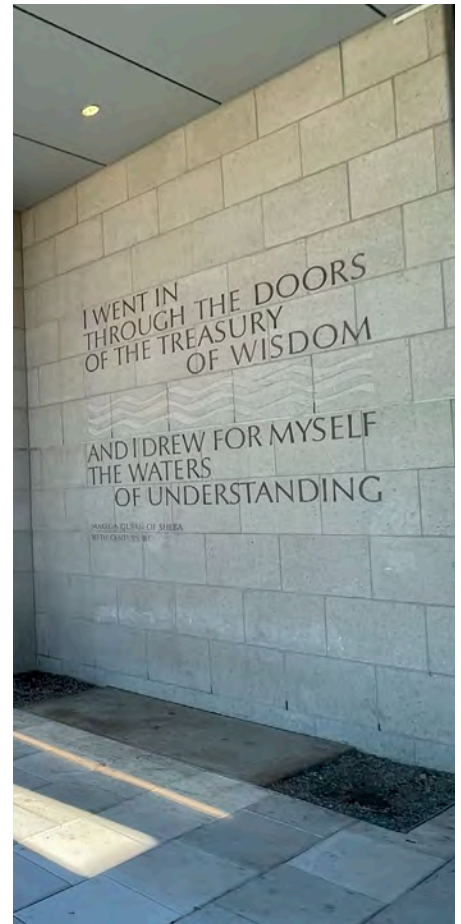
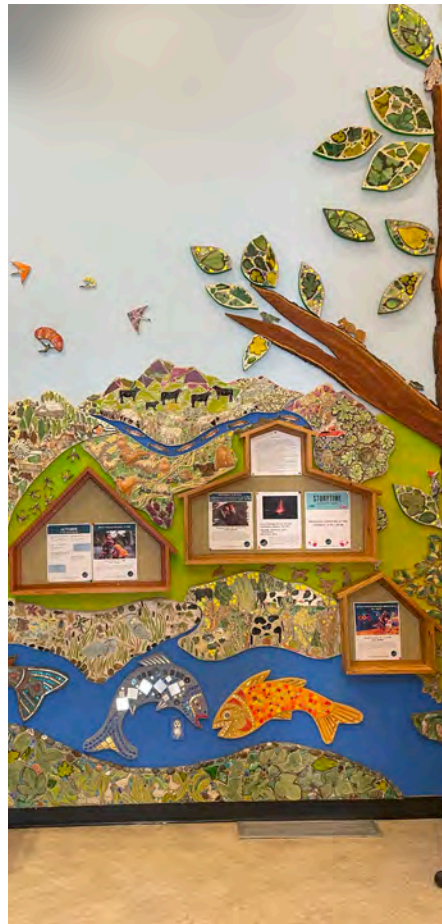




Jackson County Library Services Long-Range Facilities Plan

FINAL REPORT | 08 July 2024





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1. EXECUTIVE SUMMARY



In 2022, Jackson County Library Services (JCLS) adopted a new five-year Strategic Plan that seeks to “Energize Library Services and Resources” through improving collections, diversifying programming, and improving facilities. In 2023, JCLS initiated development of a long-range facilities plan to guide investments in library spaces and buildings over the next 10 to 15 years.

The approximately year-long facility planning process assessed and developed improvement recommendations for all 15 of JCLS’ facilities. The process sought to engage the community through a variety of engagement strategies, including digital and in-person community surveys, community listening sessions, library staff meetings and survey, and a stakeholder workshop. In sum, more than 2,400 Jackson County residents were engaged in the development of this facilities plan.



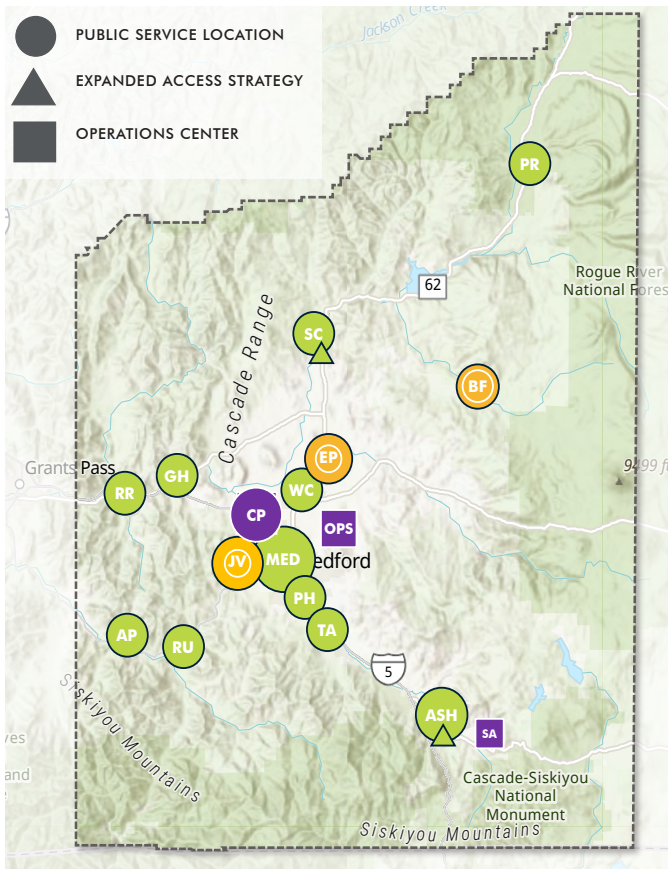


ASSESSMENT

All of JCLS' facilities were built or significantly renovated in the 2000s. They have been generally well-maintained over the past two decades and – even with millions of visits and book checkouts – they still look remarkably fresh and welcoming. However, the design of these libraries did not fully anticipate all of the societal, economic, technological, and climatic change that has occurred over the past two decades. They also may not have predicted the more than 20% increase in Jackson County's population communities between 2000 and 2020, nor the strong growth that is still to come.

This planning process revealed that most of JCLS' facilities are currently in good condition, and most have good bones that will enable them to serve Jackson County communities for many years to come. However, many will be due for maintenance and updates over the next decade as building systems and finishes reach the end of their expected useful life and to address wear and tear from high levels of library use. Through maintenance and renovation, most of JCLS' branches can be reimagined to meet Jackson County communities' vision for inclusive, resilient, and sustainable libraries with plentiful, comfortable, and inspiring spaces.

However, some JCLS branches should be expanded in order to better serve community needs. And some of the Library's support services departments have outgrown the space available at the Medford Library.



FACILITY		RECOMMENDATION
AP	Applegate Library	Maintain + Renovate
ASH	Ashland Library	Maintain + Renovate
BF	Butte Falls Library	Expand
CP	Central Point Library	Relocate; Expand to 25,000+ SF
EP	Eagle Point Library	Renovate + Expand
GH	Gold Hill Library	Maintain + Renovate
JV	Jacksonville Library	Expand
MED	Medford Library	Renovate
OPS	New Operations Center	New (can be Adaptive Reuse)
PH	Phoenix Library	Maintain + Renovate
PR	Prospect Library	Maintain + Renovate
RR	Rogue River Library	Maintain + Renovate
RU	Ruch Library	Maintain + Renovate
SC	Shady Cove Library	Maintain + Renovate
SA	South Ashland	Extended Access Opportunity
TA	Talent Library	Maintain + Renovate
WC	White City Library	Maintain + Renovate

RECOMMENDATIONS

This plan recommends three general types of facility improvements:

- **Maintenance and renovation** is recommended for the majority of JCLS’ facilities – most of which are still relatively new. Continued good maintenance will maximize the life of these buildings and ensure good return on the community’s investment. There are opportunities at each for some measure of renovation, such as to update library spaces for new services and community priorities and improve sustainability and resilience.
- **Expansion** is recommended for three locations where there is a particular need for significant additional space. At the Butte Falls Library, it may be possible to expand by adding a new wing onto the existing building. Expanding the Jacksonville Library may require a new site, depending on the feasibility of expanding at its existing location. A new Central Point Library will definitely require a new location; JCLS can explore opportunities for partnerships to leverage capital dollars and improve community outcomes.
- **Extended access** strategies are intended to increase the public’s access to library services and materials outside of normal branch library operating hours. JCLS has started adding book lockers in selected locations. Libraries across the nation are using a wide variety of other strategies that may be useful for JCLS to also consider. Adding a new extended access strategy in south Ashland is expected to help relieve the pressure on the Ashland Library, which is maxed out on its current site and cannot expand further. JCLS can evaluate the impact and cost-effectiveness of adding extended access strategies in other locations as well.



I came to the valley just around the pivotal time in the history of library funding in Jackson Co. and was aghast that funding might be denied by the voters. Fortunately, library funding survived, and I later discovered that the various Friends groups mobilized and got out the vote and even raised extra funds for their community branches.... I now see [the Friends] as an organization built upon collaboration and wisdom that comes from research and smart use of resources. I am extremely proud of JCLS and their supporting JCLF and proudly express my admiration of the entire operation."

— community survey respondent

NEXT STEPS

JCLS may be able to fund some of the smaller projects through its current revenue sources, as it does for capital maintenance improvements. However, JCLS' current revenue sources will not be enough to implement the full capital improvement program recommended in this plan. New community-supported funding strategies will be needed to bring the full FMP vision to life at all JCLS locations. As funding is secured, JCLS can confirm the timeline for implementation of each project.

JCLS should also start looking for new sites for the new Central Point Library and new Library Operations Center. It should also evaluate the expansion capacity of the Jacksonville Library site in order to determine whether a new location would be needed in order to expand.

2. INTRODUCTION



BACKGROUND

Jackson County is the sixth largest county in the state of Oregon by population and the 13th largest by land area. Visitors from around the globe are drawn by Jackson County's world-class cultural events and recreational opportunities as well as its natural beauty. It is also the gateway to Oregon for visitors entering from California, whether by vehicle on I-5 or on foot along the Pacific Crest Trail.

Public library services in Jackson County date to 1919, when the County contracted with the Medford Library Board to operate libraries beyond the Medford city limits. By 1970, the Jackson County Library System – a county department – provided library service countywide. Following voter rejection of a measure to fund library operations in 2007, Jackson County contracted with a private company to operate library branches with reduced hours and staffing levels. In 2014, Jackson County voters approved the formation of the Jackson County Library District (JCLD; the District) to ensure stable funding and expand library services. JCLD took back operations from the private company in 2020 and operates today as Jackson County Library Services (JCLS; the Library).

MISSION

The mission of the Jackson County Library District is to connect everyone to information, ideas, and each other.

VISION

Through the Jackson County Libraries individuals reach their potential and our communities thrive.

VALUES

To fulfill our mission and realize our vision, the following ideals shall direct us in our service to the community and interaction with each other.

Inclusion: Our libraries welcome everyone, and we honor diversity and individual perspectives and the right to.

Stewardship: We are responsible, honest stewards of public resources.

Collaboration: We foster an environment that inspires building relationships and working together.

Innovation: We encourage creative ideas and solutions.

Respect: We build and foster an environment where everyone is heard and treated fairly and with kindness.



*"A library is a place for
making sense of the world."
– Thor Muller*



Today, JCLS is the second-largest library in Oregon by population served. It operates 15 library facilities, all of which were built or significantly renovated between 2001 and 2008 with voter-approved funding. The District has maintained its facilities to protect Jackson County communities' investment and keep libraries fresh and functional. Some major building systems are coming due for repair or replacement, though, as they reach the end of their expected useful life.

All of JCLS' facilities were designed before the introduction of the iPhone in 2008 and the subsequent rapid adoption of personal technology devices – which has had a revolutionary impact on how Jackson County communities use library services including collections and technology. Other community needs and expectations have also evolved, diversified, and grown over time as well. As Jackson County's libraries look toward the next 20+ years of service, there are opportunities to improve their alignment with the community's values and library vision.

In 2022, JCLS adopted a new Strategic Plan with priorities for facility improvements to "ensure a welcoming, inclusive environment for the whole community." In 2023, the District commissioned a planning process to develop a long-range plan for capital investment in its library facilities over the next 10 to 15 years. Objectives included recommending which libraries should be replaced, relocated, or added to the system to support modern library service and operations in Jackson County.

PLAN METHODOLOGY

The master plan process for JCLD’s facilities began in the fall of 2023. The scope included assessment of library facilities for service, operations, and customer experience. The planning process incorporated information and data from a variety of sources, including:

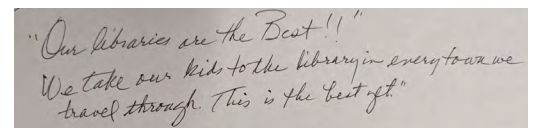
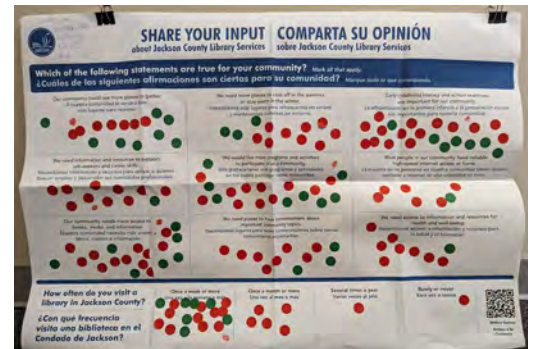
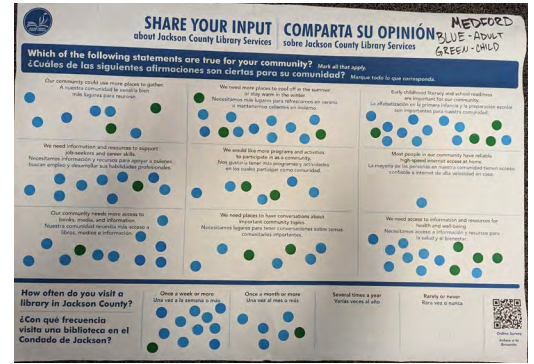
- Sources for community demographics and population projections include US Census 2020 and Portland State University’s Oregon Population Forecast Program.
- Service metrics and use data were provided by JCLS, the State Library of Oregon, and/or the Institute of Museum and Library Services. Except where noted, all service metrics and statistics in this report are from 2022-2023.
- Information about library facilities was provided by the District and Jackson County.

See the *Selected Reference Sources* section on the next page for more detail about information sources.

More than 2,400 people participated in the development of this plan through engagement methods including:

- A community survey published in English and Spanish and made available in both hard copy and online formats. More than 1,600 participants from throughout Jackson County participated in this survey;
- A pop-up survey in both English and Spanish with more than 600 participants;
- Meetings with library area managers and staff;
- An all-day Strategic Vision Workshop (SVW) with library and community leaders, stakeholders, and partners;
- A community listening session in the Medford Library that was live-streamed to the Ashland, Central Point, Eagle Point, and Rogue River libraries; and
- A presentation to the Library District Board.

The planning process was facilitated by Group 4 Architecture, Research + Planning, Inc. See *Appendix A* for a summary of participants. *Appendix B* contains the summary report for the February 2024 Strategic Vision Workshop. *Appendix C* summarizes participation and key findings of the community survey.





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3. COMMUNITY VALUES + LIBRARY VISION



JACKSON COUNTY COMMUNITIES VALUE...

This chapter highlights key findings and themes that arose during this planning process about the value and importance of library programs and services for Jackson County communities. It also summarizes the vision for library spaces and facilities.

LITERACY AND LIFELONG LEARNING

For more than a century, Jackson County communities have cherished their libraries as champions of lifelong learning and literacy. On the community survey, nearly 72% of respondents agreed with the statement: "early childhood literacy and school readiness are important for our community."

Library service metrics reflect how much the community values and relies on Jackson County Library Services:

- In addition to being one of Oregon's largest library systems, JCLS is also one of the busiest. State Library of Oregon data show that in 2022-2023, JCLS welcomed nearly 600,000 visitors to its 15 library facilities. On a per capita basis, JCLS had more visitors that year than Multnomah County Library and Deschutes Public Library – the two other largest libraries in Oregon.
- JCLS maintains a popular collection of nearly 400,000 books, audiovisual materials, and other physical items. In 2022-2023 JCLS patrons checked out nearly 740,000 physical collection items – more than 42% of which were children's materials.
- In addition to physical collections, JCLS also offers patrons access to more than 250,000 digital audiobooks and more than 900,000 e-book titles. Approximately one-third of JCLS' total circulation in 2022-2023 was of digital materials.



