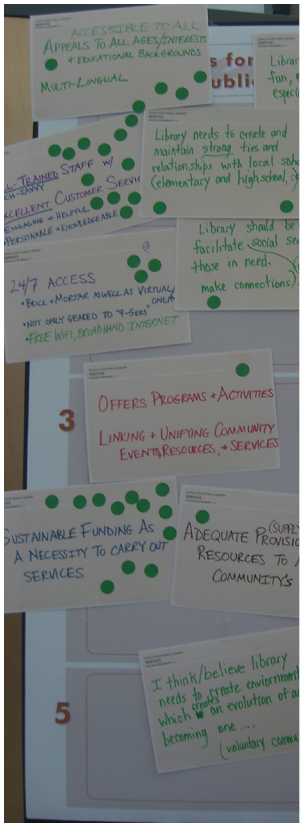
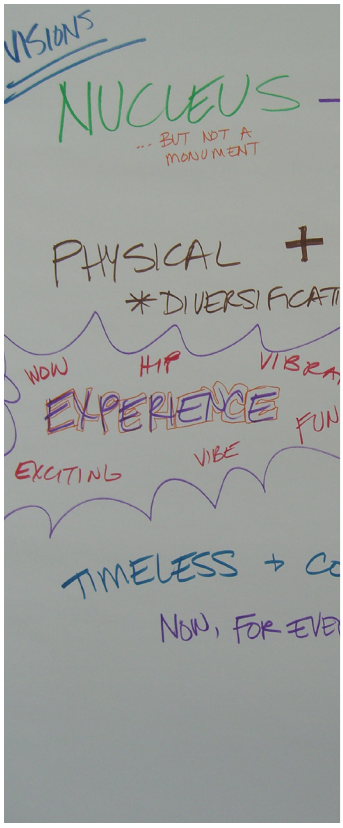
Chula Vista Public Library Strategic Vision Plan

February 2014 FINAL REPORT





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INTRODUCTION

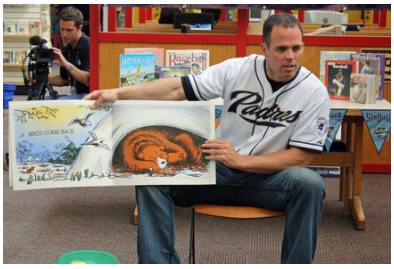
In 2013, the City of Chula Vista commissioned a Strategic Vision Plan to guide the Chula Vista Public Library's service directions over the next decade. This Strategic Vision Plan is a companion volume to CVPL's 2011 Strategic Facilities Plan, which set the direction for sustainable library facilities in Chula Vista.

Goals for the Strategic Vision Plan included:

- Confirming the Library's role as a relevant, responsive, and effective service provider today and in the future;
- Positioning the Library to take advantage of development, funding, and partnership opportunities;
- Ensuring the Library's long-term vitality and sustainability; and
- Creating a clear, transparent, and implementable vision for services and facilities that elected leadership, community stakeholders, and Chula Vista citizens will support.

This study builds upon the work from the 2011 Strategic Facilities Plan. The planning consultant, Group 4 Architecture, Research + Planning, Inc., worked closely with CVPL's leadership team and a stakeholder-based Community Advisory Committee to review and confirm findings and recommendations. At the heart of the process was a day-long Strategic Visioning Workshop in which city, library, and community leaders and stakeholders collaborated to develop a shared vision for CVPL's role in Chula Vista's future.

This report summarizes the community's vision for the Chula Vista Public Library, strategic directions for library services and facilities, and associated updates to the Strategic Facilities Plan. More information about project methodology and participation is included later in this report.



STRATEGIC DIRECTIONS

The community's vision for the future of the Chula Vista Public Library is:

- a nucleus of learning, culture, and recreation;
- a catalyst for innovation, business, and growth; and
- a vital and robust community partner.

Nucleus of Learning, Culture, and Recreation

"The Library is an institution evolving to meet the diverse needs of the community."
— SVW participant

Chula Vistans see their library not as a building full of books, but as a true community hub for whole-life enrichment. A central mission for the Library for more than a century has been educational support for all ages. The community believes strongly in the value and relevance of the Library's role in lifelong learning, and sees an opportunity for CVPL to evolve to support new directions in education. As educational institutions adapt to more collaborative and experiential modes of learning, the Library will focus on providing the resources, technology, and space where students can come together to continue learning outside of the classroom. The Library will facilitate all modes of learning, from lecture-style to collaborative study to hands-on experimentation. The Library will become an important local partner for distance education, providing facilities and even content for all ages.

Chula Vistans embrace a shared community identity that transcends ethnicity, language, and socioeconomic circumstance. The Library is uniquely positioned to bring people together for shared social, cultural, and recreational pursuits. In particular, the community sees an opportunity for CVPL to add value through tailored recommendations for materials, resources, and programs, and to create new physical and virtual customer networks based on shared interests. The community also sees an opportunity for the Library to leverage technology and partnerships in order to expand community access to resources beyond the library's walls.

Catalyst for Innovation, Business, and Growth

Key to the City of Chula Vista's plan for the future is strengthening its employment and economic center. This vision includes attracting businesses to Chula Vista, providing support to help local businesses grow and thrive, and developing a skilled and competitive workforce.

The Library will be a strong partner for the City and the community in building this economic vision. Strategies to support small, local, and home-based businesses include providing access to conference space, collaborative work spaces, up-to-date technology, and other resources as well as with market information, technical research, and related consulting services. The Library

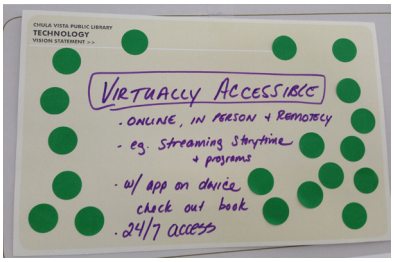
will build capacity, resources, and partnerships for training in technology, literacy, and other skills to support local workforce development needs.

More and more communities across the nation are realizing that a strong library can be a powerful economic stimulus. A great library attracts hundreds or even thousands of customers per day – customers who may also take advantage of other shopping, culinary, entertainment, and recreational amenities located nearby. Chula Vista's Otay Ranch Branch Library is an excellent example of how a library can provide an economic boost; in a 2012 survey, more than half of respondents said that they would probably visit other Otay Ranch Town Center businesses more often now that the library is located there. Real estate developers are also keenly aware of how a strong library can enhance home values.

