CHULA VISTA PUBLIC LIBRARY

STRATEGIC FACILITIES PLAN

APRIL 2011

GROUP 4

ARCHITECTURE
RESEARCH +
PLANNING, INC

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MORIS

EXECUTIVE SUMMARY

Despite predictions that the Internet would make them irrelevant, public libraries are busier than ever – a phenomenon that is demonstrated daily at the Chula Vista Public Library. For more than a century, CVPL has played a vital role in the community, providing significant civic, cultural, educational, and economic value to residents, visitors, and the workforce.

Civic Center Branch Library

CVPL currently operates three libraries to serve its population, which has grown particularly rapidly in recent years. Previous CVPL facilities master plans have recommended the development of permanent library facilities in east Chula Vista. Funding constraints in recent years, however, have delayed major planned facilities projects. As a result, for the past six years Chula Vista's council-appointed Growth Management Oversight Committee (GMOC) has noted a deficit of library space relative to the City's established threshold standards. In 2010, the City commissioned a strategic facilities plan for the Chula Vista Public Library to identify ways to improve the library service delivery to the community, particularly to residents of east Chula Vista.

Information gathering and analysis included review of documents and data supplied by the Chula Vista Public Library, library site visits and observation, outreach to Chula Vista residents and community leaders, and inreach to CVPL and City administration and staff. New data sources included a web-based customer survey and GIS maps of library circulation data.

"Be open 24 hours a day." — survey participant, in response to "What would you change about the library?"

Data findings include:

- The Chula Vista Public Library is highly valued and well used by the community. Residents appreciate the Library and would like increased access to services and materials.
- Despite reductions in funding, CVPL has continued to provide a high level of service through creative resource reallocation and new service innovations such as increased customer self-service opportunities.
- The Chula Vista population is mobile, traveling freely throughout the city for library services.
- The Civic Center Branch and the South Chula Vista Branch are significant destination libraries that draw customers from throughout Chula Vista as well as from beyond the city limits both north and south. These two libraries serve residents of west and central Chula Vista particularly well.

South Chula Vista Branch Library

- East Chula Vista residents do not use the library as often as those living west of CA-125. The Eastlake Branch is an important link to library service for residents of east Chula Vista, but its limited hours and location within a high school campus effectively restrict accessibility to the general population.

Recognizing that economic recovery may delay the City's ability to take on major projects for the next 10 years or more, this strategic plan makes recommendations for both the long-term and the "interim." For the purposes of this plan, "long-term" is defined as after the year 2020.

- The City's library space standard of 500 to 600 square feet of library space per 1,000 residents is confirmed as a long-term objective.

- The Civic Center Branch and the South Chula Vista Branch are excellent resources and should be maintained. They are important "destination" libraries that offer significant collections, programs, and space to serve customers from throughout the city. Expansion is not needed at this time, although the Civic Center Branch could benefit from renovation in the future to increase the amount of available public space and support increased flexibility in operations.

- Based on the projected buildout population, there is a need for at least another 60,000 square feet of library space at the 500 SF/1,000 population threshold level, and even more to meet the target service standard. This amount of space represents the correction of the current deficit of library space as well as the additional space that will be needed to accommodate population growth.

- The additional needed library square footage can be developed as multiple smaller branches (as recommended in prior master plans), or as one large "destination" library, which would be the most cost-effective strategy in terms of both capital and operating costs. As CVPL's operating budget has been significantly reduced and capital funding is not currently available, the City does not need to make this decision at this time. The options can be evaluated when capital and operating funds become available.

- Additional measures such as mall outlets, book "vending" machines, a bookmobile, and service partnerships all have the potential to supplement the services available through the library branches, and can be evaluated as needs arise and funding becomes available. Periodic assessments of Chula Vista residents' library needs, use patterns, and perceptions can help CVPL evaluate the need for such measures.

- As an interim measure, a proposed mall branch at Otay Ranch Town Center is a tremendous opportunity to leverage limited City funds while significantly increasing access to library services for east Chula Vista residents. Its collection, hours of operation, and staffing model can be designed to serve more customers than the current Eastlake Branch, even in a smaller footprint.

The Library's commitment to service excellence and proactive outreach even in the face of significant fiscal challenges will be a strong asset in the implementation of these recommendations, as will the continued development of creative partnerships for both service and funding.

INTRODUCTION

Chula Vista has a long and proud tradition of library service. The foundation of the Chula Vista Library Association in 1891 predated the city's incorporation by two decades. The City took over the provision of library services in 1911, and built its first permanent library building in 1917 with Carnegie grant funds. The Carnegie Library served the community until the construction of a new library building in the 1950s, which was subsequently replaced in the 1970s by the Civic Center Library that still serves the community today. A library facilities master plan in 1987 led the City to add two new branches in the 1990s: the joint-use public/high school Eastlake Branch, and the South Chula Vista Branch.

1917 Chula Vista Carnegie Library

In 1998 the facilities master plan was updated, but due to funding constraints, not all of the recommendations could be implemented. One such recommendation was the proposed 30,000 square foot Rancho del Rey Branch. The City submitted applications for grant funding for this project in all three rounds of the highly-competitive 2000 California Library Bond Act administered by the California State Library (aka Proposition 14), but unfortunately the City did not receive an award. The project was subsequently put on hold.

"I wish you didn't have to cut back on library hours. We love the library and hope that the city can find the money to continue to support all its services. It is such a critical resource for our community and our students!"
— survey participant

Meanwhile, the Chula Vista community has continued to grow dramatically, increasing 30% in the last decade to more than 233,000 residents. The growing community has increased overall demand for library services in Chula Vista, while changes in technology and demographics have resulted in a demand for a broader range of services. At the same time, the volatile economic climate has increased the uncertainty of funding for both capital projects and library operations. As a result, the Chula Vista Public Library (like almost every library in California) has had to figure out how to "do more with less," looking at cutting hours of operation and other strategies.

Eastlake Branch Library

The City of Chula Vista is proud of its record of providing its residents with high levels of public service. Once a year the City convenes its Growth Management Oversight Commission (GMOC) to review public service levels and compare them to established "service thresholds." For certain services, such as police and fire, deficiencies relative to the thresholds prevent the City from approving new development until compliance is restored. For other services, such as library and parks/recreation, deficiencies do not trigger limits on development, but are noted in the GMOC's annual report.

The GMOC's 2010 report noted a deficit in library facilities that has persisted since falling below the service threshold of 500 square feet of library space per 1,000 residents six years earlier. As an advisory body for city council, the GMOC ranked bringing library facilities into compliance with the threshold standards as a top priority for the City.

INTRODUCTION AND METHODOLOGY

METHODOLOGY AND PARTICIPATION

Information gathering for this project included review of documents and data supplied by the Chula Vista Public Library, library site visits and observation, outreach to Chula Vista residents and community leaders, and inreach to CVPL administration and staff.

Leadership and community outreach included:

- Two stakeholder focus groups were conducted in August 2010, with a total of 16 participants.
- A web-based survey made available on the Library's website for 31 days in September and October, 2010 in both English and Spanish versions. The survey was linked from CVPL's website homepage and also was advertised to the public through the City's Nixle service. To supplement online participation, a Library representative also went to two high-profile retail locations in eastern Chula Vista to invite residents to complete paper versions of the survey. A total of 250 valid survey responses were collected, including 17 Spanish language versions.
- Interviews with Mayor Cox and Councilmembers Bensoussan and Castaneda in September and October 2010.
- A presentation of the draft recommendations at a community meeting in February 2011.

Library staff inreach included:

- Staff-guided tours of existing CVPL branches;
- Interviews with selected Library staff; and
- A Library staff focus group, with participation by 13 staff.

A Project Management Team (PMT) comprising the Library's Director, Public Services Manager, and Digital Services Manager, who met with Group 4 at key project intervals to provide project oversight, review of progress, and day-to-day project direction.