"Reading and literature are important for our community."
— community survey respondent

Community survey respondents said they would like even more access to library collections. Nearly one in two respondents said that "our community needs more access to books, media, and information." More than 50% said that "picking up reserved materials... even when the library is not open" would be of interest to them.

Some respondents requested a greater selection of digital materials as well as shorter wait times. Others emphasized the continuing importance of print materials, particularly for children, seniors, and low-income families. The ability to pick up holds at community locations other than the library was also suggested.

Jackson County communities are also interested in borrowing more than books and audiovisual materials. Cooking gadgets, musical instruments, sports equipment, and toys and games are just a few of the items on offer in JCLS' growing "Library of Things." One community survey participant expressed interest in a "tool and equipment library (you'll get men to use the library this way)." Another asked for a "freeze dryer and other awesome gadgets that are too expensive to own... rock polisher/ tumbler, other craft tools...."



PEOPLE AND PROGRAMS

In addition to providing resources, JCLS seeks to bring people together. According to the State Library of Oregon, JCLS provided nearly 3,500 programs last year – more than any other library in the state. More than 57,000 people participated in JCLS programs last year – the second-highest program attendance of any public library in Oregon.

JCLS' 2022 Strategic Plan established a high priority for further diversifying and expanding programming and events in order to:

- “Expand programming to underserved audiences, especially tweens/teens and rural populations;
- “Advance early literacy programming and related services;
- “Explore adding programming and resources to meet community needs, notably in the areas of health and well-being, financial literacy, and workforce and economic development; and
- “Serve as a convener of community conversations on topics of broad interest in the county.”

Jackson County communities appreciate the great programming that their libraries provide and are interested in even more opportunities to participate. Almost one in two community survey respondents from throughout Jackson County expressed interest in more programs at the library. Suggestions included art classes, cooking classes, and presentations on topics of interest such as language and history. Programs and activities for youth as well as for seniors were also mentioned by multiple survey participants.

Nearly half of community survey participants also said they are interested in “connecting with other people with similar interests.” Some spoke of the potential to build stronger communities through “important” and “civil civic” conversations. Several mentioned the importance of providing teens with places to gather. One respondent suggested, “Gold Hill has a walkers group. How about Eagle Point?”



“JCLS does a wonderful job of keeping current with technology.”
— community survey respondent

“I would like to see more technology available. Virtual reality, 3D printers for all ages, laser cutters, electronics kits, robots to learn coding.”
— community survey respondent

TECHNOLOGY

JCLS plays a significant role in connecting Jackson County communities with technology. Nearly 61,000 library computer sessions were logged by JCLS patrons in 2023. A 2019 study confirmed that “Desktop computers are a vital part of [JCLS’s] technology offerings to patrons,” and noted that the Library makes “...effective efforts to provide patron comfort and convenience, including comfortable seating, good workspaces, and access to power.”

Access to wifi is a library service of particular importance for many Jackson County communities. Just 30% of community survey respondents agreed with the statement, “Most people in our community have reliable high-speed internet access at home.” One community survey participant commented that “High-speed internet is not widely available, and for those who can get service, it is very expensive.” According to another survey respondent, “Our library is an essential connection to the world since it has high speed internet and many homes in the Ruch area have no or very little connectivity.”

State Library of Oregon data show that JCLS customers logged more than 2.1 million wifi sessions in 2022-2023 – more than twice as many per Jackson County resident than the Multnomah County Library. Library wifi use is particularly high in northern Jackson County communities; in 2023, the average Butte Falls Library patron logged more than three wifi sessions per visit, and Prospect Library patrons logged more than eight wifi sessions per visit.

Jackson County residents also come to the library seeking technology programs and assistance. One community survey respondent remarked, “Many people desperately need tech education (e.g., computer skills). They’re being left behind.” Another noted, “We need resources to help with basic computer literacy and assistance for Spanish speakers to fill out applications for services.” Several mentioned a desire for one-on-one computer instruction and tutoring.



LIBRARY STAFF

Last but not far from least, Jackson County communities value and appreciate JCLS' talented and dedicated staff. Many community survey responses included spontaneous mentions of JCLS staff – frequently paired with the terms “friendly,” “helpful,” and “kind.” To quote a few:

- “All the staff are awesome with customers.”
- “The staff members are always courteous and helpful.”
- “I love JCLS and am very grateful for the services it provides and the friendly and welcoming staff.”
- “I especially appreciate the friendly and knowledgeable staff at all the libraries I have visited.”

“You guys are awesome, respectful, compassionate, knowledgeable, helpful – consistently! Thank you all so very, very much.”
 — community survey respondent



*"I love how inclusive
and diverse JCLS is!"*
— community survey respondent



*"The library is clearly welcoming
for LGBT clients. That's very
important to me."*
— community survey respondent

VISION FOR JCLS FACILITIES

All of these community values have implications for library spaces and facilities in Jackson County.

WELCOMING, INVITING, AND INCLUSIVE

JCLS strives to provide welcoming and spacious places where customers can accomplish their goals for their visit – whether that's focusing on work, connecting with others, or simply enjoying a book. Welcoming and inclusive libraries provide attractive and comfortable spaces where people feel they can talk without disturbing others around them. They also provide access to spaces where customers can find quiet and relief from active events and sensory overload.

Inclusive libraries provide visitors of all ages, ethnicities, genders, and abilities with a welcoming experience and space that accommodates their needs, preferences, and priorities. They reflect and celebrate the diverse cultures and unique characteristics of the communities they serve. They also are intuitive to use – with clear wayfinding, easily navigable spaces, and signage that can be easily understood by people who don't speak or read English well.

In a meeting with JCLS staff for in this planning process, participants were asked to imagine the year 2035 and what they want Jackson County communities to say about their libraries. Responses included:

- "How welcoming and inclusive the library buildings and collections are"
- "They are welcoming and inclusive for all identities. They are attractive and comfortable. They are easily accessible for people of all abilities and disabilities."
- "That we offer clean beautiful spaces for all."



FRESH, ATTRACTIVE, AND VIBRANT

Jackson County's libraries overall are attractive facilities. In particular, most of the branches built in the early 21st century were designed in celebration of Jackson County's natural beauty and environment – featuring warm materials, natural light and views, and rooflines inspired by the Siskiyou. Attractive libraries are further enhanced by well-developed, weather-protected outdoor spaces for library programming and informal uses.

The collection will always be an integral part of the JCLS experience. Vibrant libraries are also places for people. Visitors find spaces in the library that meet their needs – whether that be a quiet place to work alone or a lively space to connect with others. Young Jackson County residents are delighted by dynamic children's spaces and set on a path of lifelong curiosity and learning. Teens come to the library to gather, socialize, and engage as much as to study and do homework.

Fresh libraries are kept clean, neat, and tidy and free from an excess of clutter. However, they are also much more than that. They are places where customers of all ages can discover something new each time they visit the library. It may be finding a new favorite book or "thing" from JCLS' Library of Things, learning about a shared interest group, or participating in an engaging program on a vital community topic. And they provide adequate functional and supportive spaces for staff work to support the library's services and visitors.





SUSTAINABLE, RESILIENT, AND ADAPTABLE

Modern libraries are designed with the environment in mind. JCLS envisions high-performing, environmentally-responsible facilities that minimize ecological harm and promote community health and vitality. New construction is not the only path to sustainable buildings. Maintaining existing facilities is a fundamentally sustainable strategy. Renovation offers opportunities to improve energy efficiency, water conservation, air quality, and more.

The Urban Land Institute defines resilience as “the ability to prepare and plan for, absorb, recover from, and more successfully adapt to adverse events.” In this context, the term “resilient” certainly applies to public libraries – particularly in Jackson County where communities are facing ever-more-frequent extreme temperatures, wildfires, power and internet outages, and other disruptions. Resilient library buildings that can continue operating in the face of such challenges will enable JCLS to provide even more value to the community – a place to warm up or cool down, escape smoky air, recharge cell phones and access WiFi, and more.

The term “resilience” can also be used to describe a library building’s ability to change and adapt to evolving programs, services, and technologies. Characteristics of libraries that support resilient service include robust power and data infrastructure, flexible spaces, and building systems that can be easily adjusted – to name just a few. Flexible library buildings can more easily accommodate diverse programs and changing peak use times from day to day. They can also more readily adapt to changing community demographics, needs, and priorities over time.

4. ASSESSMENTS



At a network level, the assessment broadly examined the ability of JCLS' facilities to provide access to library services for Jackson County's current population and anticipated future growth. Assessment of JCLS' facilities focused on library programs and services, operations, and customer experience. This planning process did not include new or detailed architectural or engineering assessments of JCLS' facilities. Rather, assessment was based on observations of the consultant team, review of available documents and information, and input from library staff.

This chapter summarizes general assessment themes and findings about JCLS facilities overall. More information about each JCLS facility can be found in Chapter 6.

LIBRARY FACILITIES ARE WELL-MAINTAINED

Jackson County Library Services has taken great care of the buildings it operates. During tours by the consultant team, Jackson County libraries were observed overall to be clean and well-kept. Information from JCLS and Jackson County's Facilities Department confirmed that the library's buildings are generally in good condition, with a low backlog of deferred maintenance needs (e.g., things that are damaged or have failed, need repair, etc.).

That said, most of JCLS' facilities are between 15 and 20 years old. This is the age at which major building systems such as roofs and mechanical equipment often come due for their first upgrade or replacement. As such, the Library will need to proactively plan for reinvestment in facilities over the next decade – which should result in many more years of useful life ahead for these facilities.



"I think JCLS is a marvelous library system. Resources are abundant and staff always helpful and friendly. The facilities are well-maintained, though some are a bit dated."
 — community survey respondent

LIBRARIES UNDER PRESSURE

Jackson County's population grew by 14% between 2000 and 2010 – the decade during which most of its libraries were built. Since 2010, the county's population has grown almost another 10% to its current population of nearly 226,000. Portland State University (PSU) projects that Jackson County will reach more than 246,000 residents by 2035 – nearly 9% more than today's population.

- The population of Central Point's urban growth boundary (UGB), as defined by PSU, is the second-largest in Jackson County. However, the current Central Point Library is less than half the size of the Ashland Library. It lacks the space and resources to meet current community needs – and future population growth will further increase demand and pressure on this library.
- Ashland's UGB includes more than just the population within the Ashland city limits. The Ashland Library is JCLS' southernmost public service point, serving Jackson County residents all the way down to the Oregon-California state line. The current Ashland Library site is built out and cannot accommodate another expansion. Staff and patrons also report that a shortage of parking at the Ashland Library is a barrier to accessing library services.
- Jacksonville is experiencing some of the rapid growth of its neighboring central Jackson County communities. The Jacksonville Library is one of the smallest buildings in the JCLS fleet, which limits its ability to support the other, more remote Lower Rogue area libraries along Highway 238 as well as to meet the needs of its own community.
- At less than 1,300 square feet, the Butte Falls Library struggles to serve more than a handful of people at a time. Collections, computers, and seating are all provided – in very limited quantities – in a single open space. There is no place for staff to work off-desk, take breaks, or use the phone. Even more significantly, Butte Falls is the only branch in Jackson County without a program room; there is no separate or appropriately-equipped space for library activities or community events of any size.



MEDFORD LIBRARY IS READY FOR ITS NEXT CHAPTER

The Medford Library opened in 2004 and has been generally well maintained over time. However, the past 20 years have seen some major changes in the library services, operations, and partnerships for which the Medford Library was originally designed. As a result, today there are some gaps and misalignments between library spaces, operations, and customer expectations at the Medford Library. Fortunately the building has great bones and there is significant potential for renovation and reimagination to address these challenges and prepare for future service.

PUBLIC SPACES

The Medford Library is the largest public service location in the JCLS network. Since it opened, more than 3 million people have visited the Medford Library in order to browse and check out materials, participate in programs and events, use technology, and seek help from library staff. Over the past two decades many library services and resources have evolved, expanded, and diversified along with growing community needs and interests.

At more than 83,000 square feet, the Medford Library is JCLS' largest facility. It is also by far the busiest Jackson County library based on most standard library service metrics. On an average day last year, more than 620 people visited the Medford Library. More than a third of all library computer sessions and almost half of all library wifi sessions in Jackson County were logged at the Medford Library last year.

The Medford Library also plays an important role in supporting the rest of JCLS' network. It was designed with significant capacity for physical collection materials. Medford's shelves currently contain more than 110,000 items – more than 25% of JCLS' collection – that can be requested and delivered to any library in Jackson County. Medford Library also has the largest meeting room in the JCLS system and can



“The entryway and the lobby need help. They do not feel welcoming, but rather more institutional. The checkout desk feels simultaneously too small for the room and too large and bulky for what is needed... I’m sure that space could be shared for much more dynamic and interesting uses – self-checkouts, displays, quick tech stations for prints so people don’t have to go upstairs? Something colorful and welcoming that showcases the jewel our library system is in our community.”
 — community survey respondent

accommodate high-interest library programs and community events. And it provides significantly larger children’s and teen spaces than most of the other branches.

The Library’s service model has evolved over the past 20 years. The Medford Library was designed with multiple large service desks on both the first and second floors where many staff would check materials in and out, manage patron accounts, answer reference questions, etc. The introduction of easy-to-use self-checkout technologies, the increased use of digital materials, and the increased access to information online have all significantly reduced the public service desk workload over time – and some desk staff have therefore been redeployed in other areas of library service. As a result, the entry and lobby areas (pictured above) are much less active than they were when the building first opened. One staff member remarked that: “The checkout desk feels simultaneously too small for the room and too large and bulky for what is needed.”

The building’s original landscaping along South Central Avenue featured some large rocks as well as a water feature with large metal screens. Over time, maintenance and security problems in this area led to the water being turned off. The rocks and screens still remain but – as with the lobby inside – this area feels inactive and ready for a change.



PARTNER SPACES

In addition to public library service, the Medford Library was designed to provide space, technology, and resources for students at RCC's Riverside campus across the street in downtown Medford. RCC's need for library space changed and shrank over the past two decades, and by 2021 it had moved out of the Medford Library completely.

JCLS has slowly been moving into the spaces vacated by RCC. One staff survey respondent noted, "The spaces formerly occupied by Rogue Community College are not very well utilized."

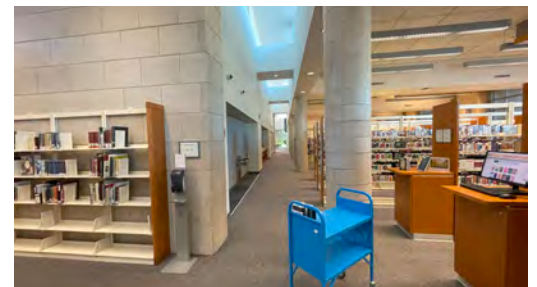
OPERATIONS AND SUPPORT SPACES

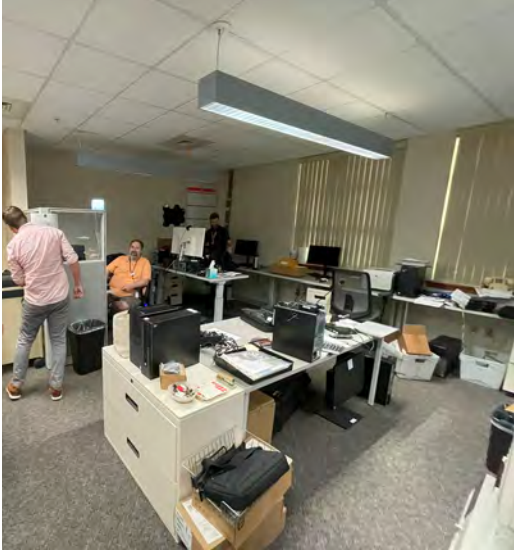
For the past 20 years, the Medford Library has served as JCLS' headquarters. The building was designed when JCLS was still part of Jackson County and supported by partner departments such as Information Technology and Human Resources. In 2014, JCLS became an independent service district, separate from the County — but it was still operated on a contract basis by a national company that provided some of these support services centrally. When the private operator's contract was terminated about five years ago, JCLS needed to add — and find space for — many of these support services within its organization.

