patron accounts, and program calendars.</li> </ul>	<ul style="list-style-type: none"> <li>Connect patrons with the library with a method that is becoming increasingly ubiquitous.</li> </ul>	<p><b>Guiding Strategy: Instigator</b></p> <ul style="list-style-type: none"> <li>Explore features and costs of Boopsie, Book Myne Plus, and Capira Mobile library apps.</li> <li>Examine the potential for Responsive design in the library website as an alternative to apps.</li> </ul>	<ul style="list-style-type: none"> <li>Friends groups</li> <li>High tech sponsor</li> </ul>



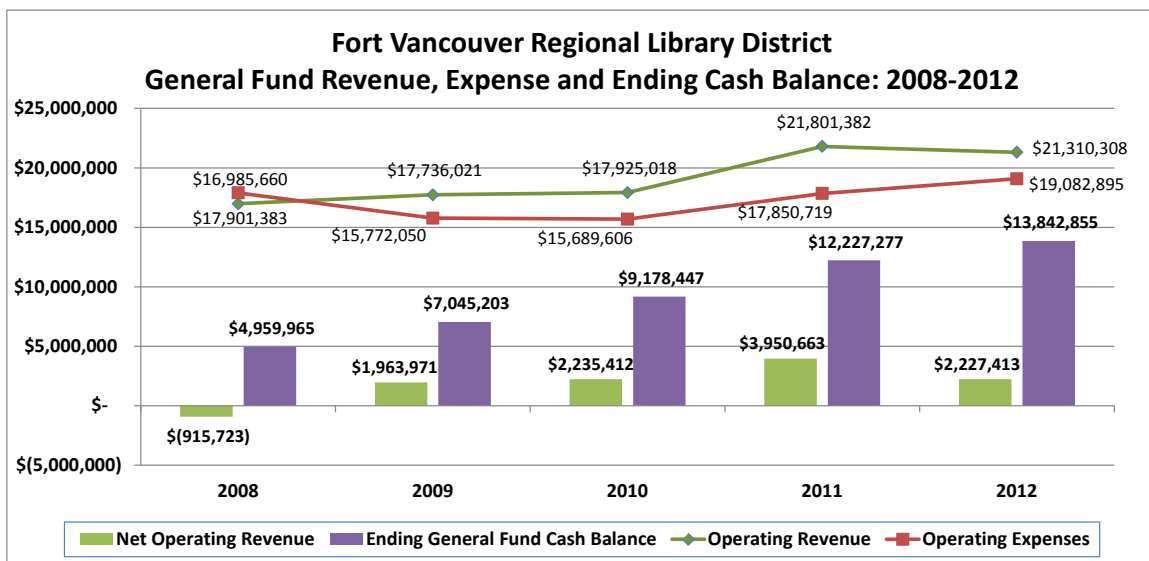
## Appendix G: Financing and Implementation Plan (November 2013)

This document provides a summary of the financing and implementation plan for the recommended projects included in the Fort Vancouver Regional Library District (District) Strategic Facilities Plan project Strategic Facilities Alternatives memorandum. The information presented below provides the District with a general investment framework and proposes an initial commitment of District resources. *The District will need to complete additional analysis to further define each project, refine project cost estimates, establish project priorities and identify specific next steps.* The necessary conditions for key projects to move forward are included in the separate Strategic Facilities Alternatives memorandum.

### Available Funding for Capital Investment and Operating Costs

The District is in a unique position to support both the capital and operating costs associated with the proposed projects included in the Strategic Facilities Plan. Figure 1 shows that over the past five years the District's General Fund cash reserves have increased 279% to \$13.8 million at the end of 2012. This is a result of a more than \$1 million reduction in operating expenses in 2009 and a cautious addition to operating expenses after the voter approved lid lift in 2010. Net revenue in 2011 alone was approximately \$3.9 million. Note that the negative net revenue in 2009 was due to expenses related to the Battle Ground Community Library construction project.