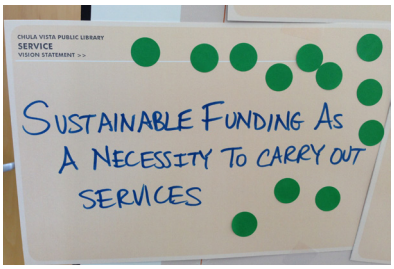
Vital and Robust Community Partner

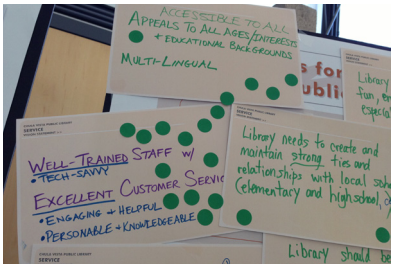
Chula Vistans strongly believe that continued investment in CVPL – including in the professional development and wellness of library staff – is a critical building block of the community's sustainable future. They cherish the Library not just as an essential resource for materials and services, but also as an organization of staff and volunteers who care deeply about providing high-quality service to the community. Concern about the welfare of CVPL and its staff in the face of recent budget cuts has been a recurring theme from stakeholders and the community during the development of both the Strategic Facilities Plan and the Strategic Vision Plan, along with enthusiastic appreciation for how much staff have been able to achieve with extremely limited resources.

CVPL partners with a wide variety of public, private, and non-profit entities to provide literacy, school readiness, education, and other complementary programs to shared service populations. Expanded staff capacity and resources will allow CVPL to further expand and develop such partnerships to benefit library customers and the community.



"The future of libraries is about transformation, not just information."
— SVW participant





LIBRARY SERVICES AND FACILITIES VISION

Distinct visions and themes that arose during the course of the development of the Strategic Vision Plan include:

- **Providing access** to library services at the time and place of need;
- A **social forum** that creates community connections around topics of shared interest;
- **Personalized service**, such as content recommendations tailored to individual preferences and borrowing history:
- A **distinct brand** that elevates the Library's profile in the community and communicates its value;
- An **experience of place** – both physical and virtual – that is inviting, engaging, welcoming, and inspiring;
- **Tiers of service**, even offering opportunities for revenue generation at enhanced levels; and
- A **sustainable organization** with excellent staff, ample funding for resources and operations, and mutually-beneficial partnerships.

In general, the community's vision for CVPL facilities is attractive, comfortable, and well-maintained buildings that are flexible and can accommodate growth and change in library services and community needs over time. Along with the proposed strategic service directions, this vision for facilities suggests new types of spaces and furnishings; greater capacity and flexibility; and furnishings and finishes that can accommodate increased use and resist wear.

CVPL's sustainable system strategy of destination libraries provides the opportunity for each CVPL branch to focus on specific elements of the Strategic Vision.

- The Civic Center Branch presents a strong opportunity to focus on being a Catalyst of Innovation, Business, and Growth. Its proximity to Chula Vista's civic center and downtown commercial core make it an ideal location for services, space, and technology to support local entrepreneurs and the business community. Civic Center Branch would be a vital community resource for state-of-the-art meeting, training, and conference facilities – and could even provide a source of revenue.

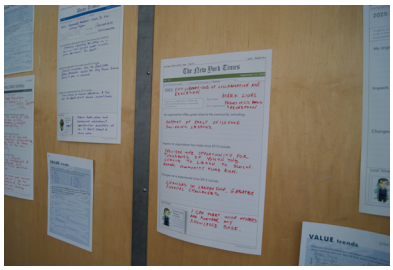
- South Chula Vista Branch presents an opportunity to emphasize the Nucleus of Learning, Culture, and Recreation. It is already a community destination for social and recreational activities – particularly for teens – as well as for literacy and learning. It provides a variety of spaces for library and community programs, cultural events, and recreational activities, as well as gallery space for display of community art and exhibits. And architecturally the building is a vibrant expression of community culture both inside and outside.

- The Strategic Facilities Plan recommends adding a third destination library to build capacity and expand access in east Chula Vista. Depending on community needs and priorities when the new facility comes online, this new branch could focus on a single strategic direction or take a balanced approach to providing services and resources.

- While the community develops the funding to build and operate a new destination library in east Chula Vista, the Otay Ranch Branch continues to be a vital and popular resource for learning, culture, and recreation library services in this part of the city.

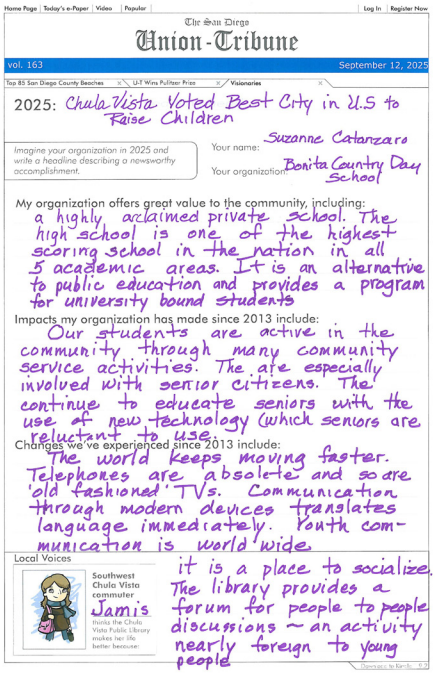
STRATEGIC VISIONING WORKSHOP

What will Chula Vista be like in the future, and what role should the Library play in bringing the community's needs, aspirations, goals, and vision to life? This was the challenge presented to participants in CVPL's Strategic Visioning Workshop. On September 12, 2013, Chula Vista community leaders, City staff, Library staff, Library stakeholders, and representatives from local and regional public agencies, private businesses, and non-profit organizations gathered at the Montevalle Recreation Center to speculate on how the Library could align its services and facilities to support the community's vision.



Group 4 principal and library planner David Schnee and renowned library futurist Joan Frye Williams led the group through a series of focused activities to develop ideas about the future using backcasting, avatars, and metaphors to encourage visionary thinking. Participants were invited to approach each activity from the perspectives of Service, Technology, Value, and Partnerships. During lunch, presentations by Williams and Schnee provided participants with perspectives on how libraries in other communities are evolving to meet the challenge of the future. Chula Vista's Marketing and Communications Manager Anne Steinberger also gave a presentation about future economic and community development directions in Chula Vista.

By the end of the event, participants had developed a variety of shared concepts, themes, and visions for their Chula Vista Public Library.



The San Diego Union-Tribune

vol. 163 September 12, 2025

2025: Chula Vista Voted Best City in U.S to Raise Children

Your name: Suzanne Catanzaro

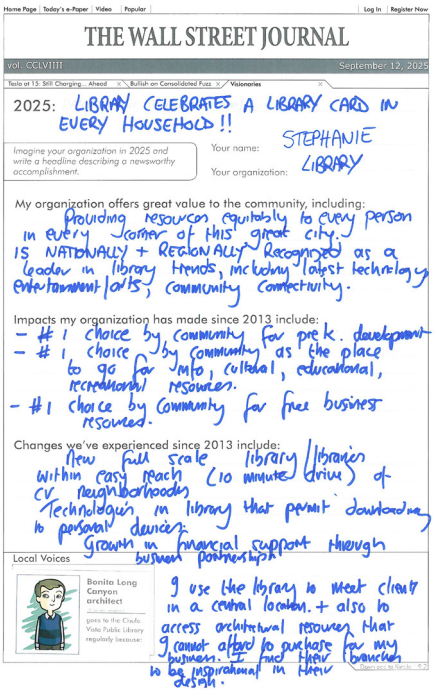
Your organization: Bonita Country Day School

My organization offers great value to the community, including:
a highly acclaimed private school. The high school is one of the highest scoring school in the nation in all 5 academic areas. It is an alternative to public education and provides a program for university bound students

Impacts my organization has made since 2013 include:
Our students are active in the community through many community service activities. The are especially involved with senior citizens. The continue to educate seniors with the use of new technology (which seniors are reluctant to use

Changes we've experienced since 2013 include:
The world keeps moving faster. Telephones are absolete and so are 'old fashioned' TVs. Communication through modern devices translates language immediately. Youth communication is world wide.