"The Outreach and Tech Services workrooms are OVERCROWDED.

There is so much more staff, and they need space for storage and supplies."

— library staff survey respondent





“I’m a bit curious about whether having some sort of a service center is not a terrible idea? Outreach seems to need more room... and parking has become a little more difficult for [Medford Library] staff. And I would love to see our Marketing department expand – and they don’t have any current physical space to grow into.”
— *library staff survey respondent*

Over time, JCLS was also diversifying and expanding its service and operations teams in response to community change and growth. This has placed a tremendous amount of pressure on back-of-house staff spaces that were never designed to accommodate this many staff. As RCC’s footprint has shrunk in the Medford Library, JCLS has been able to recapture some space for staff work. However, the new office areas are not all ideally located relative to the original work spaces, which affects the ability of staff and departments to communicate and collaborate effectively.

Staff survey respondents had a lot to say about the mismatch of the Medford Library’s current layout and library operational needs today:

- “The Outreach/ Programs/ Digital Services department does not have room for all of the things that are needed to make the diverse services work. There are 20 people in the department now – just 5 years ago there were maybe 5? There isn’t even room for the manager to be in the offices with the rest of the team. This is not the only department that is at capacity in terms of staff to space.”
- “The Technical Services/ IT/ Collection Dev area currently also houses the Digital Services team.... Would love to explore ideas for where that team could have a new space that better suits their needs and allows for expansion in TS/ IT/ CD.”

Many other large library systems have addressed similar challenges by moving some (or all) central operations and support functions to a different location with more functional space.

This concept of developing a separate facility came up a number of times during this planning process for JCLS as a way to improve operations and provide a better work environment for staff. Moving some of these functions out of the Medford Library would provide an opportunity to recapture some of this back-of-house space and repurpose it for public service. It also would help alleviate library staff parking problems at the Medford Library.

5. RECOMMENDATIONS



This chapter summarizes the recommendations for JCLS facility improvement projects over the next 10 to 15 years. It also highlights some of considerations and strategies for implementing the proposed capital program. More detail about the proposed improvements at each facility can be found in Chapter 6.

RECOMMENDED CAPITAL PROJECTS

NEW AND EXPANDED LIBRARIES

The following Jackson County Library Services branches are recommended for expansion:

- **Central Point Library** – a new library of at least 25,000 square feet on a new site is recommended for Central Point. JCLS can explore opportunities and potential benefits of shared development strategies and partnerships as well as of a new standalone library.
- **Butte Falls Library** – previous pre-design studies have suggested the potential for moving the existing library building toward Fir Avenue and then adding an expansion wing on the west side of the building. Although it may still remain one of JCLS’ smallest branches afterward, adding meeting room would represent a significant expansion of library service for the Butte Falls community.
- **Jacksonville Library** – expanding this library to approximately double its current size is recommended. More focused study will help determine whether expansion is practical on the current library site or if a new site will be needed.

JCLS operations and support services staff should move to a dedicated facility with expanded space to support growing Jackson County communities. This need not necessarily be all-new construction; JCLS can explore the feasibility of adapting an existing structure with sufficient work space, loading dock, parking, and other appropriate amenities to support library operations.

The Medford Library is recommended for renovation and reorganization to expand space for public service. Areas of particular opportunity include recapturing space on the first floor currently used for JCLS operations and reimagining the second floor areas originally dedicated for RCC uses.



"I hope that when renovations are being considered, we opt for eco-friendly/ sustainable building options as much as possible!"
 — library staff survey respondent



The Jackson County Library Services sign in front of the Prospect Library (above) is obscured by vegetation. Maintenance and renovation should consider site and landscaping improvements for visibility, aesthetics, and accessibility as well as to enhance the usability and capacity of outdoor spaces.

MAINTENANCE AND RENOVATION

All buildings require maintenance in order to keep them in good working order. Although JCLS' facilities are generally in good repair thanks to excellent maintenance, additional work will be needed over the next 10 to 15 years.

Renovation projects to address maintenance needs – particularly those that may require temporary library closure – provide opportunities to make other changes as well. In addition to refreshing interior spaces and furniture and creating space for new services, changes can also include enhancing the building's environmental performance, sustainability, and resilience. Renovation should also address needs and opportunities in outdoor spaces for enhanced visibility, street presence, accessibility, and usability for programming.

Most of JCLS's facilities recommended for maintenance and renovation are not considered to include any building expansion, with the following exceptions:

- **Eagle Point Library** – as part of the design process, JCLS can evaluate the feasibility of expanding its undersized meeting room.
- **Gold Hill Library** – there is an opportunity through renovation to evaluate the potential of adding a more visible and accessible public entry facing the corner of 2nd Avenue and Dardanelles Street.

(On a case-by-case basis, the design process for other JCLS renovation projects can also consider the costs and benefits of a small expansion versus other ways to accommodate specific community needs and priorities.)

EXTENDING ACCESS

Jackson County communities are interested in extended-hours access to library materials and services. More than 50% of community survey respondents said that they would like to be able to pick up holds even when the library is not open.

In 2023 JCLS installed its first book locker system at the Shady Cove Library – enabling customers to pick up reserved materials even when the library is closed. As of the date of this report, a second library book locker unit is planned at a partner location in Ashland in order to expand access for south county communities.

In addition to book lockers, JCLS should explore other manageable and cost-effective strategies for expanding access to specific library services. Possibilities to explore include “vending” type equipment that offers opportunities for browsing and spontaneous selection of books and audiovisual materials. At some locations, it also may consider implementing library card swipe-in access to selected library services spaces; particularly in Jackson County’s most remote communities, this could offer significantly enhanced access beyond regular open library hours.

This is not an exhaustive list of the possibilities for extended access strategies; many of JCLS’ peer libraries across the country are developing innovative ways to enhance community access. And the best strategy for one Jackson County community may not be the right strategy for another community.

The south Ashland area in particular was mentioned by a number of library staff as an opportunity to add an extended access strategy to relieve pressure on the Ashland Library. JCLS should explore and evaluate the feasibility of a south Ashland access point as well as extended access opportunities in other areas of Jackson County.

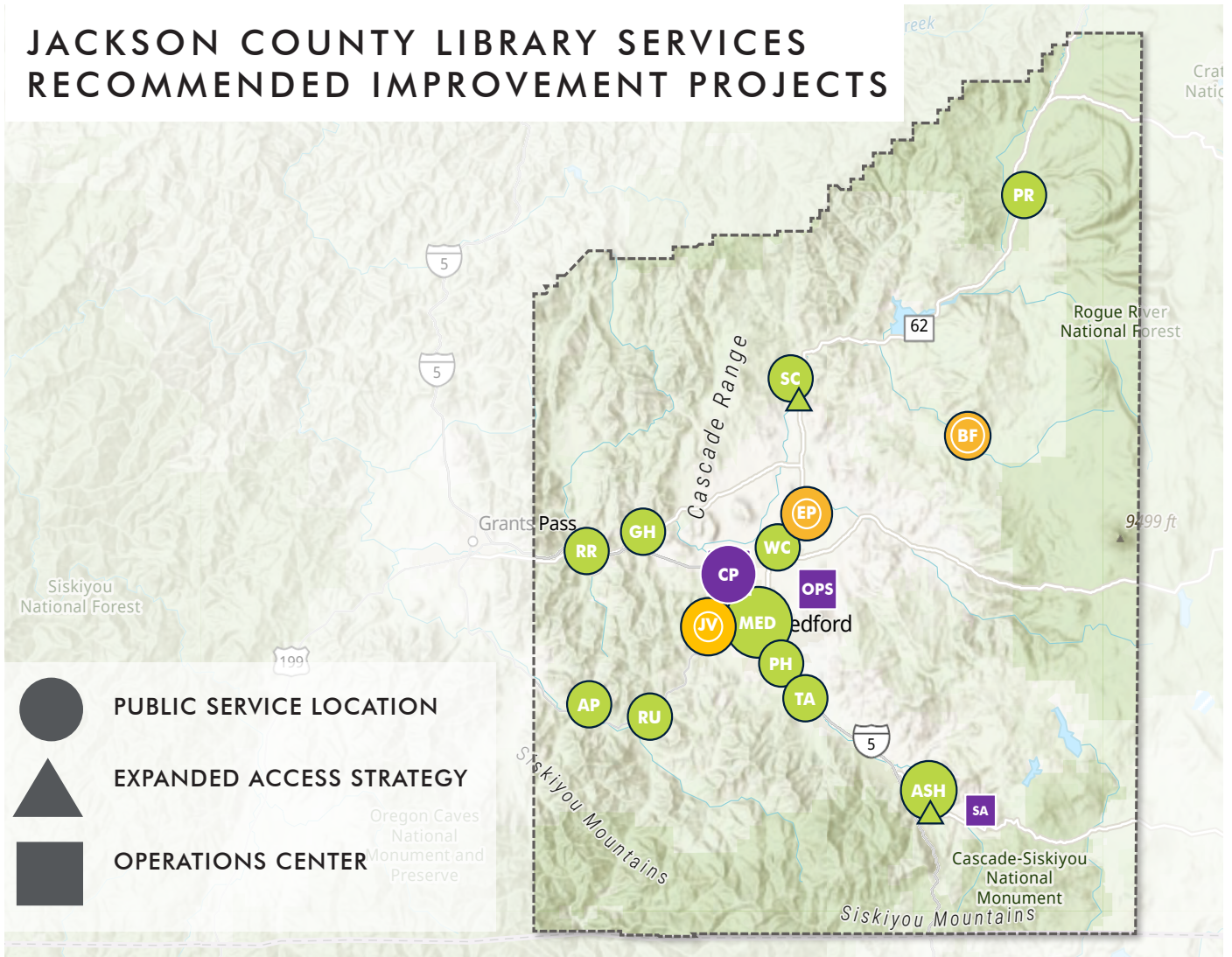
The timeframe for implementation of extended-access strategies will depend on considerations such as community interest and support, available funding for equipment purchase and installation, and opportunities for partnerships (among others).



Book lockers at the Shady Cove Library

“It would be very helpful if there was a way to pick up reserved books and materials when the library was closed.”
— community survey respondent

JACKSON COUNTY LIBRARY SERVICES RECOMMENDED IMPROVEMENT PROJECTS



FACILITY		RECOMMENDATION
AP	Applegate Library	Maintain + Renovate
ASH	Ashland Library	Maintain + Renovate
BF	Butte Falls Library	Expand
CP	Central Point Library	Relocate; Expand to 25,000+ SF
EP	Eagle Point Library	Renovate + Expand
GH	Gold Hill Library	Maintain + Renovate
JV	Jacksonville Library	Expand
MED	Medford Library	Renovate
OPS	New Operations Center	New (can be Adaptive Reuse)
PH	Phoenix Library	Maintain + Renovate
PR	Prospect Library	Maintain + Renovate
RR	Rogue River Library	Maintain + Renovate
RU	Ruch Library	Maintain + Renovate
SC	Shady Cove Library	Maintain + Renovate
SA	South Ashland	Extended Access Opportunity
TA	Talent Library	Maintain + Renovate
WC	White City Library	Maintain + Renovate



IMPLEMENTATION STRATEGIES

In developing this facilities plan, Jackson County Library Services and the planning team relied on the most accurate and up-to-date information that was available at the time. As the Library implements the plan, new community needs may emerge, new opportunities and partnerships may develop, and library services and technology will almost certainly evolve. JCLS should revisit this plan periodically to make any adjustments that may be needed as a result of such changes as well as to account for progress made on the recommended projects.

CAPITAL BUDGETS

Preliminary capital budgets for the recommended projects were developed as part of this process, but have not been included in this report due to current construction market volatility, the need to refine the scope of improvements at each facility, and the need to establish more specific design and construction timelines for each project. As JCLS refines the scope and timing for each proposed project, more specific capital budgets with appropriate escalation can be developed. Pending implementation, JCLS should review and update capital budgets regularly to ensure alignment of funding with the scope and scale of each project.

“I am a voracious reader and love the Jackson County library system. I really want it to remain a PUBLIC library, not a business one has to pay to use. I believe having FREE access to books is good for educating Americans – better for America’s future voters.”
— community survey respondent

PROJECT SEQUENCING CONSIDERATIONS

As funding strategies have not yet been confirmed, specific timelines and phasing for design and construction of the recommended projects cannot be developed yet. Considerations in developing the sequence and timing of JCLS' projects may include:

- **Service continuity.** If prioritized for implementation, the new Central Point Library will build capacity for service and be better able to fill the gap when the Medford Library is subsequently closed for renovation. Developing a new Operations Center first will ensure continuous service to all Jackson County communities while the Medford Library undergoes renovation as well.
- **Mitigating escalation.** Prioritizing the larger projects – including Ashland, Central Point, Medford, and the Operations Center – for earlier implementation would help mitigate the greater impacts of construction market escalation on the project cost.
- **Minimize gaps in access during construction.** JCLS should sequence projects to avoid simultaneous closure of multiple adjacent libraries. For example, Eagle Point and White City should not be closed at the same time, nor should Rogue River and Gold Hill, etc.

When funding becomes available, one potential approach to sequencing capital projects consistent with the above considerations would be to establish three implementation groups, such as:

POTENTIAL IMPLEMENTATION GROUP 1	
Ashland Library	Maintain and Renovate
Butte Falls Library	Renovate and Expand
Central Point Library	Relocate and Expand to 25,000+ SF
Library Operations Center	New/ Adaptive Reuse
Ruch Library	Maintain and Renovate
POTENTIAL IMPLEMENTATION GROUP 2	
Applegate Library	Maintain and Renovate
Eagle Point Library	Maintain and Renovate
Medford Library	Renovate
Prospect Library	Maintain and Renovate
Rogue River Library	Maintain and Renovate
Talent Library	Maintain and Renovate
POTENTIAL IMPLEMENTATION GROUP 3	
Gold Hill Library	Maintain and Renovate
Jacksonville Library	Expand
Phoenix Library	Maintain and Renovate
Shady Cove Library	Maintain and Renovate
South Ashland	Potential Extended Access Strategy
White City Library	Maintain and Renovate

SITE SELECTION CONSIDERATIONS AND CRITERIA

The recommended Central Point Library and Library Operations Center projects will require new sites. If the current Jacksonville Library site cannot accommodate expansion to the recommended size, then it will need a new location as well. Acquiring new sites can be challenging and it is not too early for JCLS to begin its search.

Each site will need to be large enough to accommodate a building of the recommended size – ideally on a single level – as well as usable site areas, landscaping, parking, etc. For Central Point and Jacksonville, it will be important to find sites that are highly visible, well-located along via major transportation routes (current or planned), and accessible by public transit and bicycle as well as vehicles. The topography of each site should support universal access for people of all abilities.

The cost of acquiring each site will of course be an important factor. JCLS will also need to consider the costs of introducing or expanding utilities (e.g., water, power, sewer access) as well as any expenses for remediating poor soil, hazardous materials, or other special conditions that may be present at the site.

It should be noted that “ground-up” new construction on a clean site is not the only way to build new libraries. Facilities with large, flexible, and open floor plates – such as grocery stores, drug stores, retail bank branches, and even commercial offices – can be relatively simple to convert into welcoming, flexible, and beautiful libraries. (Retail and commercial facilities often also have the additional benefit of high-profile locations with good parking and transit access.)

That said, not every building can be easily or appropriately converted for modern library service. There have been many less-than-successful attempts to convert less suitable buildings into public library facilities – such as older civic and school buildings, historic homes, and other cherished community assets. Making older buildings accessible and welcoming for visitors with disabilities can be a difficult and expensive challenge, as can redesigning them to support flexible and efficient library operations. JCLS should evaluate adaptive reuse opportunities carefully to confirm that they will support its vision of library service, space, and patron experience.