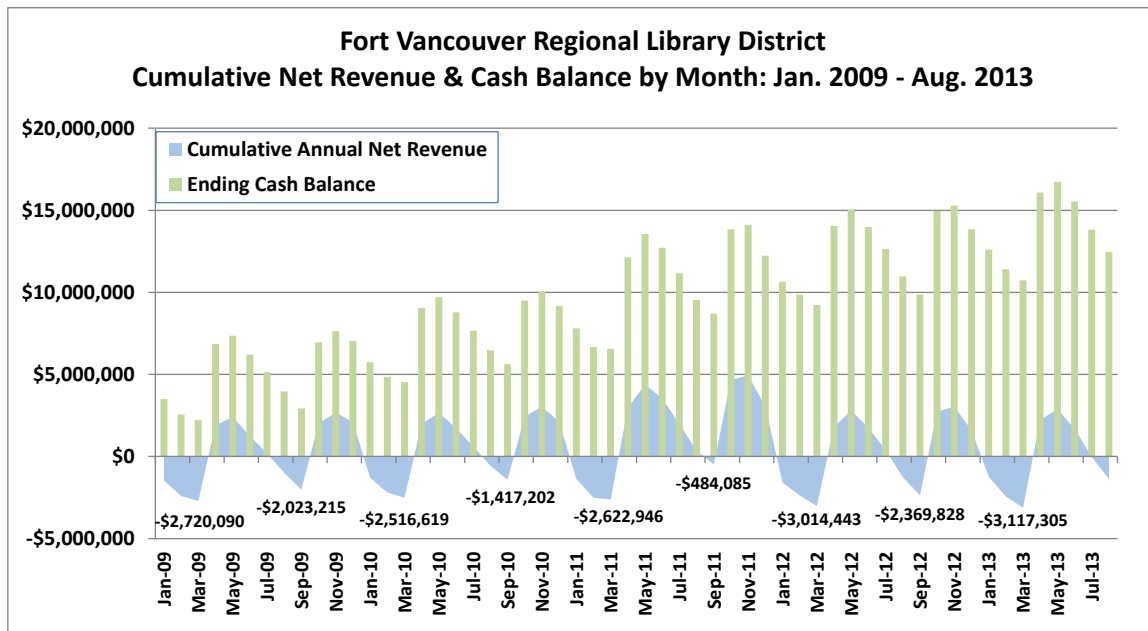
Figure 1: Historical Financial Results



The District's General Fund cash balance at the end of 2012, at \$13.8 million, was significantly higher than the amount needed to fund annual operating expenses and could support up to an estimated \$5.3 million in capital expenditures. The District receives its primary source of revenue, property taxes, in two major disbursements that occur around April and October each year. As a result, the District uses reserves to cover monthly expenses between those dates. Figure 2 shows that the annual cumulative deficit peaks in March and September and reached a maximum of \$3.1 million in March 2013. The District does not have a minimum operating reserve policy. The cash flow analysis suggests that the District needs a minimum of approximately two months' worth of expenses or \$3.5 million on hand at the beginning of the year to pay normal operating expenses. The District should also set aside additional reserves to allow for extraordinary increases in expenses or decreases or delays in revenue. Adding a revenue stabilization reserve of two additional months of operating expenses or \$3.5 million increases the total operating reserve to \$7.0 million. This level of reserve should be adequate to meet the District's cash flow

needs and provide a buffer in the event of a delay or unexpected shock to either revenues or expenses. Using the 2012 ending cash balance of \$13.8 million and an operating and revenue stabilization reserve of \$7.0 million leaves an estimated \$6.8 million available for other uses such as capital investments. Some of the available reserves should be allocated to fund repair and/or replacement of FVRL’s existing facilities (roof replacement, carpet, furniture, HVAC, etc.). An initial allocation of \$1.5 million should be supported by a replacement reserve analysis completed by the District in 2014 for facilities owned by FVRL or leased from partners. Using a replacement reserve amount of \$1.5 million leaves \$5.3 million for other capital uses such as funding of the recommended capital projects.

**Figure 2: Year to Date Net Revenue and Ending Cash Balance by Month**



The District also has funding available to support the operating costs associated with some of the proposed capital projects. The District’s 2013 property tax levy was approximately \$1 million below its 2010 levy. This provides the District with a limited opportunity to recapture property tax revenue that District voters approved in 2010 but that has not been available due to a decline in assessed values between 2010 and 2013. The levy lid lift approved by voters in 2010 increased the District’s levy rate to its statutory maximum of \$0.50 per \$1,000 of assessed value (AV). The District’s AV declined 5.2% in 2012 and 2013 reducing the District’s levy by the same percentage from the \$20.4 million voters approved in 2010 to \$19.3 million in 2013. State law allows the District to levy up to its highest prior authorized levy if the resulting levy rate is below the statutory maximum of \$0.50 per \$1,000 AV. Preliminary information on the District’s 2014 AV indicates approximately \$1 million of the “banked” levy from 2010 will be available to the District in 2014 (See Figure 3). The District’s 2014 levy is estimated at \$19.8 million without accessing any of its “banked” capacity or approximately a 2.3% increase over the 2013 levy. Accessing the full “banked” capacity would result in an estimated 2014 levy of \$20.8 million or approximately 5.3% higher than the levy excluding any “banked” capacity. This additional \$1 million could support operating expenditures associated with the projects included in the Strategic Facilities Plan. Note that this additional banked capacity, if accessed, will increase a maximum of 1% per year which may not keep pace with the inflationary increases in the District’s operating costs.