Local Voices
Southwest Chula Vista commuter
Jamis
it is a place to socialize. The library provides a forum for people to people discussions ~ an activity nearly foreign to young people



THE WALL STREET JOURNAL

vol. CCLVIIII September 12, 2025

2025: LIBRARY CELEBRATES A LIBRARY CARD IN EVERY HOUSEHOLD!!

Your name: STEPHANIE

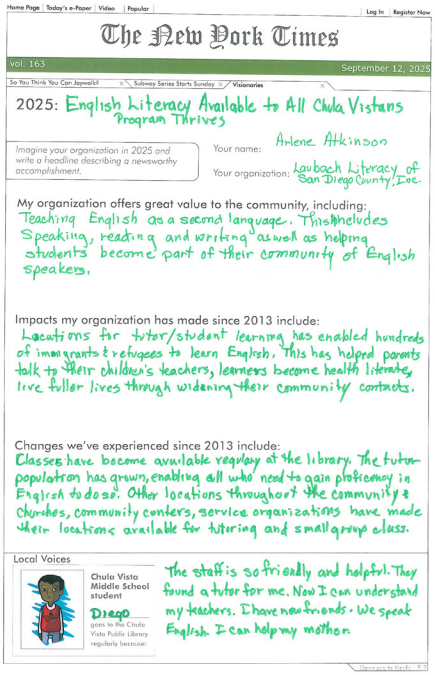
Your organization: LIBRARY

My organization offers great value to the community, including:
providing resources equitably to every person in every corner of this great city. IS NATIONALLY + REGIONALLY Recognized as a leader in library trends, including latest technology entertainment/arts, community connectivity.

Impacts my organization has made since 2013 include:
- #1 choice by community for pre k. development
- #1 choice by community as the place to go for info, cultural, educational, recreational resources.
- #1 choice by community for free business resources.

Changes we've experienced since 2013 include:
New full scale library within easy reach (10 minute drive) of CV neighborhoods
Technologies in library that permit downloading to personal devices
Growth in financial support through business partnerships

Local Voices
Bonita Long Canyon architect
I use the library to meet clients in a central location. + also to access architectural resources that I cannot afford to purchase for my business. I find their branches to be inspirational in their design.



The New York Times

vol. 163 September 12, 2025

2025: English Literacy Available to All Chula Vistans Program Thrives

Your name: Arlene Atkinson

Your organization: Laubach Literacy of San Diego County, Inc.

My organization offers great value to the community, including:
Teaching English as a second language. This includes Speaking, reading and writing as well as helping students become part of their community of English speakers.

Impacts my organization has made since 2013 include:
Locations for tutor/student learning has enabled hundreds of immigrants & refugees to learn English. This has helped parents talk to their children's teachers, learners become health literate, live fuller lives through widening their community contacts.

Changes we've experienced since 2013 include:
Classes have become available regularly at the library. The tutor population has grown, enabling all who need to gain proficiency in English to do so. Other locations throughout the community & churches, community centers, service organizations have made their locations available for tutoring and small group class.

Local Voices
Chula Vista Middle School student
Diego
The staff is so friendly and helpful. They found a tutor for me. Now I can understand my teachers. I have new friends. We speak English. I can help my mother.

The San Diego Union-Tribune

vol. 163 September 12, 2025

2025: Otay Ranch Town Center Soars to new heights

Your name: Tina Medina

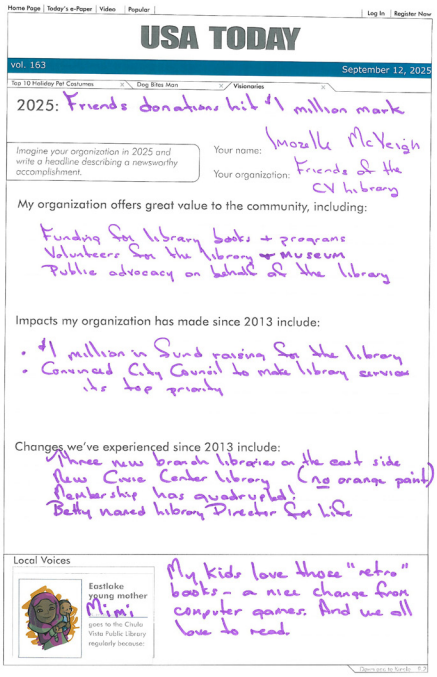
Your organization: Otay Ranch Town Ctr.

My organization offers great value to the community, including:
Otay Ranch TC is the premier shopping + dining destination in CV + is also poised to move in a full service shade center including amenities such as a library, parks, passport services, international services and superior concierge services for shoppers

Impacts my organization has made since 2013 include:
- creating a model for the cross border shopping experience
- partnering with various civic orgs to service customers
- signature events that not only contribute to a one-of-a kind experience but give back millions to community orgs.

Changes we've experienced since 2013 include:
- doubled GLA (square footage)
- attracted large retailers + 2 new anchors
- Become the #1 mall in SD county
- worked with Millenia + University to generate daytime foot traffic

Local Voices
Southwestern College student
Cruz
Through the various Student Resources at the Otay Ranch Branch Cruz was able to successfully be accepted to the University of Chula Vista for the fall 2015 semester.



USA TODAY

vol. 163 September 12, 2025

2025: Friends donations hit $1 million mark

Your name: Mozelle McVeigh

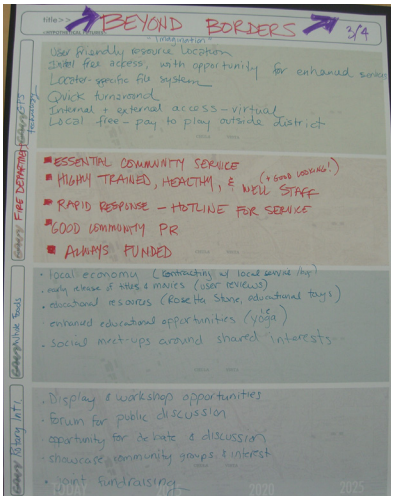
Your organization: Friends of the CV library

My organization offers great value to the community, including:
Funding for library books + programs
Volunteers for the library + museum
Public advocacy on behalf of the library

Impacts my organization has made since 2013 include:
- $1 million in fund raising for the library
- Convinced City Council to make library services the top priority

Changes we've experienced since 2013 include:
Three new branch libraries on the east side
New Civic Center library (no orange paint)
Membership has quadrupled!
Betty named library Director for life