For the Operations Center, it will be important to find a relatively central location in Jackson County with excellent access to I-5 and State Routes 62 and 238. Other library systems have had success in acquiring and converting existing facilities such as warehouses, distribution centers, manufacturing buildings, etc. into operations centers. These kinds of facilities tend to have good access to major transportation corridors as well as loading docks to support frequent shipping and delivery functions.



“Libraries are the greatest invention in the world. Free ways to share information. Safe places for people to hang out. Computer access. And free things. It’s possible to place holds from other branches too. It’s also possible to ask the librarian how to find information – how do I get tax help, or where would I find out about x?”

— community survey respondent

BUILD COMMUNITY SUPPORT

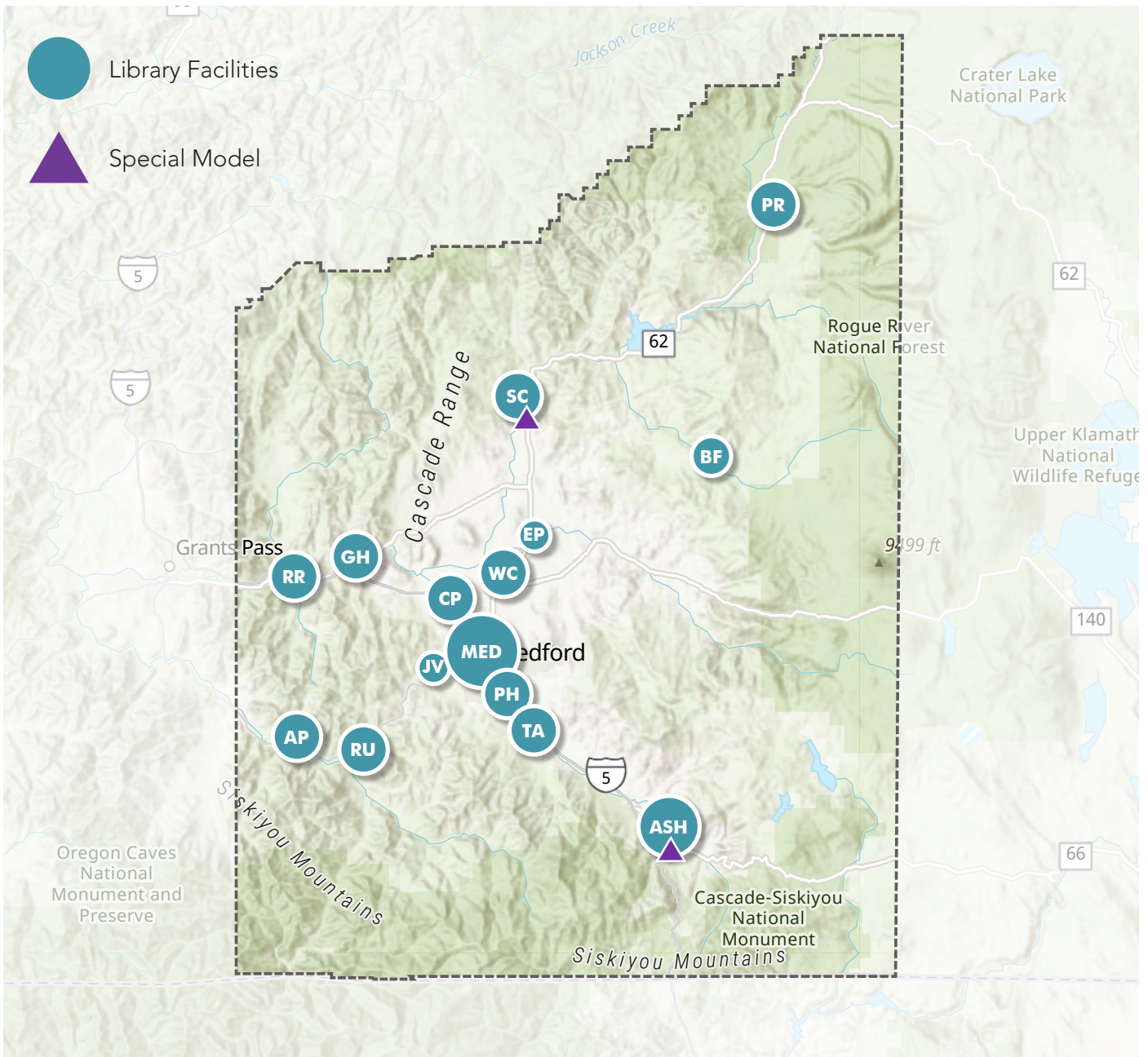
JCLS is proactive about budgeting for regular capital maintenance needs at its facilities. Through its current revenue sources, the Library may be able to fund renovation of one or more of its smaller branches in order to implement the FMP-recommended improvements.

However, JCLS’ current revenue sources will not be enough to implement the full capital improvement program scope recommended in this plan. A new community-supported funding strategy will likely be needed to supplement current JCLS revenue sources and fundraising efforts.

The Library should continue to engage the community in a dialogue about the needs, opportunities, and value of improved library facilities and services in Jackson County.



6. LIBRARY FACILITIES



JCLS FACILITY PROFILES

AP Applegate Library — p. 32	PH Phoenix Library — p. 48
ASH Ashland Library — p. 34	PR Prospect Library — p. 50
BF Butte Falls Library — p. 36	RR Rogue River Library — p. 52
CP Central Point Library — p. 38	RU Ruch Library — p. 54
EP Eagle Point Library — p. 40	SC Shady Cove Library — p. 56
GH Gold Hill Library — p. 42	TA Talent Library — p. 58
JV Jacksonville Library — p. 44	WC White City Library — p. 60
MED Medford Library — p. 46	

APPLEGATE LIBRARY



Applegate Library

18485 North Applegate Road, Applegate

2,850 square feet

Built 2002



The Applegate Library is located in the tiny unincorporated community of Applegate, which is southwest of Ruch and Jacksonville along Oregon Route 238 and not far from the Josephine County line. Asked what makes their community unique and special, one community survey respondent remarked, “the ecological importance and uniqueness of the Siskiyou Mountains, within which nestles the Applegate Valley.”

The 2,850 square foot Applegate Library is JCLS’ third-smallest branch. Community survey respondents were enthusiastic about the library’s staff and about the importance of the meeting room as a resource for both library programs and community events. “It feels like it belongs to us,” said one survey respondent about the Applegate Library. Another described it as “...such a friendly and accessible facility, sunny with a nice meeting room.... It is a modern and very nice building.” Survey respondents wished for more access to programs and events at the Applegate Library as well as more usable outdoor spaces.

Library staff report that the electric well pump stops working during power outages, interrupting the water supply to the building.



Recommendation

The Applegate Library is recommended for renovation to address maintenance needs, such as normal life cycle upgrades and replacements for building systems, as well as to revisit the balance of space and circulation flow. Adding automated strategies that can potentially increase access to collection materials, services, and even spaces can also be considered as part of a renovation project.

Through maintenance and renovation, there are also opportunities to update the landscaping and improve outdoor spaces for library programming as well as informal community uses.

**MAINTAIN +
RENOVATE**

“This is a WONDERFUL welcoming community resource that could, with a few adjustments, become a substantial community hub...”
— community member

ASHLAND LIBRARY



Ashland Library

410 Siskiyou Boulevard, Ashland

22,660 square feet

Built 2003



The Ashland Library is JCLS' southernmost public service location in Jackson County. The original building dates to 1911 when Andrew Carnegie provided grant funding for its design and construction. In 1999, Ashland residents approved a ballot measure to fund renovation and expansion of the original structure to its current size of approximately 22,600 square feet. The Ashland Library facility is leased by JCLS from the City of Ashland.

The Ashland Library is a very busy branch – second only to Medford Library on most standard metrics. On an average day last year, the Ashland Library welcomed more than 360 visitors per day. Library computers at Ashland were used almost 40 times per day on average (22% of all JCLS computer sessions, and the second-highest per capita rate of library PC use in the county). Last year the Ashland Library also had the fourth-highest rate of wifi use per capita in Jackson County.

More than 170 community survey respondents chose to answer questions about the Ashland Library. They were enthusiastic about the helpfulness and dedication of library staff, the quality of the library's programs and services, and the attractiveness and condition of the building's architecture and public spaces. Asked what they would like to do more of at the Ashland Library, nearly half of these respondents said they would like to be able to pick up reserved materials outside of library open hours.



One respondent wrote: “[Ashland] is a beautiful library. Clean and neat. The staff are very, very helpful as well as cheerful. It is easy to access all parts of the library with plenty of tables and chairs available in all areas. There are a number of events, etc., that we can participate in and enjoy if desired.” Another noted that “The Ashland Library is a center of support for our community, with wonderful librarians and support staff. I particularly appreciate the library’s support of those who need our help with food, a warm or cool place, etc.”

That said, library staff report that the current organization and allocation of space in the Ashland Library do not fully meet the community’s needs, such as for group study and collaboration space. The lack of parking was mentioned by a number of respondents as a challenge or even a barrier to accessing library services in Ashland.

Recommendation

The Ashland Library is a candidate for renovation to address maintenance needs, including wear and tear from high levels of use as well as normal life cycle upgrades and replacements for building systems. Renovation will provide an opportunity to rebalance and update interior spaces to meet new and expanded community needs for collaboration and gathering spaces. Opportunities to enhance the building’s environmental performance, sustainability, and resilience can also be considered as part of a renovation project.

MAINTAIN + RENOVATE

“I appreciate the programming at the Ashland Library, and the systemwide attempt to provide programs on local issues, for example, the ‘Big Ideas’ series with AAUW.”

— community survey respondent

BUTTE FALLS LIBRARY

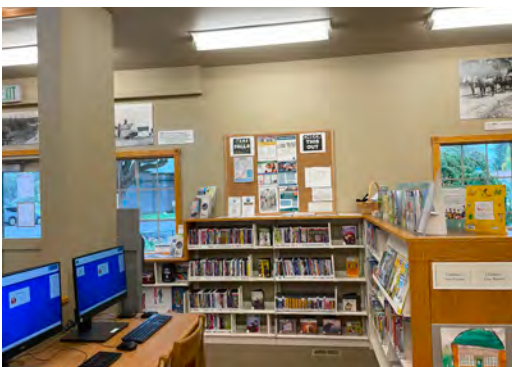


Butte Falls Library

626 Fir Street, Butte Falls

1,280 square feet

Built 2008



The Butte Falls Library is JCLS' smallest branch at approximately 1,300 square feet. The building reportedly began its life as a burger joint in another Jackson County community. In the 1990s, the building was loaded onto a truck, brought to Butte Falls, and converted into a new public library. JCLS owns the building.

One community member noted of the Butte Falls Library that "the environment is welcoming to people of all ages." That said, the only enclosed spaces in the Butte Falls Library are the restrooms and a custodial closet. Otherwise, everything is located in the same open space – collection materials, a handful of seats, four computers, and a tiny children's corner. There is no off-desk space for staff to work, take a break, or even take a phone call. And the Butte Falls Library is the only branch in JCLS' system without a meeting room for library programs and community events.

For a branch of its limited size and days of operation, Butte Falls Library is quite busy. Last year, it welcomed an average of 10 visitors per open hour – more per hour than several other (and larger) JCLS branches. It also had JCLS' second-highest level of wifi use relative to community size; on average, each Butte Falls resident logged more than 24 wifi sessions last year.



Staff are very creative in reorganizing space when needed; they report having hosted as many as 20 people for programs. However, community survey respondents highlighted the inadequacy of the space. One said, “The space is cramped when events are being held.” Another said, “if it were a little larger I think more people would gather there.”

Recommendation

The Butte Falls Library is recommended for expansion. Previous pre-design studies have suggested the potential to approximately double the size of this branch by moving the existing library building toward Fir Avenue and expanding toward the west. Although an expanded Butte Falls Library may still remain one of JCLS’ smallest branches, this additional space would represent a significant increase in library service for the Butte Falls community.

EXPAND

“There is a lot... to do: events, games, etc. It is being decorated for holidays. More kids are enjoying it as well as the schools. It feels alive.”
— community survey respondent

CENTRAL POINT LIBRARY



Central Point Library

116 South 3rd Street, Central Point

8,520 square feet

Built 2005

Since 2005, the Central Point Library has occupied approximately 8,500 square feet of leased space in Central Point City Hall. It is the third busiest branch in Jackson County in terms of visitor count; last year it welcomed more than 160 visitors per day on average. It is also one of JCLS' higher-circulating branches. Despite Central Point's relatively large collection for a branch of its size, a high percentage of its checkouts must be fulfilled through reserves from other branches.

Part of the reason for this library's high levels of use is that Central Point is one of the fastest-growing communities in Jackson County. It grew twice as fast as the county overall over the past two decades. By 2020, residents of Central Point's urban growth boundary represented 10% of the county's population overall (according to a 2020 study by Portland State University). PSU projects that Central Point's share of the county's population will continue to grow in the future as well. According to the 2022 American Community Survey, the average age in Central Point is significantly younger than the Jackson County average. Although Central Point has a lower rate of college completion than the county overall, it also has a higher median household income and about half the poverty rate.

More than 50 community members answered survey questions about the Central Point Library. Many reported that they are fans of many things about this branch, particularly the attentive and personalized service they get from library staff.





One respondent commented: “The staff at the [Central Point] Library is really friendly and helpful. My family really enjoys that we can put books on hold and pick them up. The Library of Things is cool too!” Another praised the “...wonderful staff. I love how much effort they put into the kids’ area! I moved from Central Point to Medford earlier in the year but still go regularly because it feels like my home library.”

Asked what they would like to do more of at the Central Point Library, about half of respondents mentioned expanded access to library services and collection materials. In terms of what else they would like to see at this branch, respondents asked for a lot more of many things: more materials, more open hours, more programs (especially for children and teens), more collection materials, more places to sit, and more space in general.

Recommendation

A branch library of at least 25,000 square feet would better serve the Central Point community. It will be important to find another prominent, easily-accessible site that can accommodate a branch of this size along with associated parking. New construction is not the only option; existing buildings in a good location and with enough space may be appropriate and can be considered for adaptive reuse. Partnerships and joint-use facilities can also be considered.

**RELOCATE + EXPAND
TO 25,000+ SF**

*“Staff is great, helpful and always pleasant. [Central Point] Library is always clean and very organized.
Thanks to all.”*

— community survey respondent

EAGLE POINT LIBRARY



Eagle Point Library

239 West Main Street, Eagle Point

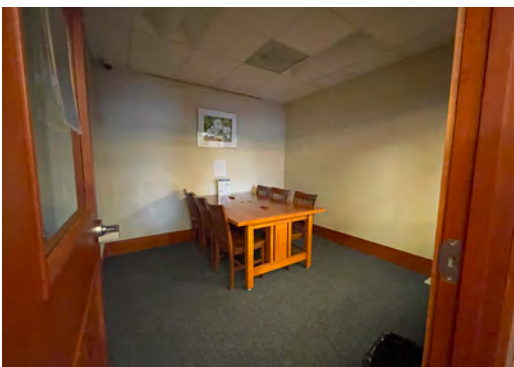
8,510 square feet

Built 2004

The approximately 8,500 square foot Eagle Point Library opened in 2004. It is well-located within the community, adjacent to city hall and within walking distance of several schools. One in five Eagle Point Library visitors used a library computer during their visit last year – the highest rate of any JCLS branch. It is also a popular branch for programs; on average, more than 16 people attended each of the more than 140 events and programs held at Eagle Point Library last year.

More than 40 community survey respondents chose to answer questions specifically about the Eagle Point Library. Regular Eagle Point users praised the branch's "friendly and helpful" staff and "welcoming and safe" atmosphere. They were enthusiastic about programs and events such as Yarnia, Safety with a Sheriff, and Wobbler classes. One respondent said, "It's an awesome, friendly library. I'm glad we live near it! Always glad to be there whenever we go."

Asked what they would like to do more of at the Eagle Point Library in the future, nearly 60% of respondents asked for more programs and events as well as more opportunities to connect with other people around shared interests. Several mentioned that the meeting room at Eagle Point should be larger, with better lighting and acoustics. The ability to pick up materials outside of library open hours was also a popular idea.