CURRENT LIBRARY USE AND PUBLIC PERCEPTION

The Chula Vista Public Library treats Chula Vista as a single service area served by multiple branch libraries, rather than dividing the city into smaller geographic service areas tied to individual branches.

CURRENT LIBRARY FACILITIES

CVPL currently operates three library facilities.

- The Civic Center Branch was constructed in 1976. The upper level of the 55,000 square foot building is dedicated to public service, with separate children's and adult wings, an auditorium, meeting and group study spaces, and a Friends of the Library bookstore, as well as staff and support spaces. The upper level's relatively open plan offers the flexibility to reorganize as needed to support changing service needs and operational modes over time. The lower level of the building houses CVPL's systemwide Administration and Technical Services divisions, as well as support and storage space for the library and the Friends. Large north-facing windows admit lots of natural light, creating a pleasant atmosphere in both public and staff areas of the building. In general, the building has been well-maintained and is in good condition. Library staff report that the Civic Center Branch has a strong contingent of seniors in its customer base.

- The South Chula Vista Branch recently celebrated the 15th anniversary of its opening in 1995. Designed by renowned Mexican architect Ricardo Legorreta, the iconic 38,000 square foot building provides library space and services on one level for children, teens, and adults, as well as large program/meeting space and a literacy wing that can be operated separately from the rest of the library. The City is proactive about maintaining the building in good condition. Some modifications to the design have been made over the life of the building, such as a reconfigured entrance and the transformation of several water features into xeriscape or display areas. Library staff report that the South Chula Vista Branch is especially popular with teens.

- The Eastlake Branch is a shared library operated jointly with Eastlake High School. Since its opening in 1993, this branch has always been intended as an interim measure to boost library service in east Chula Vista until a new permanent facility could be built. The 10,000 square foot library houses significant amounts of materials intended for high school student use, effectively reducing the amount of space actually available for and appealing to public library customers. Buried within the campus, the library cannot be accessed by the public during school hours. Regular Eastlake Branch visitors acknowledge that it is very low-profile and hard to find. Nevertheless, for the library-loving residents of east Chula Vista, the Eastlake Branch has been an important link to library service.

Civic Center Branch Library

South Chula Vista Branch Library

Eastlake Branch Library

CURRENT USE AND PERCEPTIONS

Participants in a library staff focus group described general conditions and use patterns at each of the three current CVPL branches. They reported that the two larger branches have collections and amenities well-suited to their respective visitor types: the Civic Center Branch serves its high proportion of senior visitors through features such as a deeper collection rich in large print, audiobook, and history materials, whereas South Chula Vista Branch supports its younger customer base through amenities such as technology, popular books and media, and an ample teen space. Both Civic Center Branch and South Chula Vista Branch are attractive and well-sized to serve customers. Staff identified opportunities for improvement such as expanded computer labs that could be used by both classes and individuals with easier staff supervision. South Chula Vista Branch has some customer wayfinding challenges, resulting in lots of navigation-related questions for staff. A lack of acoustical zoning at the Civic Center Branch results in complaints about noise from both customers and staff.

Library staff focus group participants reported that families with young children are the dominant public user group of the Eastlake Branch, and storytimes are popular. They discussed how the Eastlake Branch's location on the high school campus and lack of parking present "a lot of challenges." They also reported that while the facility's open plan is good for visibility and wayfinding, limited space has led to overcrowded shelves. Customers are discouraged from bringing their own laptops because wi-fi is not available to the public through the high school's system.

GEOGRAPHIC LIBRARY USE PATTERNS

An important consideration in assessing the CVPL system was whether and how the community travels for library services. Geographic library use patterns were evaluated to identify any underserved areas and any barriers to library access. To identify the extent of potential geographic barriers, two data sources were analyzed:

- CVPL circulation data. CVPL materials checkout records from August 2 through August 8, 2010 were displayed as dots on a GIS map of Chula Vista, with each dot's location representing the customer's address of record, and its color corresponding to the branch library that the customer used. The resulting maps provide insight into the geographic catchment area of each branch library. One limitation of this analysis is that the data set does not include customers who visit the library but do not check out materials.

- Community survey responses. A series of questions about respondents' home ZIP codes and whether they lived east of CA-125 and/or I-805 was included in the community survey in order to better understand respondents' perceptions within the context of their geographic location.

In general, the survey responses and customer GIS maps show that:

- Chula Vistans travel freely through the city, choosing library branches based on factors other than proximity to their home.

- Residents of west and central Chula Vista use the library more often than residents who live east of CA-125.

- The Civic Center and South Chula Vista branches are strong destination libraries, attracting customers from throughout the city, including the most distant portions of east Chula Vista.

- The Eastlake Branch tends to attract customers within a smaller geographic radius.

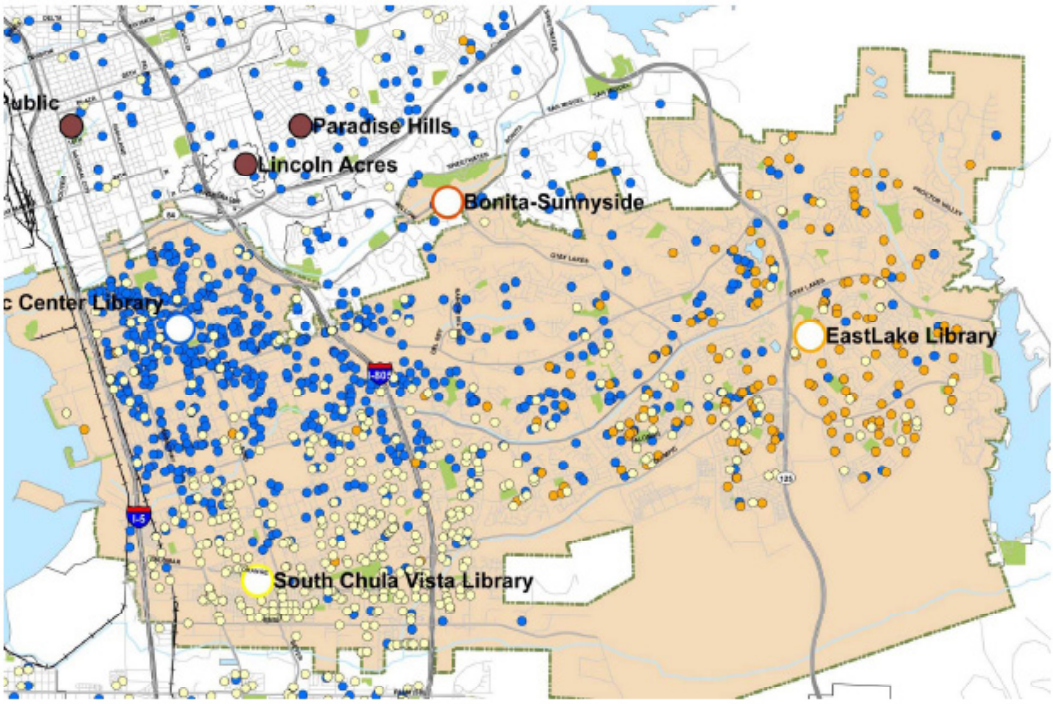
The San Diego County Library and the National City Public Library generously shared circulation data regarding use of their libraries by Chula Vista residents. The resulting maps showed that the Bonita-Sunnyside Branch and the National City Public Library are not used heavily as an alternative to CVPL branches, nor are they selected primarily for geographic proximity to Chula Vistans' home addresses. In the community survey, only 14% of participants reported that they use the Bonita-Sunnyside more than a few times per year, while more than 75% said that they rarely or never use it. More than 90% of survey respondents report that they rarely or never use the National City Public Library. The planning team also requested data from the San Diego Public Library, but their system could not provide data in a mappable format.