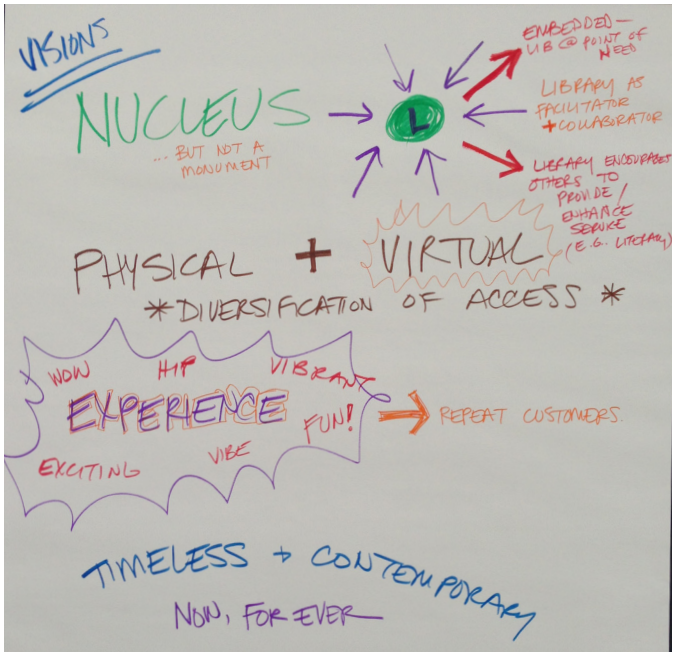
Local Voices
Eastlake young mother
Mimi
My kids love those "retro" books - a nice change from computer games. And we all love to read.

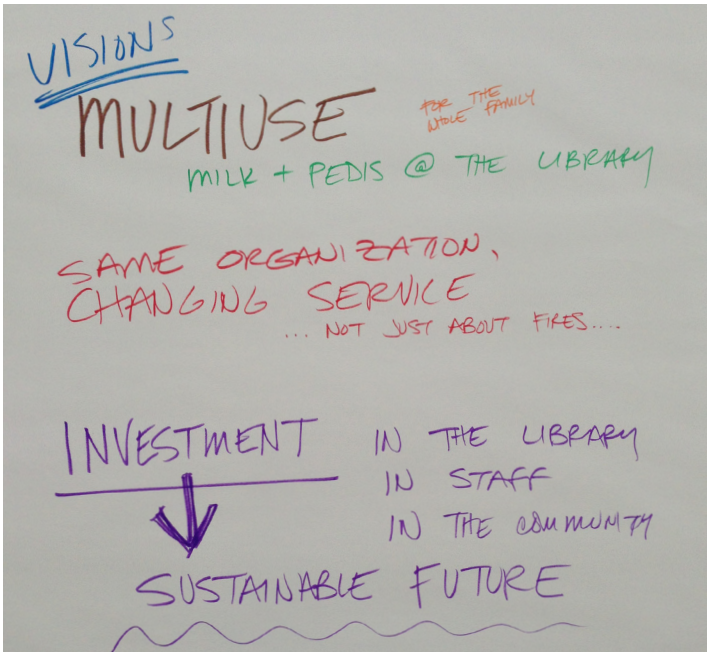


ALTERNATIVE FUTURE LIBRARIES

After the opening activities, participants took part in a "metaphors" brainstorming exercise. Working in small groups, participants discussed the attributes of local and national destinations, brands, and services and how these might apply to a future library's potential qualities and characteristics. Small groups then came together to select the best metaphors from each of the workshop's themes and combine them into "hypothetical future libraries" representing those key attributes. Each hypothetical future library was given a name by its creators and presented to all participants for discussion.

	Empower House	**Beyond Borders** *#imagination*	**We've Got Something For You** *#WGSFY*	**Hometown Connection**	**Sustainable Open Access Resources** *#SOAR*
Service	Chula Vista Fire Department	Chula Vista Fire Department	Netflix	Nordstrom REI Google airBNB farmers market	Trader Joe's
Value	iPhone	Whole Foods	Trader Joe's	Trader Joe's podcast UTC Aerospace Rotary International	sustainable design
Technology	health and wellness	GPS	GPS	Pandora Sweetwater UHSD nanotechnology solar power	MOOC
Partnerships	Olympic Training Center	Rotary International	Living Coast Discovery Center	South Bay Community Services CV Charitable Foundation Southwestern College CVPD Home Depot	Kaiser Permanente
Summary statement	*Strengthening community through expanded access to physical and virtual services*	*An essential community service that brings people together to share interests and ideas*	*Fast, convenient, and affordable resources in a comfortable and inviting setting*	*The best of traditional and new services with Chula Vista's unique local stamp*	*Flexible, accessible, and sustainable services for all*





FUTURE VISIONS

The final activity of the workshop was the development of future library visions. In table groups, participants began by brainstorming vision statements according to each of the four workshop themes: Service, Technology, Partnerships, and Value. Tables then came together and selected the ten statements they felt best captured their vision of CVPL's future. The four "Top 10" lists were presented to all workshop participants, who then used dots to vote on which statements – from any theme – that they felt best captured the vision of Chula Vista's future library.

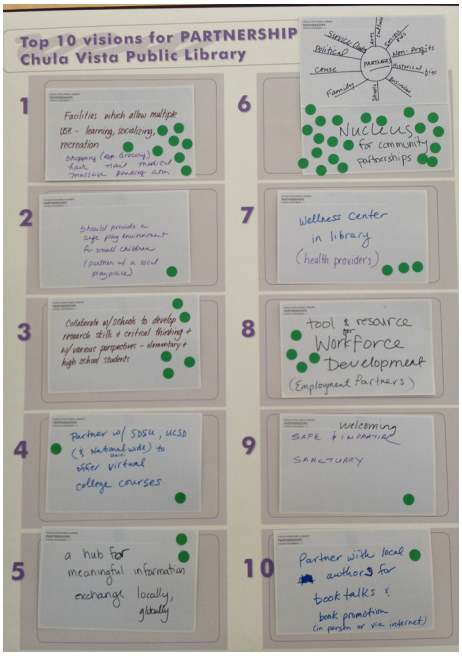
Based on the polling, facilitator Joan Frye Williams led the entire group in a discussion of the overall themes and visions:

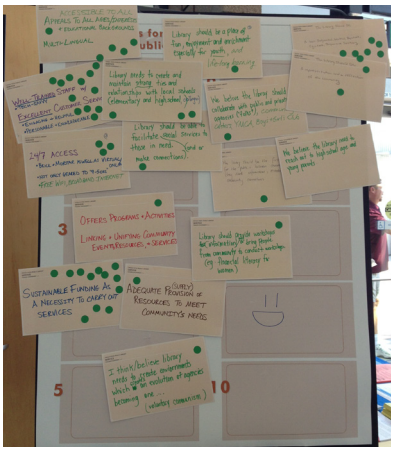
Community Nucleus

- Library available at point of need
- Library as facilitator and collaborator
- Library as nucleus for community partnerships

Diversification of Access

- Library is both physical and virtual
- 24/7 availability
- Services available through personal devices, such as an app for checking out books
- Library programs accessible online, such as live streaming children's storytimes





Great Experience = Repeat Customers

- Library as a fun, cool, and hip place to be
- A non-judgmental, neutral, reputable, equitable, and responsive sanctuary

Timeless and Contemporary

- Now and forever
- Flexible and adaptable = relevant
- Vision-focused and mission-driven

Multiuse for the Whole Family

- Learning, socializing, and recreation
- Close to (or even providing!) shopping, hair/nail care, medical services, banking….