**Figure 3: District Property Tax Levy, Banked Levy Capacity and Levy Rate: 2010-2015 Estimate**

Scenario	2010	2011	2012	2013	2014 Est.	2015 Est.
Actual Levy/No Banked Levy	\$16,659,554	\$20,364,789	\$20,189,851	\$19,309,678	\$19,756,000	\$20,151,000
Highest Lawful Levy: With Banked Capacity	\$16,659,554	\$20,364,789	\$20,846,998	\$20,767,651	\$20,800,000	\$21,216,000
Highest Lawful Levy v. Actual Levy/No Banked Levy	\$ -	\$ -	\$ 657,147	\$ 1,457,974	\$ 1,044,000	\$ 1,065,000
Levy Rate: Actual Levy/No Banked Levy	\$ 0.380	\$ 0.500	\$ 0.500	\$ 0.500	\$ 0.473	\$ 0.454
Levy Rate: Highest Lawful Levy	\$ 0.380	\$ 0.500	\$ 0.516	\$ 0.537	\$ 0.498	\$ 0.478
Banked Capacity Available?	N/A	N/A	No	No	Yes	Yes
Tax on Median Home Value: Actual/No Banked**	\$ 93.93	\$ 113.00	\$ 110.50	\$ 103.50	\$ 105.39	\$ 108.25
Tax on Median Home Value: Highest Lawful Levy**	\$ 93.93	\$ 113.00	\$ 110.50	\$ 103.50	\$ 110.95	\$ 113.97

\* 2012-2015 includes allowable 1% IPD increase and new construction

\*\*2010-2013 Clark County median home value per Washington Center for Real Estate Research; 2014-2015 are estimates

## Preliminary Project Cost Estimates

Preliminary cost estimates for the recommended capital projects indicate the total costs are in excess of \$17 million in 2013 dollars. Cost estimates were developed using assumptions about the scope of the project, recent District experience, high level quotes from suppliers, District facility staff estimates or other sources. The cost estimates are provided to identify a general range of costs for preliminary planning purposes and should not be interpreted as a project budget or a commitment of funding. The estimates also include high level operating cost estimates. The estimated operating costs are based on the stated assumptions, the District's 2013 budget or derived from other sources. Cost estimates for Service Delivery and Technology Initiatives are not provided and will be developed by District staff as needed.

The cost estimates for each project category are summarized in Figure 4. The Major Facility Projects and the New Full Service Facility Project will require significant additional planning and funding. Excluding those projects, the total capital costs equal \$2,020,000 and the new annual operating costs equal \$400,000 which falls within the District's estimated funding capacity for new capital and operating costs.

**Figure 4: Capital and Operating Cost Estimates by Project Category**

	Capital/One-Time Cost Estimate	Annual Operating Cost Estimate	New Annual Operating Costs
<b>Existing Facility Projects</b>			
Major Facility Projects	\$ 11,250,000	\$ 1,800,000	\$ 1,050,000
Significant Facility Enhancement Projects	\$ 450,000	\$ 10,000	\$ 10,000
Targeted Facility Enhancement Projects	\$ 420,000	\$ 55,000	\$ 55,000
<b>Total Existing Facility Projects</b>	<b>\$ 12,120,000</b>	<b>\$ 1,865,000</b>	<b>\$ 1,115,000</b>
<b>Population Center Projects</b>			
New Full Service Facility Projects	\$ 3,750,000	\$ 600,000	\$ 600,000
New Library Service Outlet Projects	\$ 900,000	\$ 265,000	\$ 265,000
Mobile Service Delivery	\$ 350,000	\$ 130,000	\$ 70,000
<b>Total Population Center Projects</b>	<b>\$ 5,000,000</b>	<b>\$ 995,000</b>	<b>\$ 935,000</b>
<b>Total Capital Projects</b>	<b>\$ 17,120,000</b>	<b>\$ 2,860,000</b>	<b>\$ 2,050,000</b>

Cost estimates for each project are presented in the tables on the following pages. The tables provide more information on each project, including:

- Capital Cost Assumptions: The assumptions used to develop the capital cost estimates for each project.
- Capital/One-Time Cost Estimate: The estimated one-time capital cost associated with the project in 2013 dollars.
- Annual Debt Service Over Fifteen Years: If applicable, as an alternative to one-time costs, the annual debt service if the estimated capital cost were financed over fifteen years at 6% interest.
- Operating Cost Assumptions: The assumptions used to develop the operating cost estimates for each project.
- Annual Operating Cost Estimate: The estimated operating costs associated with the project.
- New Annual Operating Costs: The estimated net new operating costs associated with the project: the project related operating costs less any existing costs that are being incurred.