Recommendation

The Eagle Point Library is recommended for renovation to address maintenance issues, make normal life cycle upgrades to building systems, and take opportunities to enhance the building's environmental performance, sustainability, and resilience. Renovation will provide an opportunity to refresh space for seating, programs, collections, and technology to meet current and future needs over the next two decades. JCLS should also evaluate the feasibility of improving and expanding the meeting room as part of renovation as well.

**MAINTAIN +
RENOVATE**

"The Eagle Point Library is very inviting, and we really enjoy it. It is obvious that the staff work hard to make the library look nice and organized. The children's section is really nice."

— community survey respondent

GOLD HILL LIBRARY



Gold Hill Library
 202 Dardanelles Street, Gold Hill
 4,980 square feet
 Built 2005



The Gold Hill Library opened in 2005. At just under 5,000 square feet, it is one of the smaller branches in JCLS' network. The library is prominently located in downtown Gold Hill; however, the building is set back and its public entry faces away from both 2nd Avenue and Dardanelles Street. It can be confusing for first-time visitors to find the front door from the parking lot.

According to the 2022 American Community Survey, Gold Hill has a younger median age and a higher percentage of families with young children than Jackson County overall. The Gold Hill Library is located adjacent to a park with a children's playground. Inside, one wing of the library's L-shaped plan provides a vibrant children's area with toys, manipulatives, and space to encourage active learning and play. "I love the areas for toddlers/young kids," said one community survey respondent. The library's other wing provides adult and teen materials, computers, and seating.

Community survey respondents who chose to answer questions about the Gold Hill Library praised its "friendly," "helpful," and "wonderful" staff. They noted also the "clean, organized" and "quaint" atmosphere. Asked what they would like to see improved, more than half of respondents wished for more open hours. More than 70% said they would like the ability to pick up reserved materials when the library isn't open.



Recommendation

The Gold Hill Library is recommended for renovation including normal life cycle building system upgrades as well as sustainability and resiliency enhancements. The allocation and balance of space for seating, programs, collections, and technology should be revisited and updated to meet current and future community needs over the next two decades. Renovation may provide an opportunity to improve visibility of and access to the library from the street; JCLS should evaluate the feasibility of such improvements as part of renovation as well.

**MAINTAIN +
RENOVATE**

"Nice clean safe building. Great parking. I can use wifi in parking lot when mine crashes at home. Provides excellent events/programs. Great helpful staff.... I always feel welcome here."
— community survey respondent

JACKSONVILLE LIBRARY



Jacksonville Library

340 West C Street, Jacksonville

5,650 square feet

Built 2002

The Jacksonville Library opened in 2002. The approximately 5,600 square foot building is owned by JCLS on leased land at the western end of downtown Jacksonville. Along the southern edge of the library site is Oregon Route 238, which leads west toward the communities of Ruch and Applegate.

The Jacksonville Library is a popular place to participate in programs, get books and materials, and find a place to sit and read or work. A number of community survey respondents mentioned the importance of the Jacksonville Library for the local homeschooling communities. Library computers and wifi at Jacksonville are used somewhat less than at many other JCLS branches.

Community survey respondents described many things they enjoy about the Jacksonville Library, including the "friendly, helpful staff." One person said, "This is a beautiful, well-maintained library. Easily accessible. Great help, warm and welcoming atmosphere." Several respondents mentioned the library's accessibility and key location within Jackson County; one person said that they "drive from East Medford or White City at least once a week to use this library."

Asked what improvements they might like to see at the Jacksonville Library, a number of respondents suggested a larger collection and expanded access to materials outside of library open hours. Nearly half of respondents said they would like more places to read, work, and study alone in the Jacksonville Library.





Recommendation

The Jacksonville Library is recommended for expansion to approximately 10,000 to 12,000 square feet in order to increase its capacity to serve growing communities in the Jacksonville-Medford-Central Point area. Expansion would also enable it to better support the communities (and smaller JCLS branches) to the west in the Applegate Valley. Further study would be needed to confirm the feasibility of expansion on the current site or if an alternate site would be needed.

EXPAND

"I love being able to pick up the books I have reserved. Staff is exceptional. Open, friendly and engaging service."
— community survey respondent

MEDFORD LIBRARY



Medford Library

205 S Central Avenue, Medford

83,190 square feet

Opened 2004



The outdoor space in front of the South Central Avenue side of the building has been changed over time in response to maintenance and security concerns. This provides an opportunity for improving the usability and aesthetics of this area with new site furniture, vegetation, and even public art. There also is the possibility of incorporating new light, color, and art to enhance the building's visibility and street presence.

At approximately 83,200 square feet, the Medford Library is JCLS' largest facility. The Medford Library was designed to serve as a central library of sorts, housing JCLS administrative and operations staff as well as providing resources and space for the community. It also was designed to serve as the library resource center for the Rogue Community College's Riverside campus across the street; RCC moved out of the building by 2021.

On most standard library service metrics, the Medford Library is the busiest JCLS location by a wide margin. On an average day last year, the Medford Library welcomed more than 620 visitors – 70% more than the Ashland Library. More than a third of all library computer sessions in Jackson County last year were logged at the Medford Library – about 60 uses per day. And users logged on to Medford's wifi more than 3,000 times per day last year – nearly as many as at the rest of JCLS' branches combined.

More than 200 community survey respondents chose to answer questions about the Medford Library. Many described staff as "helpful" and "kind." One community member noted that: "... [staff] take great care towards every patron and need, going above and beyond every time." Several people said they particularly liked the Medford Library's meeting rooms, which one community member described as "a really good deal." Another said, "Me gusta los espacios para reunirnos con otras personas y tener una clase o evento."



Asked what they would like to do more of at the Medford Library, more than 40% of community survey respondents expressed interest in more programs and events at the library as well as more opportunities to connect with other people around shared interests. Suggestions included more activities for children and teens, programs about science, and “community performing arts and themed movie nights.” More than 45% also said they would like to be able to pick up reserved materials outside of library open hours.

RENOVATE

Almost 90% of library staff survey respondents described the Medford Library as “spacious,” and nearly two-thirds agreed that it is generally in good condition. More than 40% said that it is “attractive” and another 40% said that it is “hard for customers to navigate.” One staff member commented that: “The entryway and the lobby need help. They do not feel welcoming, but rather more institutional.” Others commented about the potential to improve other public service areas including children and teen spaces as well as to improve the organization and navigability of the collection.

A number of staff commented on the crowded working conditions behind the scenes, particularly for departments that serve and support the whole JCLS network. This is discussed in more detail in Chapter 4.

Recommendation

The Medford Library is a candidate for renovation to address maintenance needs, including wear and tear from high levels of use as well as normal life cycle upgrades and replacements for building systems. Renovation will provide an opportunity to reorganize and revitalize public spaces (both inside and outside the building) to meet current and future community needs over the next two decades. Opportunities to enhance the building’s environmental performance, sustainability, and resilience should also be considered as part of a renovation project.

PHOENIX LIBRARY



Phoenix Library

510 West 1st Street, Phoenix

5,950 square feet

Built 2008

The Phoenix Library opened in 2008 on a large, wooded lot. It is just under 6,000 square feet and is owned by JCLS. There is a generous and attractive patio on the southwest side of the building; however, it cannot be readily accessed from inside the library (although it looks like it could be) and lacks an accessible path from the parking lot.

According to the 2022 American Community Survey, Phoenix has a higher Hispanic/LatinX population and a higher percentage of residents who speak a language other than English at home (predominantly Spanish) than many other Jackson County communities. These communities were among those particularly affected by the Almeda Fire in 2020. Bilingual signage and collection materials help ensure that these community residents feel welcome and included at the Phoenix Library.

Phoenix is one of JCLS' higher-circulating branches. Staff report that the collection size is adequate to meet community demand, and that there is rarely a wait for library computers. The meeting room's divider provides very little acoustic separation and therefore is rarely used.

Almost 30 community survey respondents identified themselves as regular or occasional Phoenix Library users. They praised the library's "supportive" and "wonderful" staff and its "small, clean, quiet and friendly atmosphere."





One respondent described it as: “a nice place to go for work.” Another noted that: “the outdoor area is quiet and nice to sit most of the time.” Asked what they would like to see improved, nearly 60% of these Phoenix Library users would like the ability to pick up reserved materials when the library isn’t open.

Recommendation

The Phoenix Library is recommended for renovation including normal life cycle building system upgrades as well as sustainability and resiliency enhancements. The allocation and balance of space for seating, programs, collections, and technology should be revisited and updated as appropriate to reflect and respond to evolving community needs and interests.

JCLS should also explore opportunities to increase the accessibility and usability of outdoor areas on the Phoenix Library’s generous site. Making the shaded veranda area more comfortable and functional for library programming and community activities would represent a meaningful expansion of library space. There may also be opportunities for improvements to the site — beyond the building’s roofline — to add more programmable space, interpretive elements, etc.

MAINTAIN + RENOVATE

“I like the building and the collection layout. It is comfortable and bright. I like seeing the trees outside the big windows while I read.”
— community survey respondent

PROSPECT LIBRARY



Prospect Library

150 Mill Creek Drive, Prospect

2,400 square feet

Built 2005



The Prospect Library is the far northernmost branch in Jackson County. The 2,400 square foot building is JCLS' second-smallest branch. It originally opened in 2005. The building is owned by JCLS and is on land owned by the school district.

Asked what makes the Prospect community unique and special, one community survey respondent remarked, "Our little town is beautiful and full of amazing nature. Our community is close and looks out for one another. We love our little library and use it for multiple resources."

Last year, the Prospect Library had far and away the highest rate of wifi use per capita of any library in Jackson County. JCLS staff and community survey respondents report that high-speed internet service is unreliable or simply unavailable in this part of Jackson County, and so communities rely heavily on the library for access to information and entertainment. Staff also report that people frequently come to the library seeking a place to participate in remote meetings; they are allowed to use the library's meeting room when it is not otherwise in use.

As well as access to materials and wifi, it also provides one of the only free public spaces available in the community. Library staff noted the need for more public seating in the library. One community survey respondent noted, "Our library is small but full of great resources. The library staff here are wonderful and helpful. Our library is a great way for everyone to connect to others through WiFi and using all the resources for personal and professional uses."



Visibility of the JCLS monument sign outside the Prospect Library is blocked by vegetation, and it's possible for new visitors to pass the parking lot entrance before realizing they should have turned in. There are some uneven and/or unpaved sections of exterior walkways and parking areas. Other than a covered picnic table, the landscape is minimal and does not provide seating or programmable space.

Recommendation

The Prospect Library is recommended for ongoing maintenance and renovation to keep furniture and finishes fresh, services and technology up to date, and building systems working well. JCLS can evaluate the feasibility of expanding the meeting room through renovation as well as the opportunity to add automated strategies to increase access to collection materials, services, and even spaces can also be considered as part of a renovation project.

JCLS should also address site and vegetation maintenance needs to increase the visibility and accessibility of the Prospect Library. Upgrading the landscaping could increase its usability and expand public access to power and wifi outside the building.

MAINTAIN + RENOVATE

"Location is great, grounds and building are clean and nice. Held books from other facilities arrive promptly.... Meeting spaces are available after hours with pre coordination. In all, this facility and those that staff it are HUGE assets to our community."
— community survey respondent

ROGUE RIVER LIBRARY



Rogue River Library

412 E Main Street, Rogue River

11,460 square feet

Built 2003



The City of Rogue River is located along I-5 close to the Josephine County border. Asked what makes the Rogue River community special or unique, one community survey respondent said, "The population includes kids who are eager to learn; teens who need support, encouragement and opportunities for validation; and adults who crave connection. It's a close-knit community -- people very loyal to the area and to the local businesses."

The Rogue River Library opened in 2003 as the westernmost public service location in Jackson County. At approximately 11,500 square feet, it is the third largest branch in Jackson County and is owned by JCLS. It is also one of JCLS' busier locations. It welcomed more than 27,000 visitors last year and ranked #6 among JCLS libraries for library computer use. Staff report that many people in the community lack reliable access to high-speed internet at home and rely on the Rogue River Library for connectivity.

Community survey respondents were enthusiastic about the kindness and helpfulness of library staff. Several described the building as "beautiful." A few mentioned that the library is small; however, one person noted that "things are easy to find and there are always available computers and tables." Staff noted that the group study rooms are particularly popular and well-used.



Asked what they would like to do more of at the library, nearly half of Rogue River survey respondents said they would like to participate in more programs and events and to be able to pick up reserved materials outside of library open hours. More than 40% also said that they would like more places to read, work, and study in the library.

Recommendation

The Rogue River Library is recommended for ongoing maintenance as needed to keep building systems functioning well and to keep furnishings and finishes fresh. JCLS can also evaluate opportunities through renovation to extend access to materials and services through automated strategies; to enhance the building's environmental performance, sustainability, and resilience; and to make additional adjustments and updates to spaces and services to meet evolving community needs.

**MAINTAIN +
RENOVATE**

*"It has always been a hub
in our community....
It's a pleasure to visit."*

— community survey respondent

RUCH LIBRARY



Ruch Library

7919 Highway 238, Jacksonville

5,900 square feet

Built 2003



The Ruch Library opened in 2003. The building is just under 6,000 square feet and is owned by JCLS. It is located in the small unincorporated community of Ruch, which is located along Oregon Route 238 west of Jacksonville in the Applegate Valley.

As might be expected in such a small community, the Ruch Library is one of JCLS' less busy locations for some library services. On an average day last year, the Ruch Library welcomed 44 visitors – only one of whom used a library computer. Use of the library's wifi was a bit more robust, with customers logging nearly 23,000 wifi sessions last year (high-speed internet access is not universally available in this area of Jackson County). Ruch Library is also an active and vital destination for art exhibits, 4-H meetings, AA meetings, and other library and community programs and events.

Asked what they like about the Ruch Library, community survey respondents praised the library's "friendly and knowledgeable staff." A number of people cited the library's partnership with and location close to the school. The study rooms were mentioned several times as valuable places for work and study. And many mentioned the displays of art and collectibles that make the Ruch Library feel like a truly unique community asset.



Nearly two-thirds of community survey respondents said they would like more opportunities to connect with other people with similar interests. Other suggestions for improvements at the Ruch Library included more programs and events and expanded access to collection materials. Several people mentioned disappointment in the lack of usable outdoor space.

In addition to the Ruch Library building, there are two other structures on the property. These were not assessed or included in this facilities planning process

Recommendation

The Ruch Library is recommended for renovation to address maintenance needs, such as normal life cycle upgrades and replacements for building systems, as well as to revisit the balance of space and circulation flow. Adding automated strategies that can potentially increase access to collection materials, services, and even spaces can also be considered as part of a renovation project.

Through maintenance and renovation, there are also opportunities to refresh and update the landscaping and to improve outdoor spaces for library programming and community uses.

MAINTAIN + RENOVATE

"I love that being out here in a rural area we have this great resource to use as a gathering space for our children's 4H meetings, as well as the fact it's so close to my home that I can get my books without having to drive into town."
— community survey respondent

SHADY COVE LIBRARY



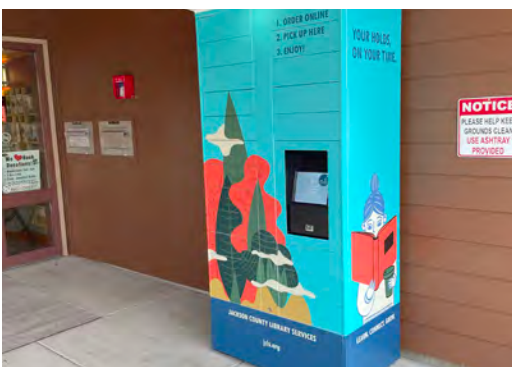
Shady Cove Library
 22477 State Highway 62, Shady Cove
 5,650 square feet
 Built 2008

The approximately 5,600 square foot Shady Cove Library opened in 2008. It is owned by JCLS on leased land in Shady Cove's civic center complex, including city hall and a community center. In 2023, JCLS installed a new book locker unit outside the Shady Cove Library entrance – the first such extended-access strategy in JCLS' network.