Same Organization, Changing Service

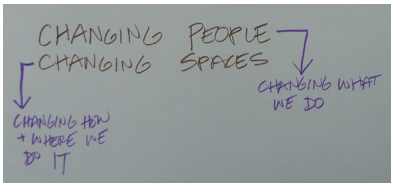
- Library is about transformation, not just information
- Like the Fire Department, the Library adapts to meet evolving needs, but always remains an essential community service

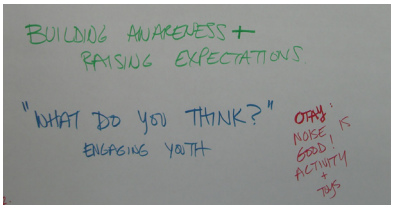
Investment in a Sustainable Future

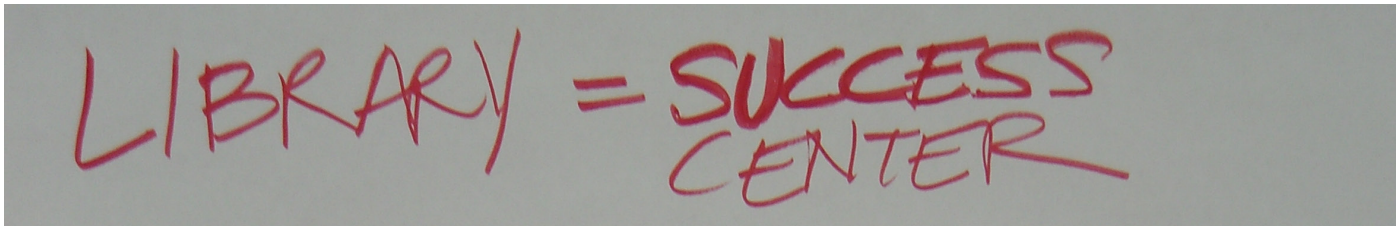
- Investment in the library – funding is necessary to carry out services
- Investment in staff – well-trained staff are tech-savvy, engaging, helpful, personable, and knowledgeable
- Investment in the community – working toward a shared vision of Chula Vista's future

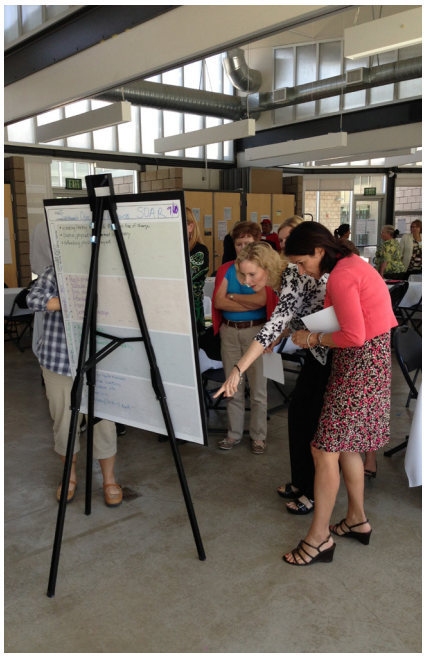
AFTER THE WORKSHOP

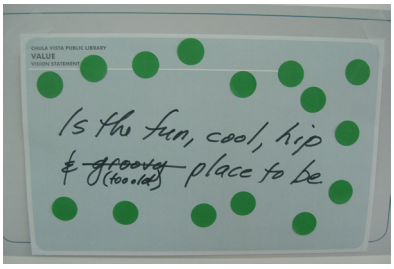
The themes, priorities, and visions developed in the Strategic Visioning Workshop formed a strong foundation and framework for the development of the strategic directions for the Chula Vista Public Library. The concepts and priorities identified at the workshop were brought to the Community Advisory Committee for review and confirmation, and then refined and developed into the strategic directions that will guide CVPL over the next decade.











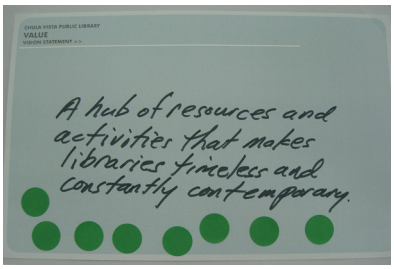
NEXT STEPS

This Strategic Vision Plan is intended as a guide for the Library in planning its services, facilities, partnerships, and resources over the next decade. The scope of this study was to identify strategic directions for the Library based on a big-picture look at CVPL's organization and resources, Chula Vista's community and economic development outlook, and evolving national directions in library services and technology. It was beyond the scope of this study to prepare a comprehensive needs assessment, detailed recommendations for services and facilities, or an implementation plan.

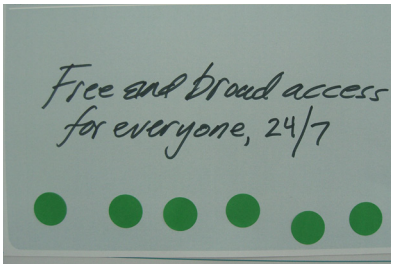
Next steps for the Library relative to the Strategic Vision Plan may include:

"Chula Vista is on the move and the Library is in on the leading edge."
— SVW participant

- developing a detailed Plan of Service with specific goals, objectives, strategies, actions, metrics, and milestones;
- developing a detailed assessment of facility conditions and opportunities at South Chula Vista and Civic Center branches to support the Strategic Vision; and
- identifying the additional staff, funding, and partnerships that will be needed to move forward with the Strategic Vision.



All of these proposed strategic service directions will require additional resources to develop and implement, from staffing and operations, to materials and technology, to facilities and infrastructure. CVPL is already operating beyond its maximum capacity as a result of drastic budget cuts in recent years. In order to keep the lights on and the doors open to the community, the Library has made significant deferrals in investments in collections, technology, staff development, and facilities maintenance. There is simply no further fat to trim. Without a meaningful increase in available funding, CVPL will be severely disadvantaged in its ability to support the community's vision for library services.



Where many other libraries in the United States are still working through the transition from a traditional, staff-intensive service model, CVPL is ahead of the game in terms of adopting a streamlined operational model that leverages creative and innovative strategies for maximum efficiency. Throughout the economic challenges in recent years, the Library has successfully developed an organizational culture of innovation and dedication to efficient, high-quality service. This culture – and the community's high regard for the Library – will be a powerful foundation for CVPL in moving forward with the Strategic Vision.