"I do travel to the South Bay branch and Civic Center, but I would prefer to be able to use the library nearest my home in Eastlake more frequently."
— survey participant

Customer Use Patterns

Map: all CVPL branches

- I-805 and CA-125 not significant barriers
- Eastern Chula Vista and north/ Bonita areas may be under-represented relative to actual density
- CVPL data from 8/2 – 8/8/2010



CHULA VISTA PUBLIC LIBRARY Strategic Facilities Plan

CUSTOMER PERCEPTION: COMMUNITY SURVEY AND FOCUS GROUP

A total of 250 valid surveys were completed, including 17 in Spanish. As the number of Spanish language surveys was not enough to be statistically significant if analyzed separately, the responses for the two language versions were combined and analyzed together. Simple frequency analysis was performed on the data; extensive cross-tabulation and other complex analyses were beyond the scope of this study.

Western and central Chula Vista were well-represented in the sample, with more than 85% of respondents from Chula Vista living west of CA-125. Most age ranges were reasonably well represented in the survey responses, with the exception of children and teens, who together made up less than 5% of the total sample size. Survey respondents reported a strong reliance on personal vehicles rather than public transit or other options, with more than 85% of the sample population reporting that their own cars are their primary mode of day-to-day transportation.

Survey findings include:

- Nearly all survey participants reported having excellent access to the Internet, which is a typical result for a web-based survey with voluntary participation. More than 90% of respondents use the Internet and/or broadcast media at least once per week to access information, and more than 60% reported reading periodicals at least once per week.

- Nearly 70% of survey respondents use a public library at least every few weeks, with 29% reporting that they visit at least once per week. Respondents report using the library more frequently than they purchase items either at a store or online.

- Asked which library services are most important to them, respondents particularly appreciated books and audiovisual materials, programs and services for children, and the library's civic, cultural, and educational role in the community.

- Asked what they would change about the library, respondents requested expanded hours of operation and increased collections. Of respondents living east of CA-125, 30% mentioned hours of operation as something they would like to change about the library. Another common answer to this question was "nothing," reflecting respondents' appreciation for CVPL and its services.

- Respondents who reported that they rarely use a public library attributed it to a lack of time, an inconvenient location of the library, and/or hours of library operation. When asked what would bring them to the library more often, these respondents listed features such as free wi-fi and a cafe.

Participants in the community stakeholder focus group were very positive about CVPL, describing the library as the "cathedral of the city – a center of learning, enhancement, and togetherness." All long-time Chula Vista residents, participants voiced a desire for more hours of library operation, and concern about the effect of budget cuts on both customer service and staff workload. They suggested that CVPL could raise its profile through retail-oriented strategies such as a stronger "merchandising" approach and an increased focus on marketing and fundraising. Displaying their strong civic spirit, participants also called on the community to get involved: as one participant stated, "Ask not what the Library do for the community; ask what the community can do for the Library."

RECOMMENDATIONS

Despite predictions that the Internet would make them irrelevant, public libraries today are busier than ever.

- Rather than reducing the need for libraries, emerging technologies and increased Internet connectivity have created an even broader range of needs that the public library strives to meet, from providing access to computers, to helping customers navigate and evaluate the ever-increasing amount of content available on the Web.

- The public library remains a valuable conduit for books and audiovisual materials, in an increasing variety of languages and formats.

- Libraries still play a vital role in educating community members of all ages, from the youngest storytime participants through seniors participating in computer literacy programs. The library also takes a leadership role in developing literacy and citizenship within the community.

- Libraries are also valuable economic resources, providing resources for job-seekers and small businesses.

Although it seems counterintuitive to some, changes such as the increasing proportion of electronic formats in the library's collection and customers' increased use of laptops and other personal technologies do not automatically suggest a reduction in the amount of library space required. Although less space may be required for books and library-provided computers, more space is required for customers to use their own laptops and technologies.

SPACE PLANNING STANDARDS

Libraries use a variety of measures to monitor and evaluate the services they provide. Many of these are measured in terms of service units per population, such as books, computers, and reader seats. Each of these units has an associated amount of required space that, when totaled along with other library features such as staff work space, results in a target amount of library space per population. The number of recommended service units varies among communities; for example, one community may have a comparatively high need for public computers, whereas another may place a higher emphasis on collections. As such, there is no "standard" guideline for library space per population, and the total target amount of library space varies from community to community.

Adopted in 1987, Chula Vista's library space standards range from 500 to 700 square feet of library space per thousand Chula Vista residents. The minimum "threshold standard" of 500 SF per thousand people is used by

South Chula Vista Branch Library

"I think you are doing a great job. I'm impressed with the number of people I have observed using the library."
— survey participant

Eastlake Branch Library

the GMOC in its annual evaluation of public services. The middle of the range "service standard" – 600 SF per thousand people – is used by the City to plan funding, including establishing public facility development impact fees (PFDIF).

For this strategic facilities plan, the project team conducted an analysis of possible measures other than library SF per population – for example, individual service units (books, computers, etc.), travel times to library facilities, or customer perception/satisfaction measures. While each of these potential measures provides valuable information for a thorough assessment of library services, they all are more complicated to calculate, without adding significant benefit or insight to the analysis. Therefore, the project team confirmed the use of library space per capita as the basic measure for the City's threshold and service standards.

Based on the analysis of Chula Vista as well as on new library planning in other comparable communities, Kathy Page of Page + Moris developed a set of service guidelines for libraries in Chula Vista. Her analysis of these guidelines revealed that they can be achieved within the lower end of the previously-established range of library space standards in Chula Vista, at approximately 500 to 600 square feet per 1,000 residents. As such, this strategic facilities plan confirms the existing threshold standard for library service in Chula Vista of 500 to 600 square feet per 1,000 residents.

Service Level Guidelines

RECOMMENDATIONS	CURRENT	LONG-TERM RECOMMENDATION	LIBRARY BEST PLANNING PRACTICE
POPULATION	231,305 (2008 estimate)	**290,000-316,000** (SANDAG-CV EDD)	NA
OPEN SEATING	504 seats 2.18 seats/1,000 pop	**3.25 seats/1,000 pop**	3 to 4 seats/1,000 pop
COLLECTION/ SHELVING	477,232 2.1 volumes/capita	**2.25 volumes/capita** 10-15% in e-format	2.25 to 3.0 volumes/capita
COMPUTERS	122 0.53/1,000 pop	**1.0/1,000 pop** 25%-33% laptops	1.0 to 1.5 computers per 1,000 pop
MEETING ROOM/ PROGRAMMING	249 dedicated seats in 2 facilities	**125-200 program seats** **40-75 storytime seats** at each facility	75 to 200+ seats/facility + flexible commons spaces in all facilities
GROUP STUDY/ TUTORING ROOMS	16 seats/4 rooms in 2 facilities	**24-36 seats/facility** in 1 to 4 rooms	18 to 36 seats/facility in 3 to 6 rooms
BUILDING SQ FT	102,032 SF 0.44 SF/capita	**500 to 600 SF/1,000 pop** confirmed	0.5 to 0.7+ SF/capita
PARKING		**40 spaces for first 10,000 GSF; add 2 spaces per additional 1,000 GSF**	3-4 spaces /1,000 library GSF

LONG-TERM RECOMMENDATIONS: 2020 AND BEYOND

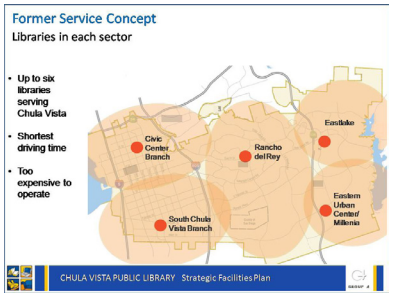
Based on the confirmed library space standards, there is a need for at least 60,000 square feet of additional library space in Chula Vista to serve the projected buildout population. This square footage can be developed as a single library, or as multiple smaller libraries.

As the City's financial outlook does not suggest that new library construction will be feasible within the next five to ten years, the City does not need to select an option at this time. The options and their relative benefits can be reevaluated when funding becomes available. Implementation of the plan is discussed in more detail in the next section.