Shady Cove is one of Jackson County's smaller communities; according to the 2020 Decennial Census, fewer than 3,100 people live within the Shady Cove city limits. It is not surprising that the Shady Cove Library doesn't see the same level of foot traffic of other JCLS branches in larger communities. Where the Shady Cove Library does stand out, however, is in the use of library technology; on average last year, it had the third-highest rate of library computer use per visitor of any Jackson County library branch.

Community survey respondents remarked about the "beautiful" building, "friendly environment," and "great staff" at the Shady Cove Library. Several mentioned that they particularly enjoy library programs. One respondent noted: "I like that there have been more efforts in holding community events... and discussions at the library."

Asked what they would like to do more of at the Shady Cove Library in the future, nearly two-thirds of respondents wish to participate in more programs and events.





One respondent suggested: “Reaching out to local community members who have or currently specialize in an area of interest to the local community where they can lead classes or discussions with the community in the community room. Examples [include] how to start a home garden, food preservation, sewing, knitting circles, book club meetings, art classes....”

The opportunity to improve landscaping and site lighting in the civic center was also mentioned for enhanced usability and security.

Recommendation

The Shady Cove Library is recommended for renovation as appropriate to address maintenance issues, make normal life cycle upgrades to building systems, keep library finishes and furnishings fresh and welcoming, and enhance the building’s environmental performance, sustainability, and resilience where feasible. Landscaping and outdoor areas can also be updated and improved for library programming as well as aesthetics.

**MAINTAIN +
RENOVATE**

*“This facility is beautiful.... All staff at this location are kind, friendly and welcoming. We have great appreciation for our libraries!”
— community survey respondent*

TALENT LIBRARY



Talent Library

101 Home Street, Talent

7,070 square feet

Built 2007



The approximately 7,000 square foot Talent Library opened in 2007. Library staff report that the original plan was for a more modest structure, but the Friends of the Talent Library raised significant funding and support for a larger building. The building is owned by JCLS and sits on leased land within the city's downtown civic complex, which also includes city hall and a small park.

According to the 2022 American Community Survey, Talent has a younger median age and a higher percentage of families with young children than Jackson County overall. It also has a much higher percentage of households speaking a language other than English (predominantly but not exclusively Spanish). The Almeda Fire in 2020 is reported to have displaced many of the community's Hispanic/LatinX residents.

Library staff report that use of the Talent Library has increased significantly since the fire – particularly among children, teens, and young families. Last year, the Talent Library was the fourth-most visited library after Medford, Ashland, and Central Point.

Nearly one in six visitors used a library computer last year, on average – the highest per-capita rate of library PC use in Jackson County. Talent Library is also one of JCLS' higher circulating branches as well; library staff describe customers' use of library reserves as "robust."



The library's meeting room is a very well-used community asset. In addition to library programs, the space is regularly used for Toastmasters and scouts meetings, a weekly women's fitness class, and other community activities.

Community survey respondents spoke very positively about the Talent Library's great location, friendly and helpful staff, and "pleasant" spaces. One person described it as the "most fun library in the system." Several mentioned that although they actually live closer to the Ashland Library, they often visit the Talent Library instead because parking is easier. Asked what they might change about the Talent Library, several mentioned a desire for better acoustics to help mitigate noise when children and teens participate enthusiastically in group games.

Recommendation

The Talent Library is recommended for renovation including normal life cycle building system upgrades as well as sustainability and resiliency enhancements. The allocation and balance of space for seating, programs, collections, and technology should be revisited and updated as appropriate for evolving community needs.

MAINTAIN + RENOVATE

"Talent library has a great staff and is family friendly. It's small enough, colorful and charming just as a building. It has no stairs and easy parking. It's very friendly to seniors."
— community survey respondent

WHITE CITY LIBRARY



White City Library
 3143 Avenue C, White City
 6,640 square feet
 Built 2001

The approximately 6,600 square foot White City Library opened in 2001. It is located within a community complex that includes Head Start, the Rogue Family Center, and a large playground. It is also within walking distance of elementary and middle schools – making it a popular destination for children and teens after school.

According to the 2022 American Community Survey, more than one-fourth of White City residents speak a language other than English at home (predominantly Spanish). It is a significantly younger community than the Jackson County average, with a high number of families with children as well as younger working adults. It is also one of the less affluent areas of the county, with nearly 40% of children under the age of 18 living below the poverty level.

The White City Library greeted more than 22,000 customers last year, making it the sixth-most visited JCLS branch. It ranked fourth out of all JCLS locations for library computer use and library wifi use per visitor. Many community survey respondents used the word “friendly” to describe the library’s staff and general atmosphere. One noted: “The White City library is great! The building itself is (mostly) comfortable, and there are lots of different spaces available to me.”





Asked what they would like to do more of at the White City Library in the future, more than 40% of respondents asked for more programs and events. “Story time for babies/toddlers” and other events for younger children and families was suggested.

Recommendation

The White City Library is recommended for ongoing maintenance as needed to keep building systems functioning well and to keep furnishings and finishes fresh. JCLS can also evaluate opportunities through renovation to extend access to materials and services through automated strategies; to enhance the building’s environmental performance, sustainability, and resilience; and to make additional adjustments and updates to spaces and services to meet evolving community needs over the next two decades.

**MAINTAIN +
RENOVATE**

“Keep the down-home, old-fashioned feel.”
— community survey respondent

APPENDICES



APPENDIX A: PARTICIPANTS

Many people provided insight and input into this planning process. Below is a partial list of people who participated in the development of this plan.

JACKSON COUNTY LIBRARY DISTRICT BOARD

Viki Brown, President

Kim Young, Vice President

Kevin Keating

Marissa Barrientos Shepherd

Susan Kiefer

JACKSON COUNTY LIBRARY SERVICES

Kari May*, Library Director

Kelda Vath*, Assistant Director of Support Services

Joan Vigil*, Assistant Director of Public Services

Crystal Zastera*, Operations Coordinator

Val Nowak*, Executive Assistant

Brynn Fogerty, HR Manager

Carrie Turney Ross, Outreach & Programs Area Manager

Daniel Madrigal, Senior Accountant

David Haywood, Area Manager

Eric Molinsky, Digital Services Supervisor

Kristin Anderson, Area Manager

Lorna Hilke, Area Manager

Masyn Phoenix, Area Manager

Ryan Bradley, Marketing Manager

Ryan Pfeil, Marketing Specialist

**Facilities planning process Project Management Team members*



What are you proudest of about Jackson County Library Services?
32 responses

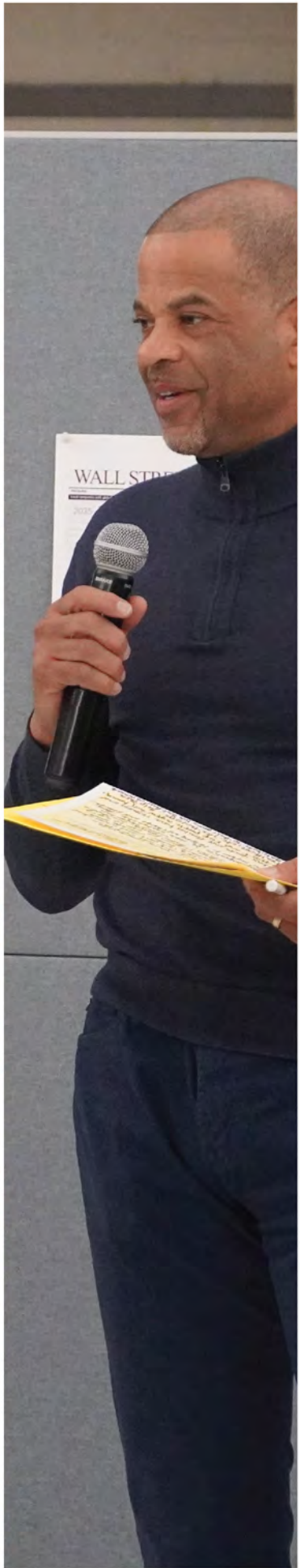
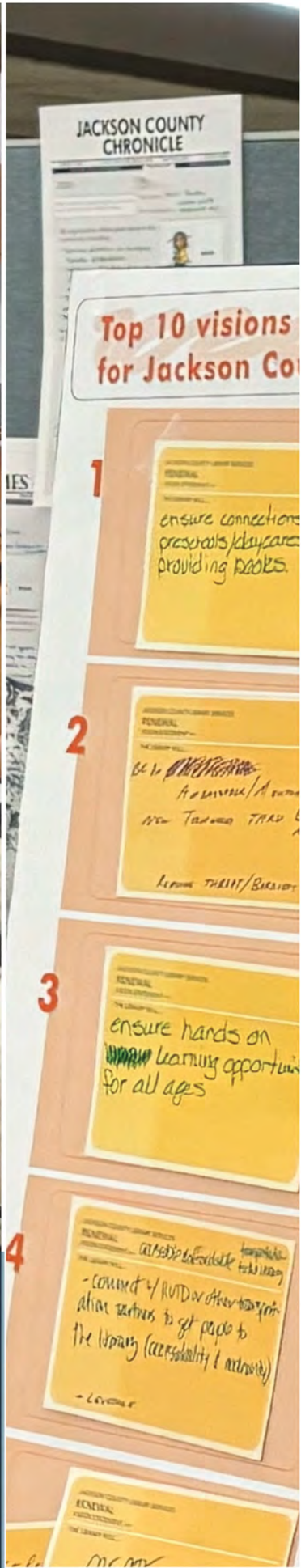
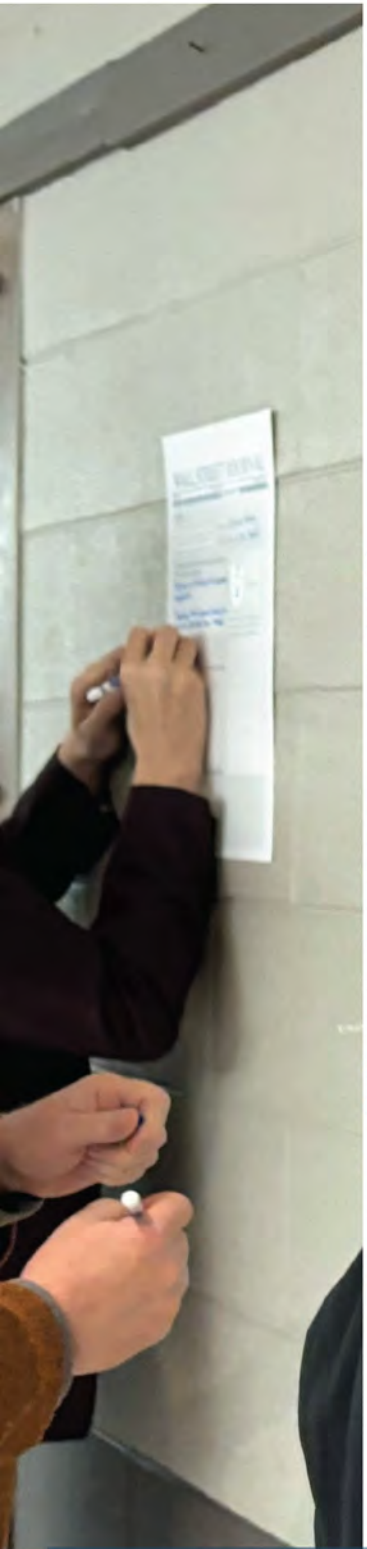


COMMUNITY MEMBERS AND STAKEHOLDERS

Adam Trautman, Jackson County Facilities Manager
 Amber Robles Myre, Living Opportunities
 Amy Blossom, Ashland Food Bank
 Amy Drake, Oregon Community Foundation
 Angela Durant, Gordan Elwood Foundation
 Ann Marie Alfrey, Rogue Valley Council of Governments
 Annie Jenkins, Downtown Medford Association
 Brian Young, US Bank & Jackson County Library Foundation
 Carl Thomas, Project Youth+
 Dan Ruby, Rogue Community College Foundation
 David Sours, Jackson County Democratic Party
 Doug McGeary, Southern Oregon Historical Society
 Eric Dziura, Jackson County Library District Board (former)
 George Prokop, Jackson County Library District Board (former)
 Ginny Auer, Jackson County Library Foundation
 Holly Powers, Jackson County Office of Emergency Management
 Jesse Jackson, Cow Creek Band of Umpqua Tribe of Indians
 John McCafferty, Umpqua Indian Development Corp.
 Jonah Liden, Rogue Community College
 Jordan Pease, Rogue Valley Metaphysical Library
 Julie Brown, Rogue Valley Transportation District
 Kathy Keesee, UNETE
 Kelly Madding, City of Medford
 Kira Zavala, Chamber of Medford
 Laz Ayala, KDA Homes
 Leona Westdahl, SMART Reading
 Lilia Caballero, City of Medford
 Lily Morgan, City of Gold Hill
 Mark Yaconelli, The Hearth
 Maureen Swift, Friends of Medford Library
 Monica Weyhe, Jackson County Library District Board (former)
 Phil Meyer, Southern Oregon PBS
 Rachel Frison, Medford School District
 Rebecca Molony, KOB1 NBC 5
 Roger Cox, Diamond Parking
 Ryan DeSautel, Jackson County Facilities Director
 Thor Muller, Shift^{AI}

GROUP 4 ARCHITECTURE, RESEARCH + PLANNING, INC.

211 Linden Ave, South San Francisco, CA 94080
 (650) 871.0709 | www.g4arch.com
 David Schnee, Principal
 Jill Eyres, Associate Principal
 Grace Tilghman, Planner
 Jennifer Biteng, Designer



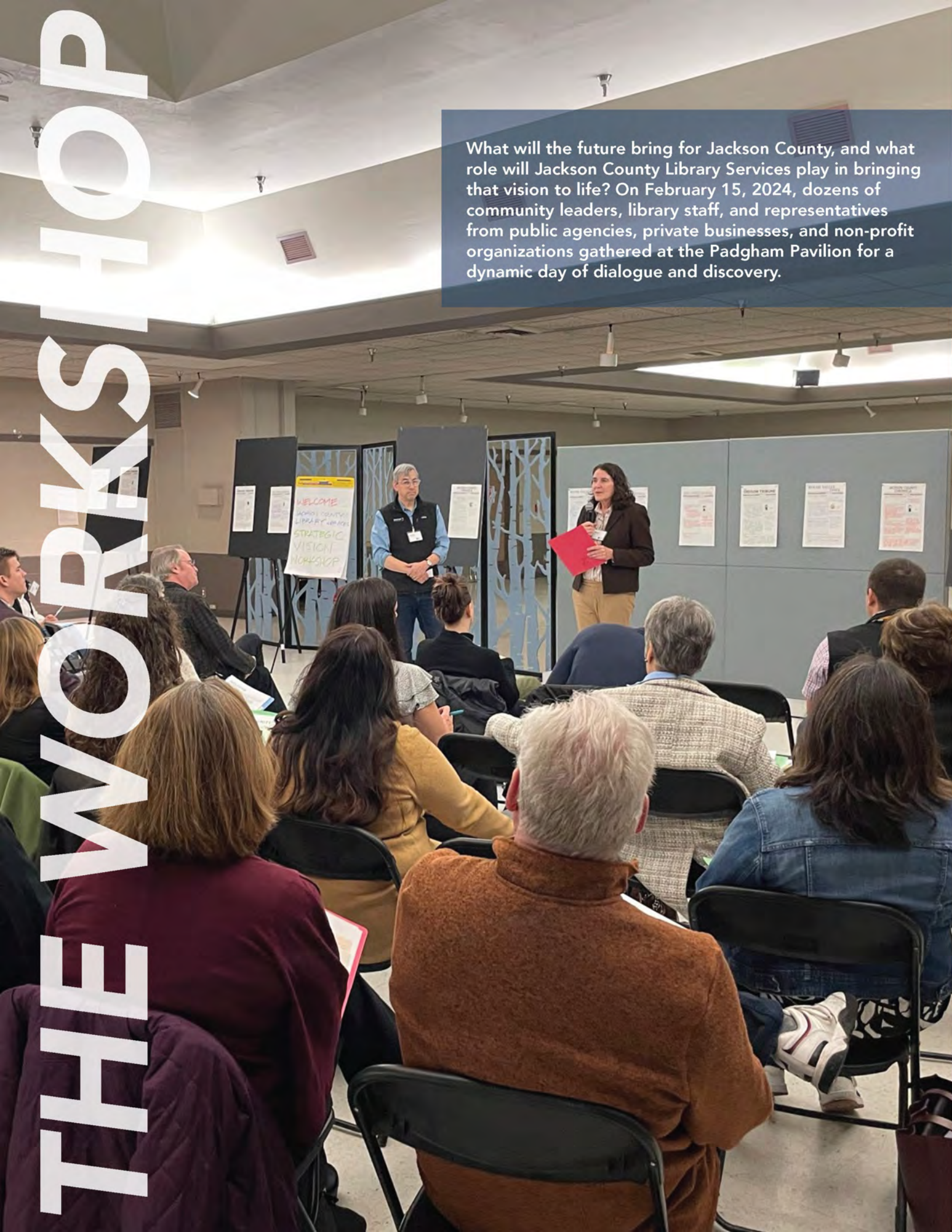
STRATEGIC VISION WORKSHOP

FEBRUARY 15, 2024



THE WORKSHOPS

What will the future bring for Jackson County, and what role will Jackson County Library Services play in bringing that vision to life? On February 15, 2024, dozens of community leaders, library staff, and representatives from public agencies, private businesses, and non-profit organizations gathered at the Padgham Pavilion for a dynamic day of dialogue and discovery.