	Capital Cost Assumptions	One-Time Capital Cost Estimate (2013 \$)	If Financed: Annual Debt Service Over Fifteen Years	Operating Cost Assumptions	Annual Operating Cost Estimate	New Annual Operating Costs
<b>Major Facility Projects</b>						
<b>Ridgefield Community Library</b>						
New Community Library	10,000 square foot library at \$300 per square foot for construction and \$250,000 for one acre of land; an additional \$500,000 for contingency and financing	\$ 3,750,000	\$ 387,000	Annual operating costs assumed using 9.0 FTE in 2013; No additional support costs	\$ 600,000	\$ 350,000
<b>Washougal Community Library</b>						
New Community Library	10,000 square foot library at \$300 per square foot for construction and \$250,000 for one acre of land; an additional \$500,000 for contingency and financing	\$ 3,750,000	\$ 387,000	Annual operating costs assumed using 9.0 FTE in 2013; No additional support costs	\$ 600,000	\$ 350,000
<b>Woodland Community Library</b>						
New Community Library	10,000 square foot library at \$300 per square foot for construction and \$250,000 for one acre of land; an additional \$500,000 for contingency and financing	\$ 3,750,000	\$ 387,000	Annual operating costs assumed using 9.0 FTE in 2013; No additional support costs	\$ 600,000	\$ 350,000
<b>Subtotal Major Facility Projects</b>		<b>\$ 11,250,000</b>	<b>\$ 1,161,000</b>		<b>\$ 1,800,000</b>	<b>\$ 1,050,000</b>
<b>Significant Facility Enhancement Projects</b>						
<b>Battle Ground Community Library</b>						
Acquire Land for Future Expansion	Conceptual design for expansion; Acquire 15,000 square feet of land to the south of the existing library at \$10 per SF; Assistance with purchase	\$ 190,000	NA	NA	NA	NA
<b>La Center Community Library</b>						
Secure Lease for Site and Building	Attorney costs to draft and negotiate lease	\$ 10,000	NA	NA	NA	NA
Explore Programming Space Options	NA	NA	NA	Staff to engage property owner and City in discussions about new programming space	NA	NA
<b>All Community Libraries</b>						
Enhance Site and Way-finding Signage	Install new signage at ten libraries and wayfinding signs in five communities; Planning assistance	\$ 250,000	NA	Minor annual maintenance	\$ 10,000	\$ 10,000
<b>Subtotal Significant Facility Enhancement Projects</b>		<b>\$ 450,000</b>	<b>\$ -</b>		<b>\$ 10,000</b>	<b>\$ 10,000</b>

	Capital Cost Assumptions	One-Time Capital Cost Estimate (2013 \$)	If Financed: Annual Debt Service Over Fifteen Years	Operating Cost Assumptions	Annual Operating Cost Estimate	New Annual Operating Costs
<b>Targeted Facility Enhancement Projects</b>						
<b>Vancouver Community Library</b>						
Secure Additional Parking	NA	NA	NA	Lease 50 parking spaces from The Academy at \$50 per month	\$ 30,000	\$ 30,000
<b>Cascade Park Community Library</b>						
Secure Additional Parking						
<b>Yacolt Library Express</b>						
Expand/Improve Use of Lobby	Minor construction and additional furniture	\$ 30,000	NA	NA	NA	NA
Secure Additional Parking				Staff to engage City and adjacent property owners in discussions about parking		
<b>North Bonneville Library Express</b>						
Expand Access/Remodel/Improve Use of Library Space	Design consultation; Remove wall and remodel space adding exterior access to the library	\$ 25,000	NA	NA	NA	NA
Expand Hours and Programs	NA	NA	NA	One quarter FTE plus supplies and travel	\$ 25,000	\$ 25,000
<b>Goldendale Community Library</b>						
Remodel Existing Space	Add small conference room in basement	\$ 20,000	NA	NA	NA	NA
Parking	NA	NA	NA	Staff to engage City and adjacent property owners in discussions about parking	NA	NA
<b>Stevenson Community Library</b>						
Remodel Existing Space	Add small conference room in basement	\$ 10,000	NA	NA	NA	NA
<b>Three Creeks Community Library</b>						
Acquire Land for Future Expansion	Conceptual design of expansion; Acquire 10,000 square feet of land to the south of the existing library at \$22 per SF plus contracted planning assistance	\$ 270,000	NA	NA	NA	NA
<b>White Salmon Community Library</b>						
Remodel Existing Space	Expand casual reading areas and add computer access	\$ 40,000	NA	NA	NA	NA
<b>FVRL Headquarters Building</b>						
Plan for Relocation	Conduct a cost-benefit study of alternative locations and costs	\$ 25,000	NA	NA	NA	NA
<b>Subtotal Targeted Facility Enhancement Projects</b>		<b>\$ 420,000</b>	<b>\$ -</b>		<b>\$ 55,000</b>	<b>\$ 55,000</b>
<b>Total Existing Facility Projects</b>		<b>\$ 12,120,000</b>	<b>\$ 1,161,000</b>		<b>\$ 1,865,000</b>	<b>\$ 1,115,000</b>