"I think the library should be a place where people would be attracted to go. Like a book store where you can go to have a cup of coffee, buy a gift, or talk with a friend and have a good time while you read a book or a magazine."
— survey participant

Multiple Smaller Branches

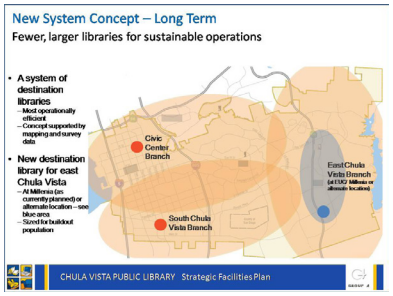
A traditional approach to developing library facilities is based on the principle of geographic proximity, building new branches that are the focal point for service within established service areas. This is one of the principles behind the previous facilities master plans for Chula Vista, which have recommended a new branch library in Rancho del Rey to serve central Chula Vista and one or more branches east of CA-125.



The traditional system model, based on geographic proximity to local branches, is expensive to build and operate.

This approach is one option for meeting the need for additional library space in Chula Vista. The City already owns the Rancho del Rey site, which can accommodate a 30,000 square foot branch library. Additional site(s) could be identified east of CA-125, such as at the Eastern Urban Center/Millenia Center development.

However, multiple small branch libraries are more expensive to build – and even more expensive to operate – than a single, larger library with an equivalent amount of space for public service. For this reason, many communities are finding this traditional system model to be unsustainable. Chula Vista is no exception; CVPL's operating budget has been slashed dramatically in recent years, including staff reductions of more than 75% and the elimination of many services in an effort to simply keep the doors open on its existing branches.



Destination libraries provide citywide service at lower costs for both construction and operation.

A Single Large "Destination" Branch

In practice, Chula Vista has adopted a more sustainable model of library service than the traditional neighborhood-based multiple branch system. Chula Vista has two large "destination" libraries that can be operated more cost-effectively than multiple smaller branches. As destination libraries, the Civic Center Branch and the South Chula Vista Branch offer sufficient quantity and variety of materials, programs, computers, and spaces to attract customers from throughout the city rather than just from their immediate neighborhoods – a finding confirmed by analysis of the customer maps and the community survey. While both of these libraries

offer significant amenities for customers of all ages, library staff report that the Civic Center Branch is a particular destination for seniors, while the South Chula Vista Branch is a particularly popular destination for teens.

Developing a single new destination library for east Chula Vista — with sufficient collections, computers, seating, programming space, and other amenities to draw customers from throughout the city — would be the most cost-effective way to meet the threshold standard for library space in Chula Vista, from the standpoint of both capital and operating costs. This recommendation is consistent with both the City's financial outlook and the community's acceptance of the destination library model.

A new destination library should be located convenient to CA-125, preferable on the east side in order to best serve residents of this underserved area. In addition to sufficient capacity for the library building and parking, characteristics of a successful library site include a high-profile location along a well-traveled route, close to other community amenities (such as shopping or recreation) and accessible by public transit. The site need not necessarily be City-owned. For example, the City has planned for 30,000 square feet in the Eastern Urban Center/Millenia Center development, and may be able to negotiate for a larger space in the future.

A single new destination library could also be developed in phases — for example, in a first phase of 30,000 square feet, with the balance of the required space constructed later. This would provide the ability to begin project implementation sooner, rather than waiting until funding accrues for the full project.

Supplemental Services

Even with the implementation of new facilities, continued growth and change in Chula Vista may create the need for additional supplementation of library services. Options for supplementing service include:

- Material vending. Libraries throughout the world are experimenting with automated vending of collection materials, which customers can access with the swipe of a library card.
- Material lockers. For customers who reserve books online but have difficulty getting to the library during normal operating hours, the locker system can make holds available 24/7.
- Embedded services. Some libraries are establishing small "outposts" within the facilities of community partners such as park and recreation facilities and organizations such as the YMCA and the Boys and Girls Club. These outposts can accommodate a wide variety of programs and services, depending on the partnership.
- Bookmobile. Bookmobiles make the library transportable, bringing a small portion of the collection to designated locations on a regular schedule. A bookmobile typically does not accommodate most other library programs or services, although its scheduled stops can be coordinated with library-provided programs such as storytimes at schools or other community locations.

Any of these options can work as a stand-alone amenity or in combination with others. For example, some new purpose-built libraries include material lockers accessible from the outside of the building to provide 24/7 customer access to holds. Some communities provide material vending machines at transit hubs to improve service to commuting customers. Any option being considered will require more detailed evaluation of feasibility, appropriateness of response to community service needs, and cost-benefit analysis.

INTERIM RECOMMENDATIONS: 2010-2020

As is true for many communities in California, the City of Chula Vista is facing serious financial challenges. Development has decreased dramatically, slowing population growth and reducing the amount of impact fees collected for libraries and other public facilities. Unemployment and economic uncertainty have led residents to tighten their belts, reducing both income and sales tax revenues for the City, while falling home prices continue to erode the property tax base. In recent years the City has undergone several rounds of cutbacks in nearly all departments, and more are expected as of this writing. In this climate, building a new library will simply not be feasible for the City of Chula Vista any time soon. City staff project that it may be five to 10 years or more before the City is in a position to consider a new capital library project.

What has not diminished is the need for improved library services in east Chula Vista. Meeting this need within the City's limited resources will take a creative approach.

Concurrent with the development of this strategic facilities plan, the City began working with management of the Otay Ranch Town Center to develop approximately 3,500 square feet space for a library branch, rent-free and with a Town Center management contribution towards tenant improvements. The proposed space has a high-profile, high-traffic location with excellent access to parking, food, and restrooms. Although perhaps half the size of the net public service space at the Eastlake Branch, this mall space has the potential to serve more customers and offer more hours of operation, as other libraries throughout the country have found in their implementation of mall branch outlets. In short, this is a tremendous opportunity for CVPL to leverage its limited resources to increase its profile and accessibility within east Chula Vista.

Other interim options include the material lockers, material vending, and other supplemental service options described in the Long-Term Recommendations section above.

Otay Ranch Town Center
Proposed library outlet at right

"Overall I've always found libraries an important part of the community and would be very happy and extremely supportive if your funding increased."
— survey participant

IMPLEMENTATION AND NEXT STEPS

This strategic facilities plan is intended as a foundation for the City and the Library in planning the future of library facilities in Chula Vista. It should be noted that the time frames for "interim" and "long-term" designated in this facilities plan are approximate; they are intended as guides, not mandates. If the economy improves quickly and the City is able to implement long-term recommendations prior to 2020, this would be a great benefit to the community. However, if economic recovery lags and by 2020 the City is still not able to build a new library in east Chula Vista, then the "interim" phase will necessarily stretch beyond 2020. Periodic reevaluation and updating of the assumptions and recommendations of this strategic facilities plan is encouraged in order to accommodate any significant changes in needs and opportunities that may arise over the next five to 20 years.

The City collects development impact fees to pay for public facilities, and these fees are currently seen as a principal source of funding for a new library in east Chula Vista. Currently, impact fees are allocated only to single- and multi-family residential development, while industrial and commercial development is exempt. Industrial and commercial development does have the potential to increase service demand for CVPL, which provides resources to build and support local business and industry as well as for the individual benefit of workers who find CVPL branches to be convenient – whether or not they live in Chula Vista. Reallocation of the impact fees to include industrial and commercial development would acknowledge and support not only the effects that these ventures have on demands for library service, but also the benefits that CVPL provides to local business and industry.

The City's development impact fee program for library facilities assumes the construction of facilities sufficient to meet the service standard of 600 square feet of library space per 1,000 population. While the City had a minor pre-existing library space deficiency at the time the impact fee program was created, this deficiency was addressed completely through the construction of the South Chula Vista Library. From this point forward, the City has collected impact fees for library facilities from all new residential development. These funds have been expended on a number of projects, but for the most part are being reserved for planned facilities yet to be constructed in eastern Chula Vista. These funds on account will be combined with the impact fees to be collected from future development. Together, these funds are anticipated to fully offset the cost of new library construction to meet the 600 square feet of library space per 1,000 population service threshold.