COMMUNITY AND LIBRARY PROFILE

COMMUNITY PROFILE

Since 2000 Chula Vista has grown faster than either the San Diego County or the state average, adding more than 40% more residents since the turn of the 21st century to reach today's population of approximately 252,000. Chula Vista is culturally and economically diverse, a community with many families and businesses that live and work on both sides of the border. Nearly 60% of the city's population is Hispanic, and about 14% are Asian (predominantly Filipino); almost a third of residents are foreign-born. Chula Vista is a hard-working community, with a higher percent of working-age citizens in the workforce, higher median income, and higher median worker earnings than the state average. Chula Vista is also a relatively young community, with the strongest population growth in recent years in the youth and working adult age groups.

There are some geographic differences across the community. Western Chula Vista is long-established and more historic, with a higher proportion of older residents and lower-income community members. Eastern Chula Vista features newer suburbs and planned communities, with a mix of young families and empty-nesters.

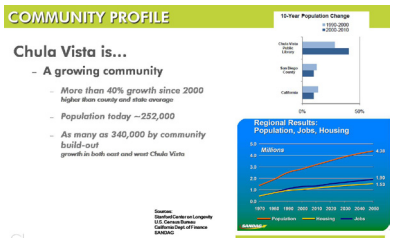
Chula Vista's strong population growth trend is projected to continue, increasing another 17% or so by 2030 and to as many as 340,000 people by 2050. The City anticipates that about half of this growth will occur west of the I-805 as a result of the planned new Bayfront development and associated revitalization of downtown Chula Vista and surrounding neighborhoods. The other half of this growth will occur through continued development of central and east Chula Vista.

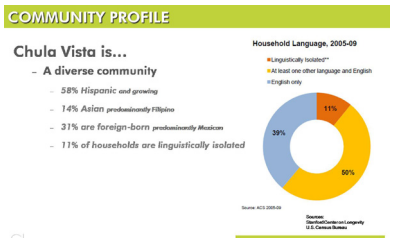
Demographic trends anticipated in association with population growth in Chula Vista include:

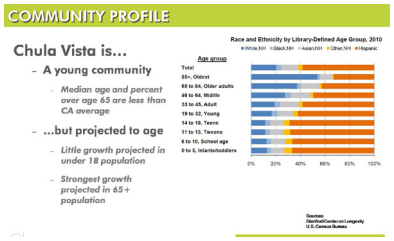
- **Increasing diversity**. The Hispanic community is expected to continue to grow both in numbers and as a percentage of the overall population. Chula Vista's Asian and black populations are anticipated to grow proportionate to overall population growth.

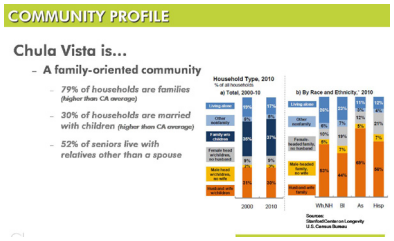
- **An aging population**. SANDAG predicts that growth in the youth and working adult age groups will slow significantly in the future, while the over-65 population will experience stronger growth.

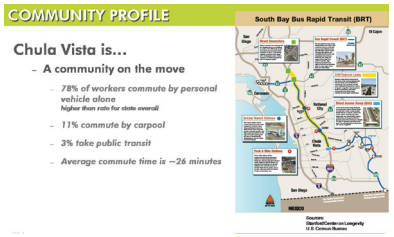
- **Increasing competition for jobs and housing**. SANDAG predicts that growth in both housing and jobs in the San Diego region will lag behind population increases in the coming decades.





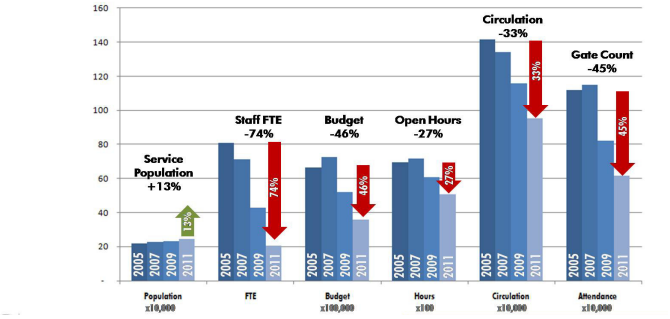






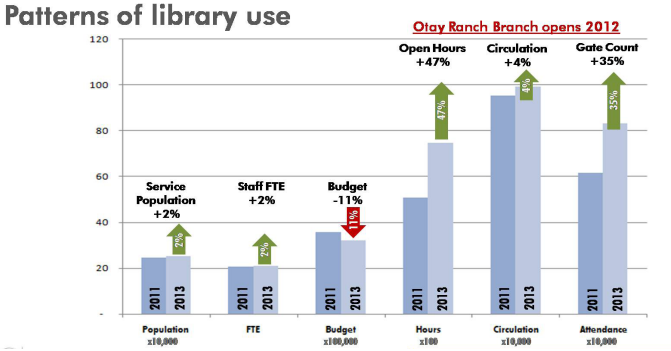
ABOUT THE LIBRARY

Recent economic impacts



ABOUT THE LIBRARY

Patterns of library use



LIBRARY PROFILE

In the face of significant reductions in financial and staff resources in recent years, the Chula Vista Public Library has proved itself to be a highly agile, adaptable, and creative organization. There is a strong culture of innovation in looking for better and more efficient ways to provide service, with ideas welcomed from staff at all levels. Complementing the Library's aptitude for experimentation is a willingness to cut losses quickly and learn from the experience of an unsuccessful experiment. Staff at all levels are recognized both internally and by the public as enthusiastic, creative, and committed to excellent customer service.

One staff member commented that the "Library knows how to stretch a dollar." But CVPL's dollars have been stretched as far as they can go. The lack of sufficient funds for programs, materials, and staff severely limits CVPL's ability to provide core library services to the community.

- CVPL's budget per capita for new materials is less than a fifth of the state average. As a result, the aging collection loses relevance – and community interest – with each passing year. There is a heavy reliance on the generosity of the Friends of Chula Vista Library, the CVPL Foundation, and individual donors to augment the collection, but these donations are only a fraction of what is needed to provide the community with high-quality and relevant materials.

- Chula Vista spends less per capita on library services than any other community in San Diego County. CVPL also has the lowest rates of library use per capita in the county, including library visits and materials circulation.

- Staff training and development has been deferred since the mid-2000s. Library leadership is concerned about the lack of exposure to new ideas about how library services and service delivery are evolving in other communities.

- Staffing cuts in recent years have been based on seniority, which has created a staff profile with a long average career at CVPL. There is concern about the number of staff who are within five years of retirement, and the Library's ability to develop and/or attract new people with the right skills and experience.

"People are aware that funding is essential."
— SVW participant

CVPL depends heavily on partnerships to supplement limited resources. Significant donations from the Chula Vista Public Library Foundation have helped CVPL with projects such furniture for the Otay Ranch Branch, and ongoing contributions from the Friends of Chula Vista Library are critical for supplementing the Library's budget for materials and services. CVPL also has enthusiastic long-time supporters in the local business community who provide in-kind donations such as supplies, equipment, and even vehicles.

CVPL also maintains partnerships with other entities who have similar service missions and target customer populations. While the enthusiasm and commitment to providing enhanced services is there on both sides, CVPL's ability to participate in such partnerships – and benefit from them – is also materially limited by its available resources. In some cases, CVPL simply doesn't have enough staff available to take the Library's expertise and materials on the road to provide services at partner locations. In other cases, CVPL's facilities lack the space or infrastructure needed to host partner organizations and programs.