	Capital Cost Assumptions	One-Time Capital Cost Estimate (2013 \$)	If Financed: Annual Debt Service Over Fifteen Years	Operating Cost Assumptions	Annual Operating Cost Estimate	New Annual Operating Costs
<b>New Full Service Facility Projects</b>						
<b>Orchards Area, Clark County</b>						
New Community Library	10,000 square foot library at \$300 per square foot for construction and \$250,000 for one acre of land; an additional \$500,000 for contingency and financing	\$ 3,750,000	\$ 387,000	Annual operating costs assumed using 9.0 FTE in 2013; No additional support costs	\$ 600,000	\$ 600,000
<b>New Library Service Outlet Projects</b>						
<b>Bickleton, Klickitat County</b>						
Develop or Lease a Library Service Outlet	Planning, site acquisition and development; Furniture and fixtures; Telecommunications	\$ 260,000	NA	One-half FTE, travel costs, utilities and maintenance	\$ 53,000	\$ 53,000
<b>Carson, Skamania County</b>						
Lease a Library Service Outlet	Planning; Furniture and fixtures; Telecommunications	\$ 60,000	NA	One-half FTE, travel costs, utilities and maintenance	\$ 53,000	\$ 53,000
<b>Klickitat or Lyle, Klickitat County</b>						
Lease a Library Service Outlet	Planning; Furniture and fixtures; Telecommunications	\$ 60,000	NA	One-half FTE, travel costs, utilities and maintenance	\$ 53,000	\$ 53,000
<b>Roosevelt, Klickitat County</b>						
Develop or Lease a Library Service Outlet	Planning, site acquisition and development; Furniture and fixtures; Telecommunications	\$ 260,000	NA	One-half FTE, travel costs, utilities and maintenance	\$ 53,000	\$ 53,000
<b>Trout Lake, Klickitat County</b>						
Develop or Lease a Library Service Outlet	Planning, site acquisition and development; Furniture and fixtures; Telecommunications	\$ 260,000	NA	One FTE, travel costs, utilities and maintenance	\$ 53,000	\$ 53,000
<b>Subtotal New Library Service Outlet Projects</b>		<b>\$ 900,000</b>	<b>\$ -</b>		<b>\$ 265,000</b>	<b>\$ 265,000</b>
<b>Mobile Service Delivery</b>						
<b>Smaller Mobile Service Vehicles</b>						
Acquire a New Bookmobile Van	Chevrolet Sprinter van fully outfitted as a bookmobile	\$ 170,000	NA	Staffing and other costs similar to existing bookmobile	\$ 60,000	\$ -
<b>Mobile Computer Learning Center</b>						
Acquire a Mobile Computer Learning Center Van	Cut-away van fully outfitted as a mobile computer learning center	\$ 180,000	NA	One-half FTE, travel costs, insurance and maintenance	\$ 70,000	\$ 70,000
<b>Subtotal Mobile Service Delivery Projects</b>		<b>\$ 350,000</b>	<b>\$ -</b>		<b>\$ 130,000</b>	<b>\$ 70,000</b>
<b>Total Population Center Projects</b>		<b>\$ 5,000,000</b>	<b>\$ 387,000</b>		<b>\$ 995,000</b>	<b>\$ 935,000</b>

## Short Term Investment Plan

Limited funding and competing priorities will require that the District carefully assess where and how it makes new facility and service delivery investments. The distinct nature of each project and the communities they are intended to serve call for a customized approach to fully assess the opportunity, make subsequent investment decisions and successfully implement the projects. The proposed short term investment plan outlines near term actions to thoughtfully advance the assessment and implementation of key projects and assist the District in understanding and identifying the appropriate next steps.

The proposed short term investment plan covers a two-year period and identifies the general steps and related costs for each project. *It funds all of the proposed projects with the exception of the major new facilities identified in Orchards, Ridgefield, Washougal and Woodland.*

The proposed short term investments total an estimated \$3,020,000. Highlights of the short term investment plan include:

- Completing all major maintenance projects identified by the District.
- Hiring a limited term support staff position for two years to support the capital projects.
- Completing conceptual design on major facility projects in Orchards, Ridgefield, Washougal and Woodland.
- Acquiring land for the expansion of the Battle Ground and Three Creeks libraries.
- Planning, developing and opening five new service outlets in Skamania (1) and Klickitat (4) counties.
- Acquiring additional parking at the Vancouver Community Library.
- Remodeling of several existing libraries and expanded hours at the North Bonneville library.
- Acquiring a new bookmobile and deploying a new Mobile Computer Learning Center.

The proposed \$3.0 million in investments is compares to the \$5.3 million in reserves that could be available for funding capital investments. The additional operating costs associated with the proposed short term investment plan total \$400,000. However, this does not include additional operating costs associated with major new facilities or facility expansion projects. This compares to the \$1.0 million in “banked” property tax levy capacity estimated to be available to the District in 2014.