Communities throughout California are taking a creative approach to getting library projects funded and built. Partnerships are becoming an increasingly important strategy for library capital projects, including public-public, public-nonprofit, and public-private partnerships. For some communities, these partnerships take the form of a commitment from Library Foundations and Friends groups to raise a certain amount of money for capital projects. In others, it may involve more formal agreements to jointly build and operate facilities, such as joint community center-library projects. The proposed Otay Ranch Town Center mall branch is an excellent example of such a partnership, and the City is well on its way to developing a strong agreement with mall management that will set the course for implementation. Depending on the success of this mall branch, mall management may be willing to provide the Library with a larger retail space in the future that would both expand library service and further increase mall visits.

The City should also continue its outreach to the community in order to build support for CVPL and the recommended projects. Even if the City develops sufficient funding without bringing a capital bond measure before the voters, it will be important to continue the dialogue in order to ensure that the community understands the need for facility improvements and the rationale behind the recommendations. Some California communities have found that a lack of public support – even if the funding is already in place – can delay library projects or even derail them entirely.

Overall, the Library is making creative and positive changes to improve library service in the short term. Through the Library's commitment to service excellence and proactive outreach, these short-term changes have the potential to increase the community awareness and support for CVPL that will be important for successful implementation of the long-term recommendations.

Civic Center Branch Library

"We would go to the library more often — 1-2 times per week — if we had a REAL library with REALISTIC hours and if it were closer to us in Eastlake."
— survey participant

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ACKNOWLEDGMENTS

The Chula Vista Public Library Strategic Facilities Plan could not have been completed without the generous contributions of many people.

CHULA VISTA CITY COUNCIL

- Pamela Bensoussan
- Steve Castaneda
- Cheryl Cox
- John McCann
- Rudy Ramirez
- Patricia Aguilar (incoming)

CITY OF CHULA VISTA

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- Stephanie Loney, Library Public Services Manager
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- Shauna Stokes
- Mary Thigpen
- Ric Todd
- Pat Upton
- Susan Walter
- Debbie Taylor (CVPL staff observer)
- Joy Whatley (CVPL staff observer)
- David Jenning (CVPL intern)

ACKNOWLEDGMENTS

LIBRARY STAFF FOCUS GROUP PARTICIPANTS

- Roger Baber
- Erni Barros
- Bobbe Burch
- Tanya Carr
- Jorge Castillo
- Maureen Courtney
- Gail Eatman-Varn
- Donna Golden
- Gina Latas
- Scott Love
- Lalitha Nataraj
- Iris Nelson
- Alberto Niebla

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- Elva Mellor
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- Shauna Stokes

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APPENDICES

- Community Survey
- Customer Mapping
  - *All CVPL Branches*
  - *CVPL Civic Center Branch*
  - *CVPL South Chula Vista Branch*
  - *CVPL Eastlake Branch*
  - *CVPL Branches + SDCL Bonita-Sunnyside Branch (one day)*
  - *National City Public Library*

Total survey responses = 250

Chula Vista Public Library Community Services Survey

The Chula Vista Public Library is conducting a community survey. Please help us by completing the following questions.

1. People get materials and information in a variety of ways. How often do you:

Once a week or more	Every few weeks	Several times per year	Rarely or never	
30%	39%	19%	12%	Visit a public library
10%	35%	35%	20%	Visit a bookstore, video store, or music store
7%	26%	36%	31%	Purchase books, music, and/or videos online
66%	15%	10%	8%	Read newspapers or magazines
95%	2%	1%	2%	Access the Internet
92%	2%	1%	5%	Watch TV or listen to the radio
☐	☐	☐	☐	Other sources of materials and information I use: _____

2. How often do you use each of the following libraries:

Once a week or more	Every few weeks	Several times per year	Rarely or never	
19%	28%	21%	21%	Chula Vista Civic Center Library
8%	19%	21%	40%	South Chula Vista Branch Library
6%	10%	13%	59%	Eastlake Branch Library
3%	9%	7%	69%	Bonita Branch Library
0%	2%	4%	82%	National City Library
☐	☐	☐	☐	Other: _____

3. How often do you use the following library services?

Often	Occasionally	Rarely or never	
50%	34%	5%	Check out books
15%	24%	50%	Check out movies (DVDs or videos)
11%	15%	62%	Check out music
9%	20%	60%	Check out audio books
9%	28%	52%	Attend events at the library (such as story time programs)
12%	26%	50%	Use the library's computers
14%	18%	56%	Use my own computer
16%	27%	45%	Work on school assignments or do research
20%	29%	40%	Read books, magazines or newspapers at the library
11%	16%	62%	Socialize with friends
1%	3%	84%	Get literacy tutoring
1%	4%	83%	Attend computer classes
3%	3%	82%	Volunteer
☐	☐	☐	Other: _____

4. What library services are most important to you? _____

5. How well does the library serve your needs? Please select one.

Very well	Well	OK	Not very well	Not at all
41%	25%	14%	7%	1%

Comments:_____

6. What would you change about the library? *Books, hours, nothing*

7. If you rarely or never use the library, why don't you use the library more often? Check all that apply.

3%	The library doesn't have what I need
4%	Location is inconvenient
4%	Open hours are not convenient
5%	I don't have time
0%	Outstanding library fines
1%	Parking is difficult
2%	Other: _____

8. If you rarely or never use the library, what features or services might bring you to the library more often? Check all that apply.

4%	Quiet place to sit, read or study	1%	Programs/events for teens
2%	Place to meet/socialize with friends	3%	Programs/events for adults
4%	New books to check out	2%	Homework help/tutoring
*	New movies to check out	0%	Space for teens
*	New audiobooks to check out	2%	Space for children and families
3%	New music to check out	6%	Free Wi-fi
2%	New videogames to check out	10%	Café
4%	Computers	4%	Used books, videos, and music for sale
3%	Computer classes	0%	Literacy tutoring
4%	Programs/events for children	1%	Volunteer opportunities
☐	Other: _____		

** Error in data reporting*

9. What is your home ZIP code? Please check one.

0%	91909, 91912, or 91921
34%	91910
23%	91911
12%	91913
7%	91914
11%	91915
	Other _____

10. Do you live east of CA-125/South Bay Expressway?** 16% Yes ☐No

11. Do you live east of I-805?** 27% Yes ☐No

*** Questions 10 and 11 asked conditionally depending on reported answer to Question 9*

12. What is your age category? Please check one.

1%	14 years or younger	44%	35-54 years
4%	15-19 years	20%	55-64 years
22%	20-34 years	10%	65+ years

13. What is your primary mode of transportation? Please check one.

☐	Personal car or motorcycle (including carpool)	☐	Walk
☐	Get a car ride with family member or friend	☐	Other: _____
☐	Public transit		
☐	Personal wheels (bike, skateboard, rollerskates, etc.		