"Traditional ideas and perceptions about the library are changing."
— SVW participant

STRATEGIC FACILITIES PLAN UPDATES

Once the strategic directions for library service in Chula Vista over the next decade were established, the project team revisited the 2011 Strategic Facilities Plan in order to adjust and update the recommendations as needed.

GEOGRAPHIC LIBRARY USE PATTERNS UPDATE

The Strategic Facilities Plan included a geographic analysis of library use in Chula Vista. Based on materials circulation data from one week in early August 2010, maps were generated showing where customers live relative to the libraries they use. Combined with responses to the 2010 community survey about travel patterns, this mapping analysis confirmed that Chula Vistans are highly mobile, and move freely throughout the city to access the library services that best meet their needs. This mapping analysis also showed that the Eastlake Branch was not adequately serving residents of eastern Chula Vista, and supported the recommendation that resources from Eastlake be reallocated to a new branch at Otay Ranch Town Center.

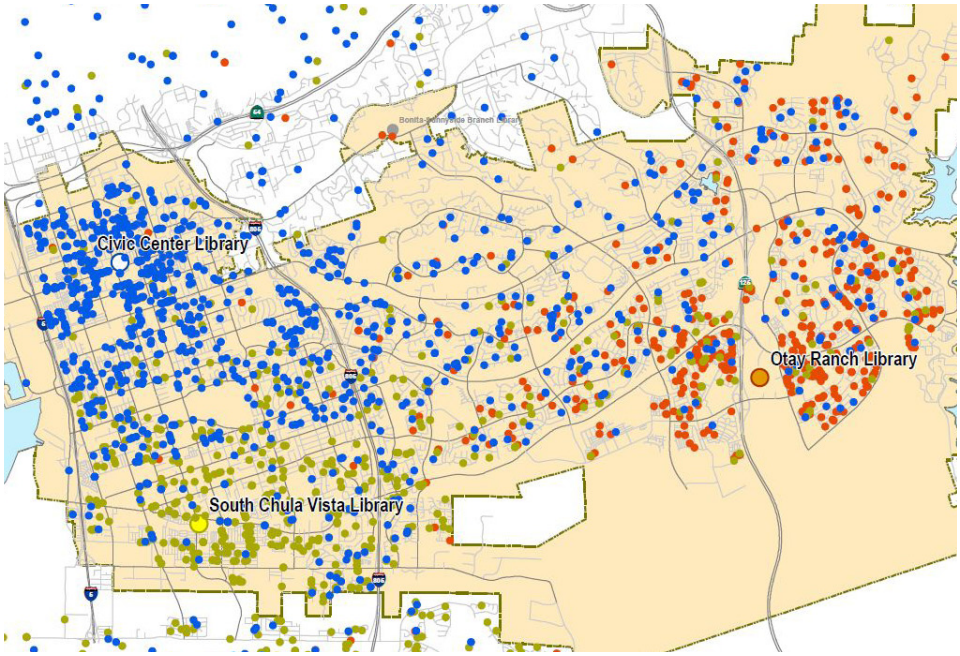
This analysis was revisited for the Strategic Vision Plan, using data from one week in early August 2013 – almost exactly three years after than the original analysis. The revised maps showed that geographic patterns of use for Civic Center Branch and South Chula Vista Branch today are similar to what they were three years ago, and that Chula Vistans continue to travel to the library that best meets their needs rather than the one that may be closest to their home.

The biggest difference from three years ago is that residents of eastern Chula Vista are now willing to travel further to the new Otay Ranch Branch than they were to the former Eastlake Branch. Although the Otay Ranch Branch is less than half the size of its predecessor, its more prominent site and co-location with a significant community destination are key to increased levels of community access and customer use. This mapping analysis is consistent with a 2012 survey in which nearly two-thirds of respondents said they would probably visit the library more often now that it is located in Otay Ranch Town Center.

SPACE PLANNING TARGETS UPDATE

An almost universal measure in planning libraries is the ratio of library space to population. However, there is no universally-accepted standard or guideline for what the actual ratio should be. Each library determines its own appropriate level based on its service population, organizational profile, and available resources.

In 1998 the City of Chula Vista developed a library facilities master plan that proposed a library space target of 500 to 600 square feet per 1,000 Chula Vista residents. This library space planning target was subsequently adopted by the City's Growth Management Oversight Commission (GMOC) as a threshold measure for monitoring library service levels.



The map at left was created using CVPL circulation data from one week in August 2013.

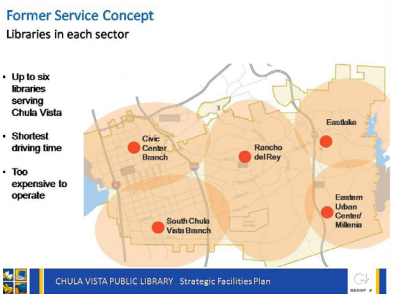
The location of each small dot represents the home address of a customer who checked out materials that week, while the color of the dot corresponds to the branch that the customer used.

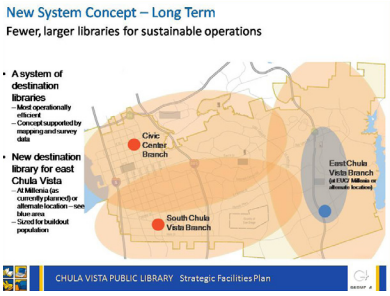
This map shows that Chula Vistans travel freely throughout the community to access services at the library that best meets their needs.

The 2011 Strategic Facilities Plan confirmed that this space planning target continues to be appropriate for Chula Vista, based on considerations such as:

- CVPL is in the top 15% of libraries in California by service population size;
- Chula Vista spends the least amount on library services per capita of any community in San Diego County, and has one of the lowest allocations in the state;
- CVPL's system strategy emphasizes fewer, larger libraries that are more space efficient than a system with many smaller branches; and
- CVPL has (or has the opportunity to develop) strong partnerships with a wide range of public, private, and non-profit organizations providing complementary services to similar target populations.

The City of Chula Vista projects a community buildout population of approximately 340,000, which it anticipates reaching between 2030 and 2050 depending on the rate of development. This buildout population and timeline is similar to what was used for the 2011 Strategic Facilities Plan. As such, the calculation of the need for approximately 60,000 additional square feet of library space in Chula Vista to meet the needs of the buildout population is confirmed.





SUSTAINABLE SYSTEM STRATEGY

The Strategic Facilities Plan established principles and guidelines for developing and maintaining sustainable library facilities in Chula Vista, including:

- Large "destination" libraries provide greater service to the community than small branches. Chula Vista's Civic Center Branch and South Chula Vista Branch don't just offer more breadth and depth of collection and technology; they also allocate more space for people – for individual reading, collaborative work, and large group activities and programs. They provide the economies of scale in resources, space, and staff to serve as a citywide destination, as evidenced by customer mapping in both 2010 and 2013. And because they are effective at drawing citizens from throughout the city, destination libraries offer the opportunity to provide unique areas of focus at each location – such as one branch focused on arts and music, and another focused on entrepreneurs and business – rather than providing everything at every location.