Figure 5 below presents a summary of the short term investment plan. A more complete plan listing each project is presented in Figure 6 on the following page.

**Figure 5: Short Term Investment Plan Summary**

Short Term Investment Plan	Conceptual Design/ Space Analysis	Land Acquisition	Project Design, Engineering & Management	Construction	Total Estimated Capital Investment	Estimated Additional Operating Costs
Deferred Maintenance	\$ -	\$ -	\$ -	\$ 500,000	\$ 500,000	\$ -
Existing Facility Projects	\$ 235,000	\$ 410,000	\$ 30,000	\$ 345,000	\$ 1,020,000	\$ 65,000
Population Center Projects	\$ 100,000	\$ -	\$ 90,000	\$ 1,110,000	\$ 1,300,000	\$ 335,000
Capital Project Support	\$ -	\$ -	\$ 200,000	\$ -	\$ 200,000	\$ -
<b>Total Capital Projects</b>	<b>\$ 335,000</b>	<b>\$ 410,000</b>	<b>\$ 320,000</b>	<b>\$ 1,955,000</b>	<b>\$ 3,020,000</b>	<b>\$ 400,000</b>

**Figure 6: Short Term Investment Plan Detail**

	Conceptual Design/ Space Analysis	Land Acquisition	Project Design, Engineering & Management	Construction	Total Estimated Capital Investment	Estimated Additional Operating Costs
<b>Deferred Maintenance</b>						
Various Projects: 2013-2014				\$ 500,000	\$ 500,000	\$ -
<b>Existing Facility Projects</b>						
New Ridgefield Community Library	\$ 50,000				\$ 50,000	\$ -
New Washougal Community Library	\$ 50,000				\$ 50,000	\$ -
New Woodland Community Library	\$ 50,000				\$ 50,000	\$ -
Battle Ground Community Library Expansion	\$ 25,000	\$ 165,000			\$ 190,000	\$ -
La Center Community Library Lease/Expansion	\$ 10,000				\$ 10,000	\$ -
Library Signage - Various Locations			\$ 30,000	\$ 220,000	\$ 250,000	\$ 10,000
Vancouver Community Library Parking Lease					\$ -	\$ 30,000
Cascade Park Community Library Parking					\$ -	\$ -
Yacolt Library Express Renovation				\$ 30,000	\$ 30,000	\$ -
North Bonneville Library Express Renovation				\$ 25,000	\$ 25,000	\$ -
North Bonneville Library Express - Expanded Hours						\$ 25,000
Goldendale Community Library Renovation				\$ 20,000	\$ 20,000	\$ -
Stevenson Community Library Renovation				\$ 10,000	\$ 10,000	\$ -
Three Creeks Community Library Expansion	\$ 25,000	\$ 245,000			\$ 270,000	\$ -
White Salmon Community Library Renovation				\$ 40,000	\$ 40,000	\$ -
FVRL Headquarters Building Analysis	\$ 25,000				\$ 25,000	\$ -
<b>Subtotal Existing Facility Projects:</b>	<b>\$ 235,000</b>	<b>\$ 410,000</b>	<b>\$ 30,000</b>	<b>\$ 345,000</b>	<b>\$ 1,020,000</b>	<b>\$ 65,000</b>
<b>Population Center Projects</b>						
New Orchards Area Community Library (Clark)	\$ 50,000				\$ 50,000	\$ -
New Library Service Outlet in Bickleton (Klickitat)	\$ 10,000		\$ 30,000	\$ 220,000	\$ 260,000	\$ 53,000
New Library Service Outlet in Carson (Skamania)	\$ 10,000			\$ 50,000	\$ 60,000	\$ 53,000
New Library Service Outlet in Klickitat or Lyle (Klickitat)	\$ 10,000			\$ 50,000	\$ 60,000	\$ 53,000
New Library Service Outlet in Roosevelt (Klickitat)	\$ 10,000		\$ 30,000	\$ 220,000	\$ 260,000	\$ 53,000
New Library Service Outlet in Trout Lake (Klickitat)	\$ 10,000		\$ 30,000	\$ 220,000	\$ 260,000	\$ 53,000
Smaller Mobile Service Vehicles				\$ 170,000	\$ 170,000	\$ -
Mobile Computer Learning Center				\$ 180,000	\$ 180,000	\$ 70,000
<b>Subtotal Population Center Projects:</b>	<b>\$ 100,000</b>	<b>\$ -</b>	<b>\$ 90,000</b>	<b>\$ 1,110,000</b>	<b>\$ 1,300,000</b>	<b>\$ 335,000</b>
<b>Capital Project Management</b>						
Limited Term Staff Support: 1.0 FTE for Two Years			\$ 200,000		\$ 200,000	\$ -
<b>Grand Total:</b>	<b>\$ 335,000</b>	<b>\$ 410,000</b>	<b>\$ 320,000</b>	<b>\$ 1,955,000</b>	<b>\$ 3,020,000</b>	<b>\$ 400,000</b>