14. How far would you be willing to travel to get to a library with the services you want? Please check one.

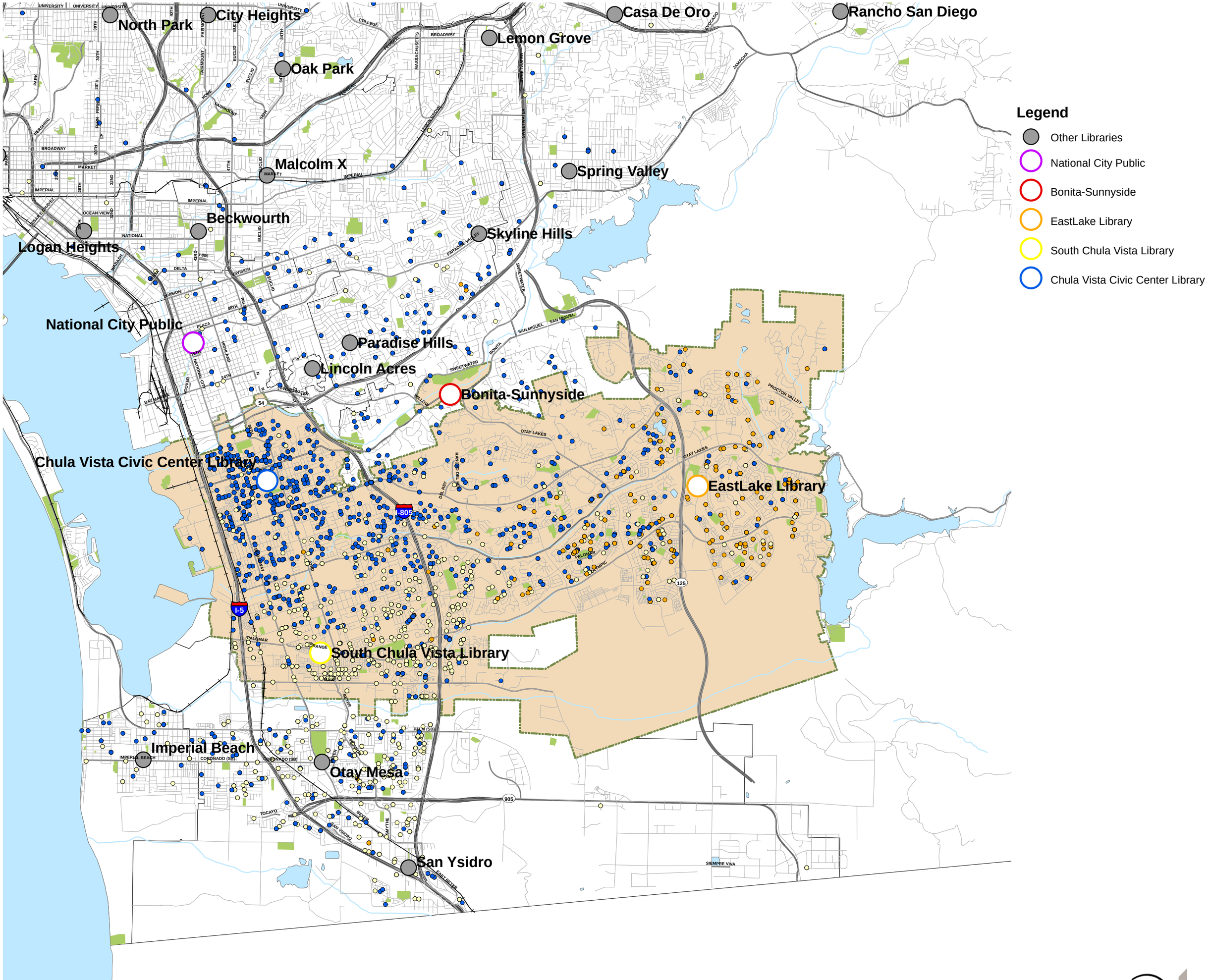
15 minutes or less	16-30 minutes	31-45 minutes	More than 45 minutes
52%	39%	6%	2%

15. Do you have any other comments?

Thank you for your time.

CHULA VISTA PUBLIC LIBRARY (All CVPL Branches)

Patron Mapping



Chula Vista data represents library circulation records from 8/2/10 to 8/8/10, provided by Chula Vista Public Library.

Location of dot indicates borrower's registered home address.
Color of dot corresponds with library branch visited.

0 0.5 1 2 Miles

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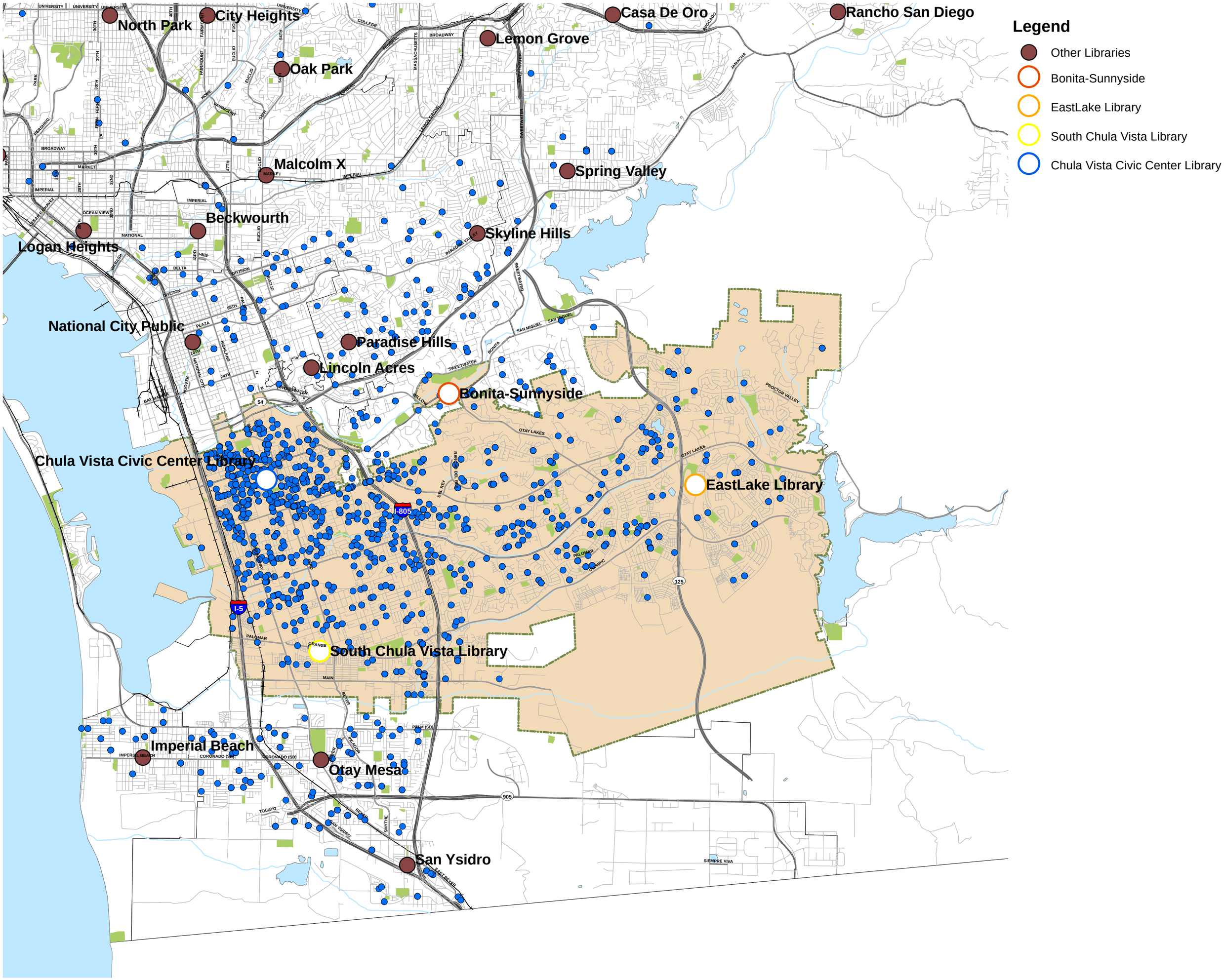
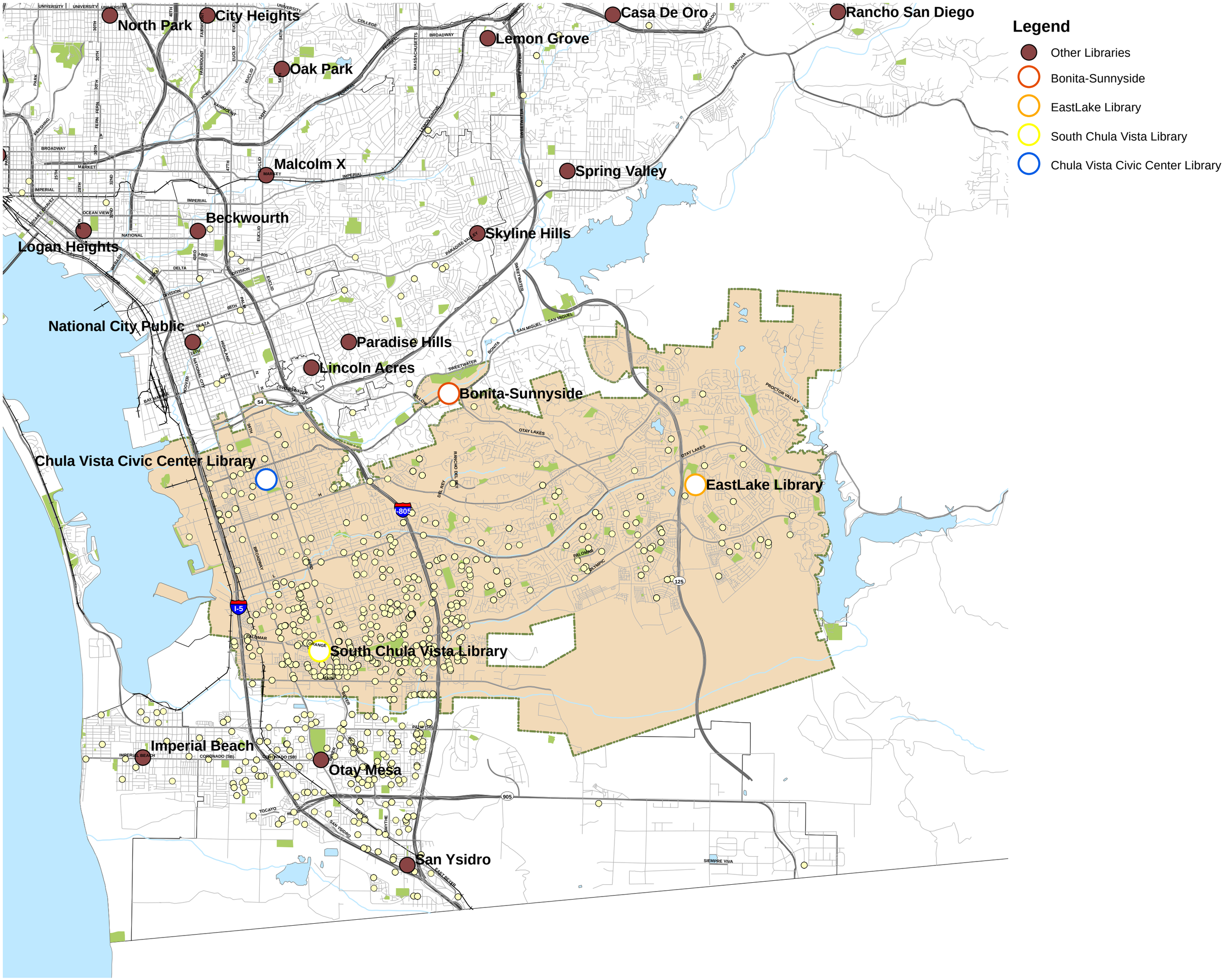