“A library is a place for making sense of the world.” – Thor Muller

The Strategic Vision Workshop was led by Group 4 Architecture Research + Planning, Inc. Throughout the event, workshop participants collaborated on a series of focused activities to generate ideas and inspire visionary thinking about the future of Jackson County Library Services. They were encouraged to approach each activity through four lenses: Community, Connection, Renewal, and Inclusion.

The workshop was one part of a multi-faceted community and stakeholder engagement effort toward developing a new long-range facilities plan for JCLS, a process that began in September 2023. Other community engagement strategies for the facilities plan will include public meetings, focus groups, and surveys.



INTO THE FUTURE

Upon arrival, participants were asked to imagine themselves in the year 2035, and to write about the value and impact that their organizations have had for the community since 2024. Participants then snowballed in small groups to discuss the trends that shape how their respective organizations deliver service and benefit to the community. Representatives of each group reported out highlights of their discussions about how these trends will influence and shape their organizations and the community in the future.

Several common themes and threads were woven through the report-out discussion:

- Connecting with customers outside of an organization's facility – meeting them where they are
- Building staff skills and capacity
- Understanding and celebrating the community's shared history and culture
- Supporting and empowering community members with disabilities
- Engaging the private sector in developing comprehensive solutions
- Positive and proactive outreach to marginalized populations

Following the report-out of this exercise, Jesse Jackson of the Cow Creek Band of Umpqua Tribe of Indians performed a blessing through spoken word and song, accompanied by traditional musical instruments. Library Director Kari May briefly welcomed participants and thanked them for being part of the workshop.



ALTERNATIVE FUTURES

After the opening activities, participants took part in a “metaphors” brainstorming exercise. Working in small groups, participants discussed how the attributes of local and national destinations, brands, services, and organizations might be applied to the qualities and characteristics of a hypothetical library. Small groups then came together to combine the most resonant metaphors into hypothetical future libraries representing those key attributes. Each alternative future library was named by its creators and presented to all participants.

Multiple groups were inspired by several local and national metaphors:

- **Home Depot** – A strongly-branded company that empowers customers with expansive inventory, knowledgeable help, and a “you can do this!” spirit.
- **Rogue X** – An active, vibrant, and fun environment that builds community connections around shared interests.
- **Science Works** – Hands-on experiences that make learning fun for all ages, designed in collaboration with local schools.

	Vibrant & Fun	Intentional Experiences	Our Place, Your Passion	HELP (Helping Evolve Learning Practices)
Connection	A library offering traditional services and interactive experiences that are fresh, engaging, and entertaining Rogue X SOHS Science Works	A library widely recognized for facilitating community conversations and connections whose staff are always ready to help Walkabout Brewing Co.	Community destination with something for everyone: high-interest programs, expansive resources, and knowledgeable staff Rogue X	A technology-rich, interactive, and fun library providing hands-on learning opportunities and DIY support for all ages Science Works
Renewal	Brand Matters	Goodreads	Britt Fest	Home Depot
Inclusion	Etsy Common Block Brewery	Rogue X	Home Depot	Apple Store
Community	REI Harry + David Whole Foods	Home Depot	Netflix	Lyft/ Uber

FOOD FOR THOUGHT

As the group sat down to lunch, Mark Yaconelli of The Hearth spoke about the importance and power of storytelling in building strong and connected communities. “Relationships are resiliency,” he remarked as he recounted his experience helping children in Phoenix reconnect and re-engage following the Almeda fire. In closing his talk, he asked attendees to consider, “How do we make love visible, accessible, and present in all the work we do?”

Thor Muller of Shift^{AI} discussed how tools and technology have supported the creation and transfer of knowledge in the past – and how artificial intelligence (AI) may transform our relationship to knowledge in the future. “AI is a new way to think,” he said, describing different models of AI assistance and integration. About the library’s role, Thor said, “A library is a place for making sense of the world” and emphasized how AI and technology should support communities at the local level.

David Schnee of Group 4 Architecture, Research + Planning talked about how new strategic directions and community interests are reflected in public library services and facilities. He showed national and international examples of innovative services and inspiring spaces that libraries are evolving to support high interest and high impact programs and services.



VISION FOR JCLS

After lunch, participants gathered into groups to brainstorm big vision statements according to the day's themes: Community, Connection, Renewal, and Inclusion. Groups came together by theme to select the visions they felt best captured their visions for JCLS, and then presented their top 10 visions to all workshop participants. Everyone had the option to select up to six vision statements – from any theme – that most resonated for them. David Schnee facilitated discussion of the results of the top visions, themes, and strategic futures for Jackson County Library Services.

All Are Welcome

- A destination with welcoming, attractive, and inspiring spaces
- A place of “belonging and freedom” for all ages, cultures, and interests
- Invite diversity
- Creative ways to expand access and service in rural libraries

Connect and Cultivate Community

- Connect people through fresh, fun, and interactive programming around common interests
- Curate and synthesize information to help communities make sense of our world
- Celebrate community art, culture, creativity, and beauty
- Be the place the community knows has the answers

Strong Partners and Champions

- Develop a strong brand
- Build widespread awareness of the library as a center for the community
- Create library advocates
- Nurture mutually-beneficial partnerships for enhanced service and impact

Future-Ready Library

- Embrace change; learn, evolve, and adapt along with the community
- Stay flexible and adaptable to connect us to the future”
- Staff capacity and development



Jackson County Library Services would like to express its gratitude to the many community members, stakeholders, and leaders for the generous contribution of their time and thoughtful participation in this workshop, as well as to the library staff and volunteers whose support and hard work helped make this event a success.

ATTENDEES

Amber Robles Myre, Living Opportunities
Amy Blossom, Jackson County Library Services
Amy Drake, Oregon Community Foundation
Ann Marie Alfrey, Rogue Valley Council of Governments
Annie Jenkins, Downtown Medford Association
Angela Durant, Gordan Elwood Foundation
Brian Young, US Bank & Jackson County Library Foundation
Brynn Fogerty, Jackson County Library Services
Carl Thomas, Project Youth+
Crystal Zastera, Jackson County Library Services
Dan Ruby, RCC Foundation
Daniel Madrigal, Jackson County Library Services
David Sours, Jackson County Democratic Party
Doug McGearry, Southern Oregon Historical Society
Eric Dziura, Jackson County Library District Board
George Prokop, Jackson County Library District Board
Ginny Auer, Jackson County Library Services
Holly Powers, Office of Emergency Management
Jesse Jackson, Cow Creek Band of Umpqua Tribe of Indians
John McCafferty, Umpqua Indian Development Corp.
Joan Vigil, Jackson County Library Services
Jonah Liden, Rogue Community College
Jordan Pease, Rogue Valley Metaphysical Library
Julie Brown, Rogue Valley Transportation District
Kari May, Jackson County Library Services
Kathy Keesee, Unete
Kelda Vath, Jackson County Library Services
Kelly Madding, City of Medford
Kevin Keating, Jackson County Library District Board
Kira Zavala, Chamber of Medford
Kim Young, Jackson County Library District Board
Laz Ayala, KDA Homes
Leona Westdahl, SMART Reading
Lilia Caballero, City of Medford
Lily Morgan, City of Gold Hill
Mark Yaconelli, The Hearth
Maureen Swift, Friends of Medford Library
Monica Weyhe, Jackson County Library Services (retired)
Phil Meyer, Southern Oregon PBS
Rachel Frison, Medford School District
Rebecca Molony, KOBI NBC 5
Roger Cox, Diamond Parking
Ryan Pfeil, Jackson County Library Services
Susan Keifer, Jackson County Library District Board
Thor Muller, Shift^{AI}
Val Nowak, Jackson County Library Services
Viki Brown, Jackson County Library District Board

WORKSHOP DESIGN AND FACILITATION

Group 4 Architecture, Research + Planning, Inc.
David Schnee AIA — Principal
Jill Eyres — Associate Principal
Grace Tilghman — Planner
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650-871-0709 • www.g4arch.com



APPENDIX C: COMMUNITY SURVEY SUMMARY

A community survey was developed for this facilities planning process to solicit ideas and feedback about how well Jackson County libraries meet their needs.

The survey was open from early December 2023 through late February 2024. JCLS promoted the survey on its website and social media channels. The survey was available in both English and Spanish through an online platform. Printed versions were also made available at each JCLS branch.

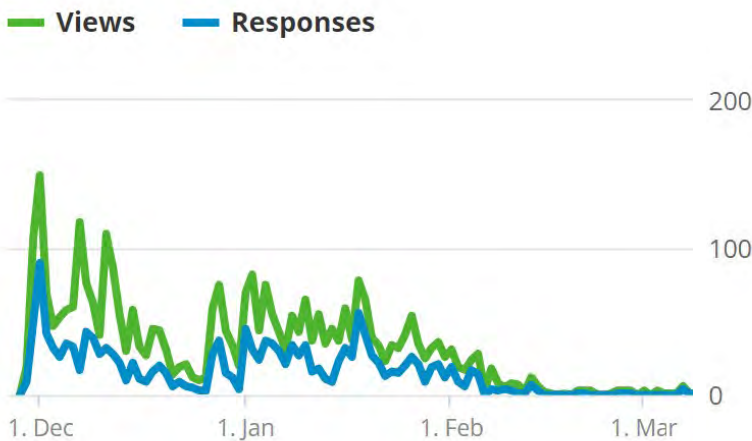
This was a convenience survey; it did not attempt to get any level of statistically representative sample or results. The only mandatory question was whether each respondent was a Jackson County resident. Additional voluntary demographic questions asked respondents about their age group, gender identity, and racial/ ethnic identity.

More than 1,600 people responded to the survey, most of whom (98.5%) self-identified as Jackson County residents. About 46% of respondents said that they visit a JCLS location at least once per week; another 34% said that they visit the library at least once per month.

The respondent pool included residents of all Jackson County zip codes. More than one-third of respondents said they were age 60-75, which roughly corresponds to the Baby Boomer generation. Nearly 25% said they were age 30-44 (roughly corresponding to the Millennial generation). About 18% identified as age 45-59 (approximately Gen X).

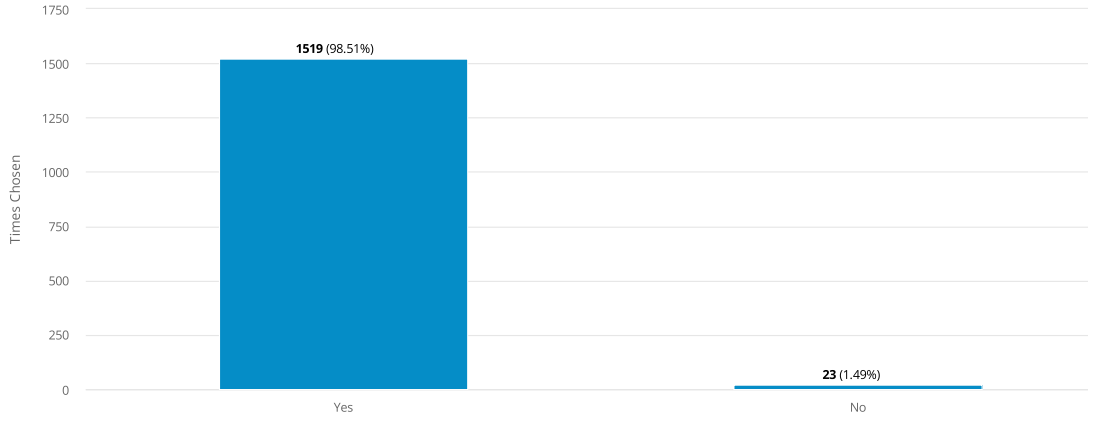
Nearly three-fourths of respondents self-identified as female and about 17% self-identified as male. The remainder identified as non-binary (2.3%) or preferred not to answer (7.1%).

The respondent pool predominantly identified as White or Caucasian (77.5%). Another 13% preferred not to answer. Almost 3% identified as Hispanic or LatinX.



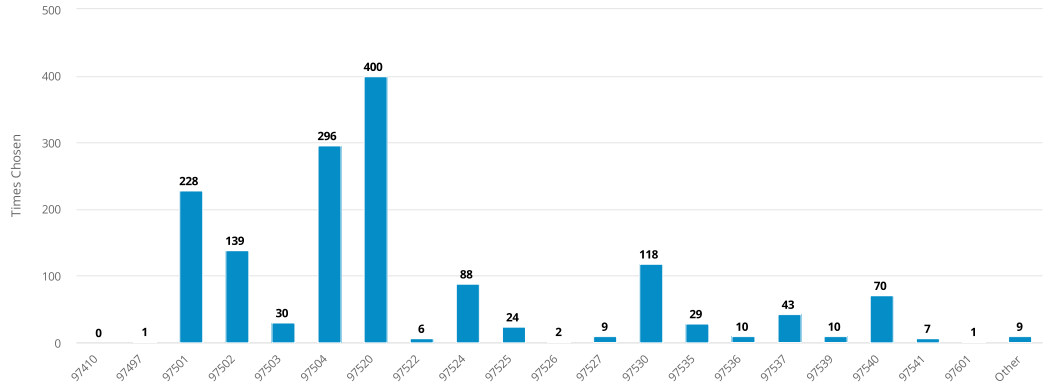
Do you live in Jackson County?

Number of responses: 1542



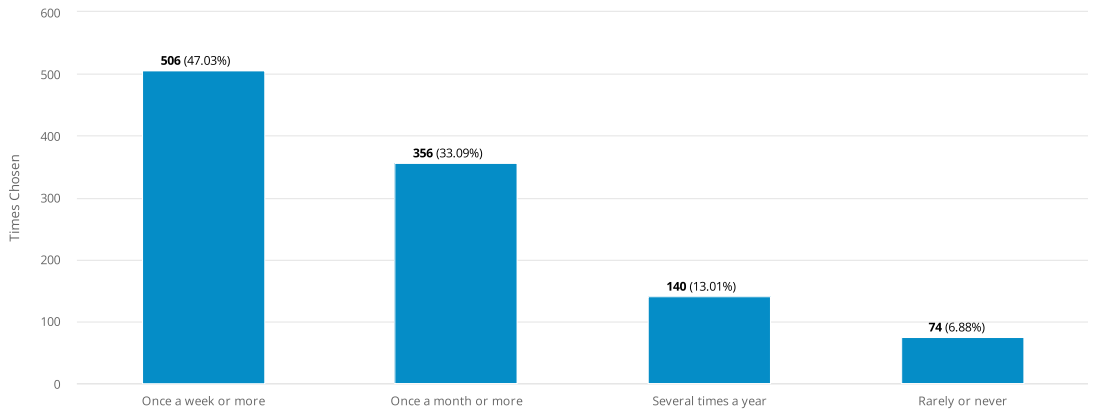
What is your zip code?