## Long Term Financing Framework

The District's existing reserves and available property tax levy capacity are adequate to fund the short term investment plan but they are not sufficient to fully fund new facility projects in Orchards, Ridgefield, Washougal and Woodland. Completing those facilities will require funding from other sources. Those sources will likely include District reserves, partner contributions, individual or corporate philanthropy and bonds repaid with voter approved property taxes. A proposed framework for bringing these sources together to fund the new facilities is provided below. [This framework is a starting point for conversations with the partners and the communities and will evolve to reflect the unique projects, needs and funding capacity in each community.](#) Ideas for covering the additional operating expenses are provided at the end of this section.



## District Reserves

After funding the short term investment plan the District will have approximately \$2.3 million in reserves available for potential additional investment in the four major new capital facilities. An allocation of \$450,000 for each project would leave the District with \$500,000 for other purposes. The \$450,000 would be in addition to the \$50,000 allocated in the short term investment plan making the total potential District investment equal to \$500,000 in each facility. This represents approximately 13% of the funding for each project.

## Partner Contributions

Partner contributions are expected to support funding for each of the four major new capital facilities. They are a tangible demonstration of the commitment of each community to the success of the project and the value of having a library in their community. The proposed partner contributions include land acquisition or other direct or in-kind funding of \$350,000 for Woodland, Ridgefield and Washougal. This contribution represents approximately 9% of the total project costs and would come from the city government or other identified partner in each of these communities. No partner contribution is identified for Orchards although the District should still actively seek financial participation from potential partners.

## Voter Approved Bonds

The District has used voter approved bonds to fund construction of its Vancouver and Three Creeks community libraries. The Three Creeks bonds had a ten year maturity, were approved by the voters with a projected levy rate of \$0.18 per \$1,000 of assessed value and financed 100% of the project's costs. The Vancouver bonds have a twenty year maturity and were approved by the voters with a projected levy rate of \$0.175 per \$1,000 of assessed value. Bonds for the Vancouver libraries funded an estimated 80% to 85% of the total project costs with partner contributions and donations covering the other 15%-20%. The amount of bond funding for each proposed library project assumes funding from property taxes in each jurisdiction at \$0.18 per \$1,000 of assessed value and a bond term of fifteen years. The tax base for the proposed Orchards library is assumed to be Fire District 5. The proportion of funding provided by voter approved bonds using these assumptions ranges from 26% in Woodland to 80% in Orchards. Note that a Capital Facility Area larger than the city limits for the Ridgefield, Washougal and Woodland community libraries would increase the available bond funding for each of those projects.

## Individual or Corporate Philanthropy

Philanthropy from individuals or corporations is a critical component of the funding framework. The cost of new facilities, even after funding from the District and partners, is generally in excess of the capacity for the community to support in increased property taxes. Philanthropy not only reduces the tax burden required to build the facilities but it also demonstrates the community's commitment to the facilities and services. The amount of individual and corporate contributions reflects the amount needed for each project after accounting for the other funding sources.

The proposed funding framework for each project is provided in Figure 7. The projected amounts and share of total project costs are shown.

**Figure 7: New Facility Financing Framework**

	Total Project Cost	District Contribution	Partner Contributions	Voter Approved Bonds	Philanthropy
Ridgefield Community Library	\$ 3,750,000	\$ 500,000	\$ 350,000	\$ 1,150,000	\$ 1,750,000
Washougal Community Library	\$ 3,750,000	\$ 500,000	\$ 350,000	\$ 2,040,000	\$ 860,000
Woodland Community Library	\$ 3,750,000	\$ 500,000	\$ 350,000	\$ 970,000	\$ 1,930,000
Orchards Area, Clark County	\$ 3,750,000	\$ 500,000	\$ -	\$ 3,000,000	\$ 250,000
Ridgefield Community Library	100.0%	13.3%	9.3%	30.7%	46.7%
Washougal Community Library	100.0%	13.3%	9.3%	54.4%	22.9%
Woodland Community Library	100.0%	13.3%	9.3%	25.9%	51.5%
Orchards Area, Clark County	100.0%	13.3%	0.0%	80.0%	6.7%