CHULA VISTA

Patron Mapping- Civic Center

2010-09-09

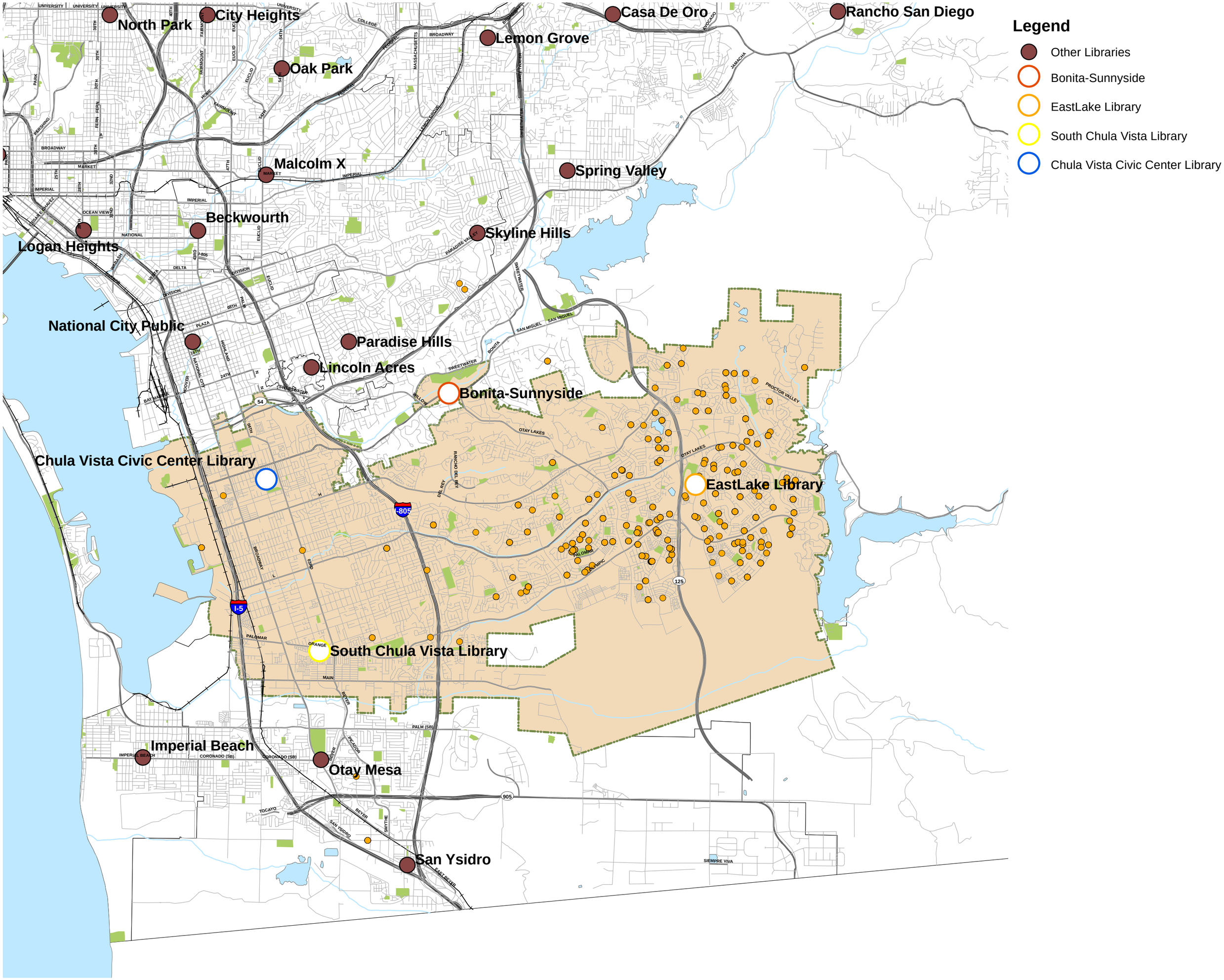
0 0.5 1 2 Miles



CHULA VISTA

Patron Mapping- South

2010-09-09



CHULA VISTA

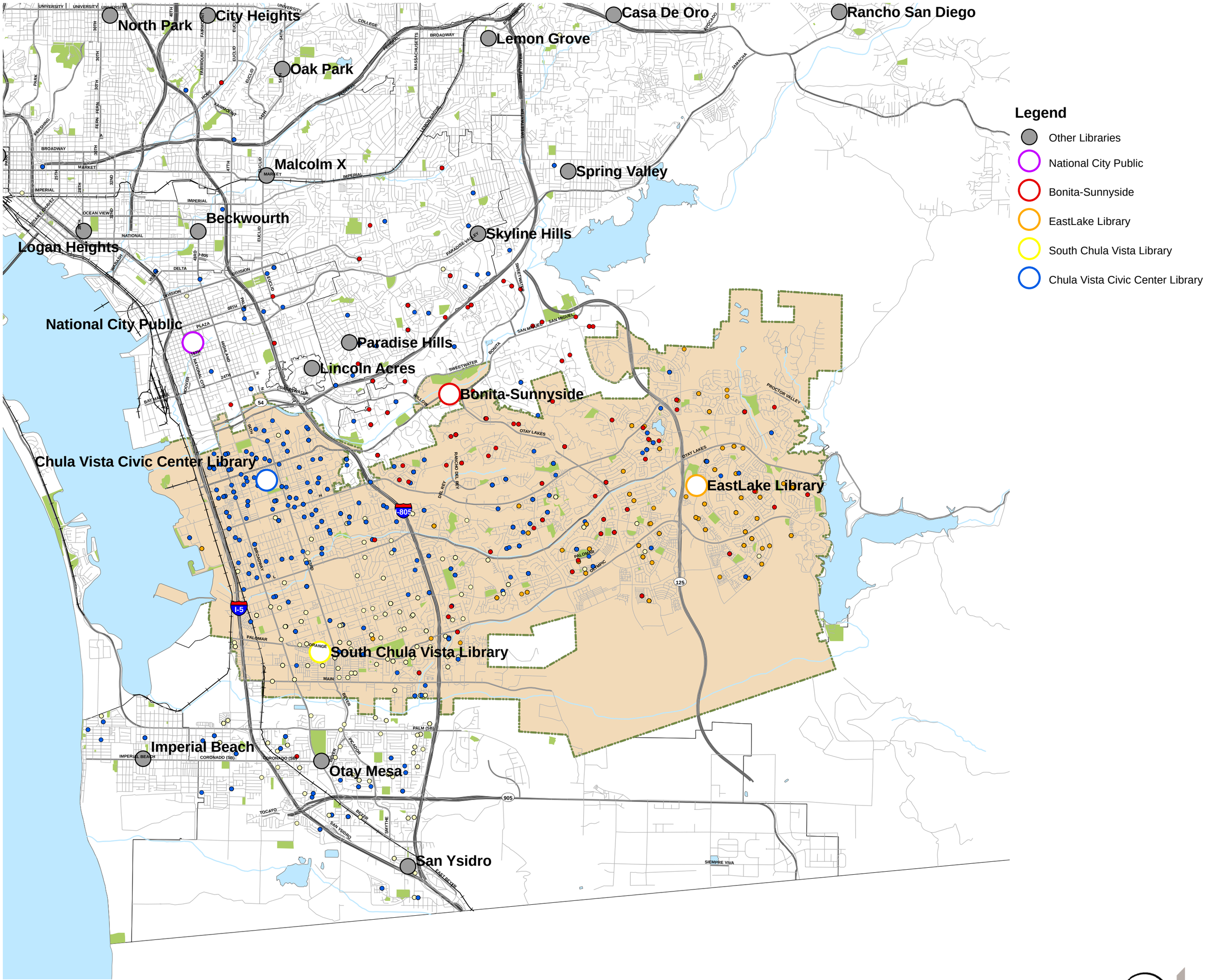
Patron Mapping- Eastlake

2010-09-09

0 0.5 1 2 Miles

CHULA VISTA + BONITA-SUNNYSIDE

Patron Mapping



Chula Vista data represents library circulation records from 8/4/2010, provided by Chula Vista Public Library.
Bonita-Sunnyside data represents library circulation records from 8/18/2010, provided by San Diego County Library.