Number of responses: 1520



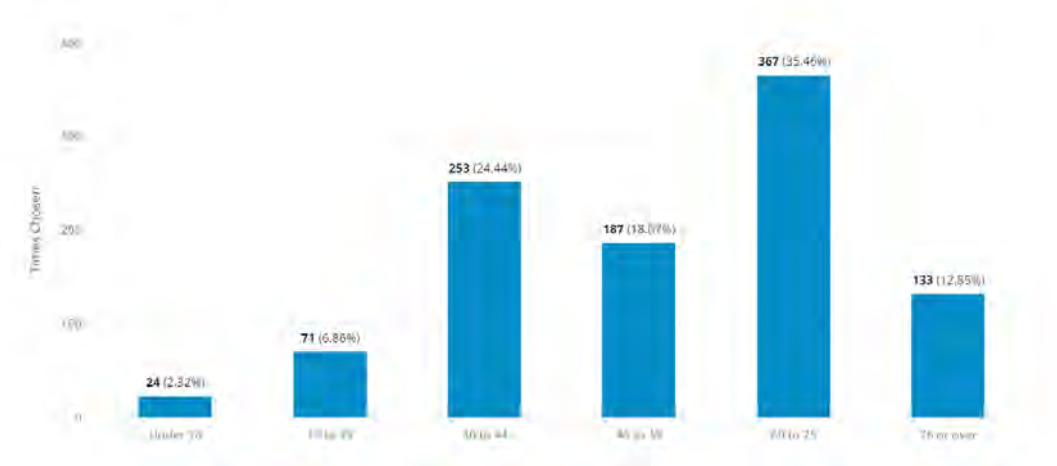
How often do you visit a library in Jackson County?

Number of responses: 1076



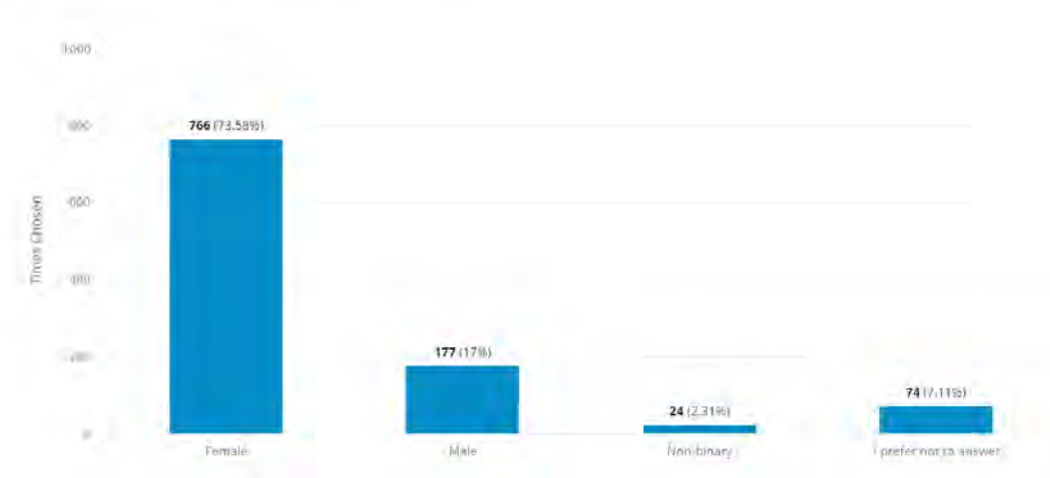
Your age group:

Number of responses: 1105



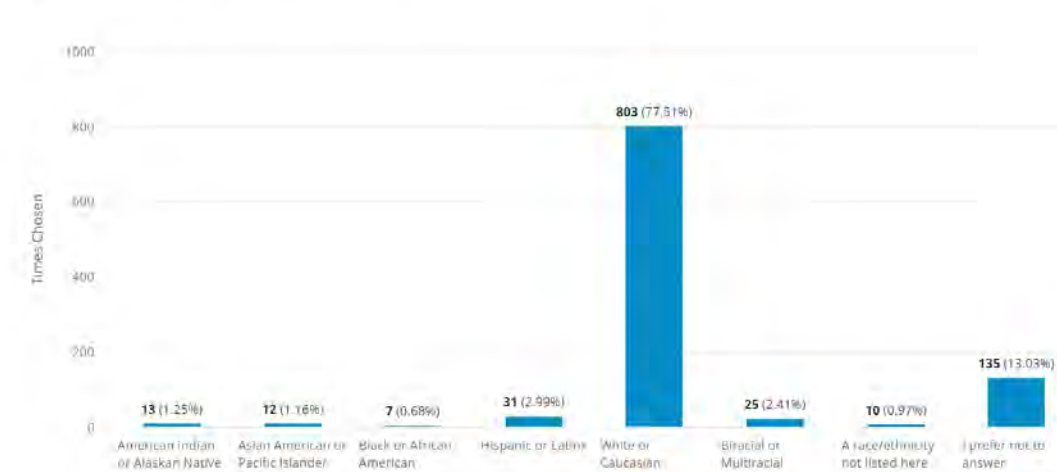
Which of the following best describes you:

Number of responses: 1041



Which of the following best describes you:

Number of responses: 1036



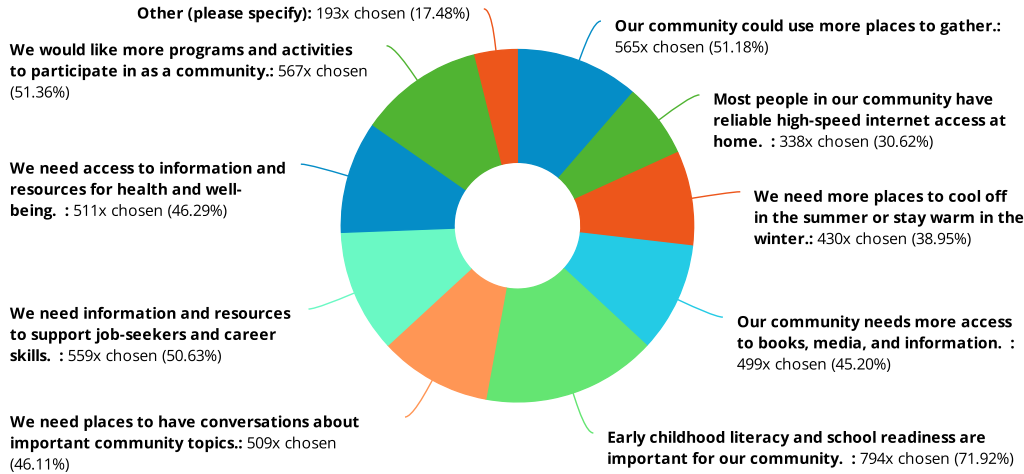
What makes your community unique or special that you wish the rest of Jackson County knew?

SAMPLE RESPONSES:

- It's a close-knit community -- people very loyal to the area and to the local businesses.
- Our Mill and the historic things in Eagle Point. Small town and big dreams.
- Terrain, River, agriculture, unique people and History... And Weather patterns, Sunshine !!!!
- The relatively compact size of Ashland and its many cultural and outdoor offerings make it both a great place to live and to visit.
- The ability to have so many wonderful community resources that support each other and empower community members.
- I like that it's only like 2 miles wide in any direction. Kind of walk-able? It's still a 45 minute walk to the store! But we have bus service.
- Diversity & solar power in Talent
- Beautiful valley
- Eagle Point has a wonderful small town feel where everyone knows everyone. People are friendly and helpful. We are growing in just the right way.
- Ashland has a unique "vibe" here. IMO, it manifests in a positive way; Residents are overwhelmingly kind, friendly and generous.
- That we are incredibly fortunate to live here
- That's it's a beautiful peaceful area
- Very diverse
- Ashland is a tourist community and so the ambience of happy tourists spills over into the community and makes for a cheerful, helpful place to live.
- Our friendliness and acceptance is unmatched
- The Library system is really a marvelous asset to our county
- It is a rag tag collection of liberals and conservatives re-defining itself after the Alameda fire. Talent seems to embrace diversity and honor its roots. Access to Ashland and the mountains; the surrounding orchards and vineyards make it a fun place to live.
- Unique ecology of the area
- Cultural diversity, concentration of artistic contributors, family centric.
- People are friendly and welcoming. Many opportunities that encourage a person to share their time and skills with the rest of the community.
- That our community of Rogue River is a really cool place and has a bunch of cool things around the town.
- I'd rather keep this hallmark town a secret so people don't come in and ruin it lol. Majority of the community is kind, supportive of small businesses, and they keep traditions, go all out for holidays! Makes memories for people like me and my kids, who just don't have the funds for big adventures. We still get to be excited for events
- Neighbors are friendly and take care of each other.
- There are so many helping organizations (formal and informal) in the area. Often the biggest barriers are being aware of them and connecting with them.
- Central Point is such a wonderful community! It truly feels like a very small town, with amazing parks, an incredible police department and wonderful local library.
- We are a vibrant outdoor loving active intelligent diverse community. We hike, kayak, ski, climb dance and read, I know so many volunteers that love to share their knowledge and love by helping the children, animals and less fortunate in our community and think this is just the greatest place to live.
- We care about the houseless, we care about our elders & neighbors & we are active giving back through volunteer organizations. I'm so proud to live here. We are also a politically active community, for the betterment of our community & state.
- We are a community of upheaval and change; especially within the last three years. We care deeply about issues that may differ from the interests and opinions of others in the geographic area.

Which of the following statements are true for your community?

Number of responses: 1104

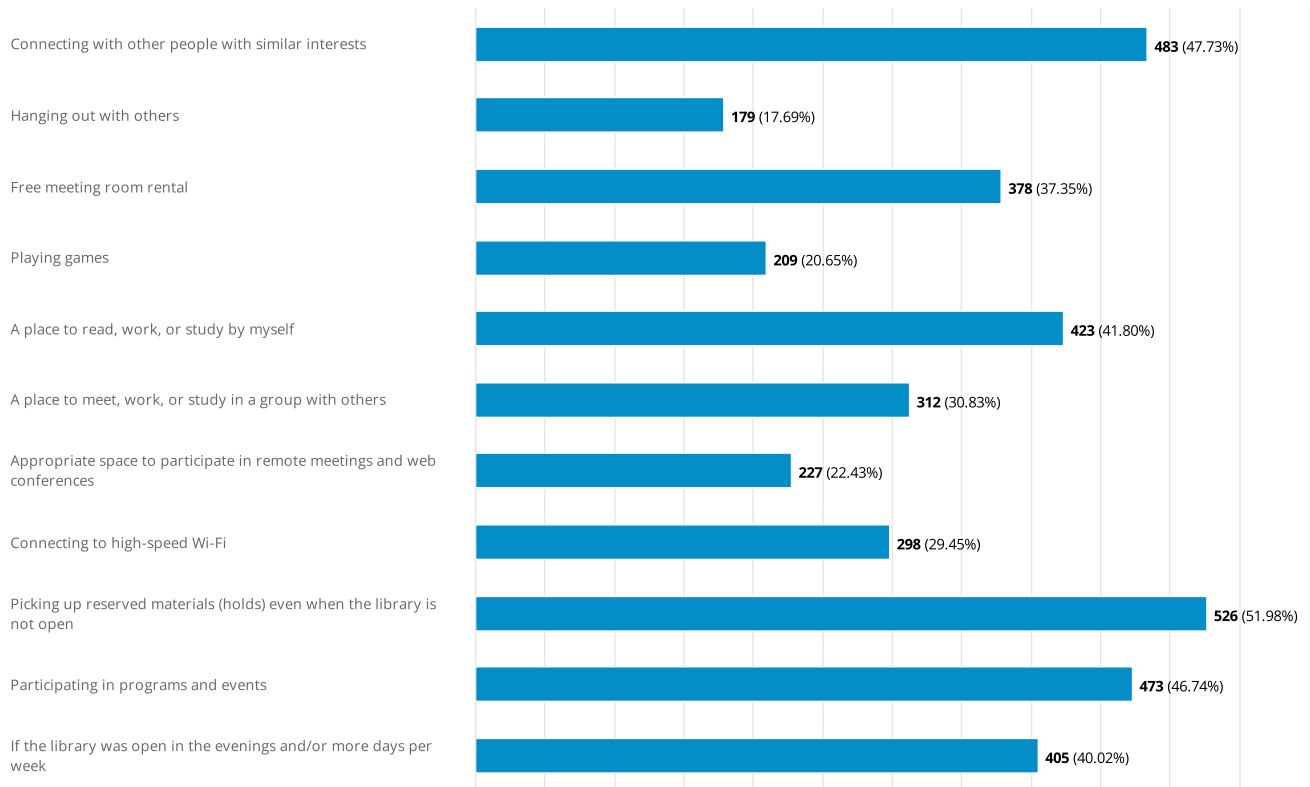


SAMPLE "OTHER" RESPONSES:

- Many people desperately need tech education (e.g. computer skills)
- We do NOT have reliable high-speed internet access.
- We need a place for LGBT people to gather that isn't a bar, drag show, or pride event. I'm gay but I'm also sober and (in my experience) those events are not sober friendly.
- Reach out to people who live alone, including college students
- We need to protect our natural resources and places to gather to discuss how to do so. We need to promote diversity and combat censorship.
- We desperately need more mental health care professionals.
- There is a real need for seniors to gather for meals and socializing, develop friendships and fight loneliness. I mean more than meal delivery for seniors who cannot shop or eat out. In most communities there is an age range of say 60-80 where we are still active, but do not have opportunities to meet up with similar people.
- We need living spaces downtown, more private investment downtown, more art and culture.
- Teens especially need more places to gather!
- We need tutoring programs for youth and ESL
- We need more events/activities that explain what it means to be a citizen of a democracy, and how to develop a personal process for separating fact from fiction. Programs and activities specifically for adults with intellectual disabilities have really not picked back up much post-pandemic
- We need more programs to make the valley self-sufficient in case we are cut off by a disaster such as the probable big Pacific earthquake.
- Improve access for public transportation services.
- We specifically need more timely, consistent, and affordable access to both medical and mental health services. Likewise more timely and affordable quality childcare options are needed. More safe, facilitated opportunities for conversations between diverse community populations would be beneficial to the building of a cohesive, not exclusive, community.
- This book censorship trend will just turn children into adults who know hardly anything.
- All member of our community deserve access to a place to cool off or stay warm.

What might be interesting or useful for you if it was provided at the library?

Number of responses: 1012



SAMPLE "OTHER" RESPONSES:

- Equipment library
- Eagle Point Library has a little food bank type thing. I think that's great.
- Butte Falls library needs a separate room for kids' activities.
- Freeze dryer and other awesome gadgets that are too expensive to own, rock polisher/tumbler, other crafty tools
- Programs aimed at working-age adults; hard to find community when... community events tend to be for seniors or kids
- Picking up holds at another site in the community.
- Basic Computer Literacy Classes. Assistance in helping Spanish speakers with completing resource applications.
- Guest speakers from ALL walks of life, even if they're controversial...we learn from all sides
- I'd love to have a coffee shop vibe, where I could get a drink, and work on my laptop.
- I believe my library provides all of these
- All the suggestions should be respectful of your budget so that what you already do is noted and appreciated – as well as wanting more.
- Basic Adult skill classes would be cool; like simple sewing, cooking, etc.
- Mental health awareness activities and support by professionals especially around the holidays, lawyer advocates for people who need legal advice or information, psychic development for kids and any age, help for people dealing with ghosts or high strangeness
- ...free meeting room rental. My French club has met there several times, and we're grateful to the library for this service.
- Baby story time at White City Library. More social activities for babies, toddlers, and their parents.
- Somewhere to learn more Makerspace skills.
- If the library was open earlier, especially in summer when afternoons are hot and walking to the library is more difficult.