## Other Potential Capital Funding Sources

- State Capital Grants.** State grants represent another potential source of funding. In recent years, State funding for local capital projects has been limited. However, State funding for infrastructure projects remains a possibility and a strong community partnership with local funding commitments could help the District’s chances of success in pursuit of direct State funding.
- Local Real Estate Excise Taxes.** Cities and counties with a population of 5,000 or more that are planning under the State’s Growth Management Act (GMA) must spend the first quarter percent of their real estate excise tax receipts solely on capital projects that are listed in the capital facilities plan element of their comprehensive plan. RCW 82.46.010(6) defines "capital projects" as: “those public works projects of a local government for planning, acquisition, construction, reconstruction, repair, replacement, rehabilitation, or improvement of streets; roads; highways; sidewalks; street and road lighting systems; traffic signals; bridges; domestic water systems; storm and sanitary sewer systems; parks; recreational facilities; law enforcement facilities; fire protection facilities; trails; **libraries**; administrative and judicial facilities.” Generally, most local cities and counties have infrastructure needs in excess of their available funding and have not made REET I available to support library capital costs.
- Impact Fees.** Another potential source of funding not currently available to library districts is impact fees. The State’s Growth Management Act (GMA) authorizes cities or counties that plan under the GMA to impose impact fees on development activity in order to finance certain public facility improvements that are addressed by a capital facilities plan element of a comprehensive land use plan. Although libraries are identified in the list of capital projects eligible for funding from local real estate excise taxes (REET) and are generally included in county and city comprehensive plans they are not on the list of public facilities allowed to benefit from impact fees.

## Operating Costs

The District does not currently have the funding capacity to pay the additional cost of operating the four new community libraries included in the Strategic Facilities Plan. In 2012, 98% of the District’s operating revenue came from property taxes or related sources (timber taxes, leasehold excise tax, etc.). These are the only tax revenues authorized in Washington State for public libraries. The estimated additional operating cost (in 2013 dollars) for the four facilities is shown in Figure 8. Note that these estimates represent the direct costs associated with the facilities and do not include any additional support services or central administrative costs.

**Figure 8: New Facility Operating Cost Estimates**

	Operating Cost Assumptions	Annual Operating Cost Estimate	New Annual Operating Costs
<b>Ridgefield Community Library</b>	Annual operating costs assumed using 9.0 FTE in 2013; No additional support costs	\$ 600,000	\$ 350,000
<b>Washougal Community Library</b>	Annual operating costs assumed using 9.0 FTE in 2013; No additional support costs	\$ 600,000	\$ 350,000
<b>Woodland Community Library</b>	Annual operating costs assumed using 9.0 FTE in 2013; No additional support costs	\$ 600,000	\$ 350,000
<b>Orchards Area, Clark County</b>	Annual operating costs assumed using 9.0 FTE in 2013; No additional support costs	\$ 600,000	\$ 600,000
<b>Total New Community Library Projects</b>		<b>\$ 2,400,000</b>	<b>\$ 1,650,000</b>

Potential sources of funding to pay these additional operating costs are presented below. These sources include a voter approved levy lid lift, District cost savings/efficiencies, partner contributions, and a partial district levy not currently available to libraries in Washington.

- Voter Approved Levy Lid Lift.** A voter approved levy lid lift several years in the future could provide enough funding to pay the additional operating costs. In 2020, if assessed values grow at a modest rate and new construction keeps pace with population growth then the District's levy at its maximum levy rate of \$0.50 per \$1,000 would be an estimated \$2.2 million higher than its actual levy in that year. District voters could approve (50% + 1) a measure increasing the District's regular levy rate from a projected \$0.457 to the full \$0.50 allowed by State law.
- Cost Savings/Efficiencies.** The District's 2013 operating budget is approximately \$20.3 million. The total budget for the direct costs associated with the District's library branches is approximately \$9.5 million with the remaining \$10.8 million associated with library books and materials (\$3.6 million), support services and administration. The District is currently expanding its on-line services and has invested in various technologies to automate certain functions and processes or otherwise increase efficiency. If these and other investments are able to keep the growth in the District's expenses 1% lower than it otherwise would have been the projected savings in 2020 would be in excess of \$1.5 million.
- Partner Contributions.** Partner contributions could be used to support operating costs. Local governments in Washington State have a number of general taxing authorities available. A partnership between the community partner and the District to develop a new library could include an agreement whereby the host community or jurisdiction also provides funding to support the operation of the library when construction is completed.
- Partial District Levy Lid Lift or Excess Levy.** State law allows voters to authorize formation of a library capital facility area and to authorize the library capital facility area, if established, to finance library capital facilities by issuing general indebtedness and imposing excess levies to retire the indebtedness. Library capital facilities areas are generally formed as a sub-area within a larger library district. State law does not currently allow voters in a library capital facilities area to approve a levy lid lift or excess levy to finance the operating costs associated with the library capital facilities they have approved. If this authority were available, it could fund some or all of the operating costs associated with the proposed facilities. For example, in 2020, using the same assessed value growth assumptions identified above, the valuation within the current Fire District 5 boundaries (in the Orchards area) could support an estimated \$350,000 per year from a property tax levy of \$0.05 per \$1,000 of assessed value.