Location of dot indicates borrower's registered home address.
Color of dot corresponds with library branch visited.

0 0.5 1 2 Miles

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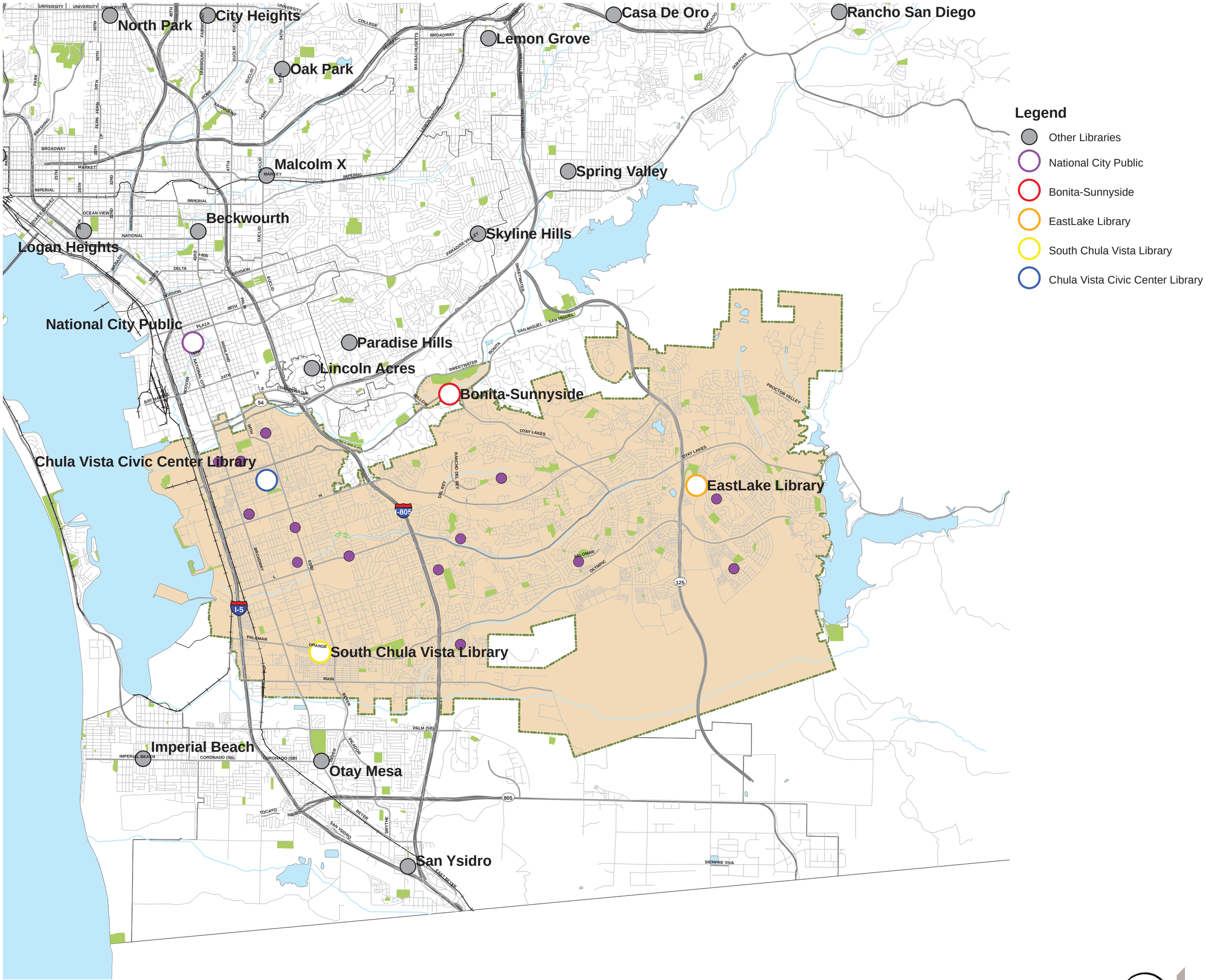
NATIONAL CITY PUBLIC LIBRARY

Patron Mapping



Data represents library circulation records from 8/8/2010 to 8/14/2010, provided by National City Public Library.

Location of dot indicates borrower's registered home address.
Color of dot corresponds with library branch visited.

0 0.5 1 2 Miles

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