- Larger libraries also tend be more cost-effective to operate than smaller branches, as they leverage the ability of staff to cover a large floor area. Although all of Chula Vista's libraries operate very efficiently, Civic Center and South Chula Vista are proportionately less expensive to staff than Otay Ranch Branch on a per-square-foot basis.

- Characteristics of a successful library site include a high-profile location along a well-traveled route, close to other community amenities, and accessible by public transit. The success of the Otay Ranch Branch is a prime example of how co-location with another popular community destination can boost public access to the library.

FACILITY RECOMMENDATIONS UPDATE

The Strategic Facilities Plan found that South Chula Vista Branch and Civic Center Branch are both well-located destination libraries consistent with Chula Vista's sustainable library system plan. It recommended maintaining these two destination library facilities, and building long-term capacity by adding a third destination library in east Chula Vista. The Strategic Facilities Plan also supported the operation of an express facility at the Otay Ranch Town Center as an interim measure to boost service in east Chula Vista until the third destination library could be implemented.

It should be noted that detailed assessment of CVPL's current facilities was beyond the scope of this study. The description of specific conditions and opportunities at existing facilities is based on general observations during site visits as well as on anecdotal information from CVPL staff and community members.

Civic Center Branch

Since the Strategic Facilities Plan, Civic Center Branch has had some minor interior renovations, such as to remove the former Information/Reference desk to create more public seating. The City has also had to address some deferred maintenance projects at the Civic Center Branch, such as broken pipes in the nearly 40-year-old plumbing system. Furniture and interior finishes show signs of wear. The building's power/data infrastructure cannot accommodate the growing demand for technology. Staff report increasing requests from customers for collaborative work/study space as well as for flexible program/classroom space.

Civic Center Branch

The Civic Center Branch was originally designed for a much larger staff complement than CVPL has today, and there are opportunities to renovate the building to increase the amount of space available to the public within the existing building. Upstairs, there is the potential to consolidate the branch staff work areas and reallocate the surplus for public use, such as group study/meeting rooms and flexible program space. Other renovation opportunities include revitalizing interior furnishings and finishes; installing service model updates to enhance operational efficiency and customer self-service; and upgrading the data/power infrastructure to support additional library- and customer-provided technology.

Civic Center Branch

The lower level of the Civic Center Branch houses significantly fewer Library Administration, Technical Services, and other systemwide support staff than it did even a decade ago. There is a lot of room downstairs that may be available for conversion to public use. The space could also provide opportunities for partnerships such as with the Chula Vista Elementary School District, which is looking for space for a new charter school.

The Civic Center Branch site also offers opportunities for expansion. The Strategic Facilities Plan recommends an additional 60,000 square feet of library space to serve Chula Vista's buildout population. Given the importance of this facility for both core library services and the new strategic service directions, it may be appropriate to consider providing additional capacity at this location. Expanding the Civic Center Branch could also allow the new branch in east Chula Vista to be more appropriately scaled for the population in that part of the city. Options for expanding the Civic Center Branch would need to ensure that the building could still be operated efficiently without additional staff.

Library Administration, central services, and building support areas are located on the lower level of the Civic Center Branch.

As a matter of due diligence, the City may wish to investigate the relative costs and benefits of entirely replacing the Civic Center Branch on its current site. The cost of bringing the aging structure up to meet current seismic, energy, and accessibility code requirements – in addition to life-cycle replacement of major building systems – may approach the costs to replace the building with new construction. New construction could also better reflect and support Chula Vista's vision of modern library service, strategic service directions, and sustainable operations.

South Chula Vista Branch

South Chula Vista Branch

The South Chula Vista Branch is approaching its 20th anniversary. In addition to the typical maintenance and life-cycle replacement projects that are typical for a building of this age, there are opportunities to improve the South Chula Vista Branch from the perspective of library operations and service. The building was designed for a traditional service model including multiple large staff desks that the Library can no longer afford to operate. The distance of the literacy/program room wing from other areas of the library also presents operations and supervision challenges; staff describe it as trying to run "two libraries with one staff." The building's data/power infrastructure limits the ability to support additional library or customer-provided technology. Its structural system and walls also are suspected to be at the root of a continuing challenge to provide adequate wi-fi coverage throughout the library.

Otay Ranch Branch

Otay Ranch Branch

New since the Strategic Facilities Plan is the branch at the Otay Ranch Town Center in east Chula Vista. Funded through a combination of grants and donated funds, the Otay Ranch Branch opened in 2012 and was an immediate success. Not only did it outperform the former Eastlake Branch (which was more than twice the size), but it also led an overall citywide increase in materials circulation, library visits, and program attendance between 2012 and 2013, even while levels at the City's other library facilities lagged. The Otay Ranch Branch also garnered local and national attention and honors for innovative partnerships, excellence in library service, and responsible use of public funds.

The Otay Ranch Branch occupies a 3,500 square foot retail space adjacent to the food court. The branch provides a bit of everything: collection materials, computers, seating, and even a group study room. The little library achieves a higher level of service by extending wifi coverage and permitting customers to take reading materials out into the food court seating area. Support spaces such as mechanical rooms, custodial facilities, and restrooms are shared with other tenant spaces.

Design concept for new CVPL Community Room at Otay Ranch Town Center

The Otay Ranch Town Center has made an adjacent tenant space available to the Library for library and community programs. At this writing, the City is initiating a project to renovate and furnish the approximately 2,000 square foot space.

New East Chula Vista Branch

The 2011 Strategic Facilities Plan confirmed the need for a new branch library to serve east Chula Vista, proposing that it be developed east of CA-125 in order to maximize service to this underserved area of the city. As of this writing, the City has looked at a variety of opportunities.

- The City has an agreement with McMillin Companies to operate a branch library in a 30,000 square foot space in the 210-acre mixed-use Millenia development. The development timeline for the phase that includes the proposed library has not yet been confirmed, but McMillin Companies reportedly remains very interested in pursuing this partnership with CVPL.

- CVPL's 1998 master plan had proposed meeting the needs of east Chula Vista residents with a new 30,000 square foot branch in Rancho del Rey. Capital funding could not be secured and the project was put on hold over a decade ago.

- There have been informal discussions about developing a joint library with Southwestern College at its campus in central Chula Vista. The success of joint public/academic libraries is closely tied to issues of visibility, accessibility, and proximity to other community amenities. A successful example of this model is San Jose's main public library, which is operated jointly with San Jose State University on a high-profile site in downtown San Jose. A less successful example was the temporary CVPL branch at Eastlake High School, which suffered from a low-profile campus location not easily visible or accessible to the community.

It was beyond the scope of this study to conduct a detailed assessment of these or other specific opportunities for new library facilities in Chula Vista. The Strategic Facilities Plan recommends guidelines for size and location that the City can use to assess whether these or other opportunities for proposed new facilities may be successful, cost-effective, and sustainable solutions for Chula Vista.

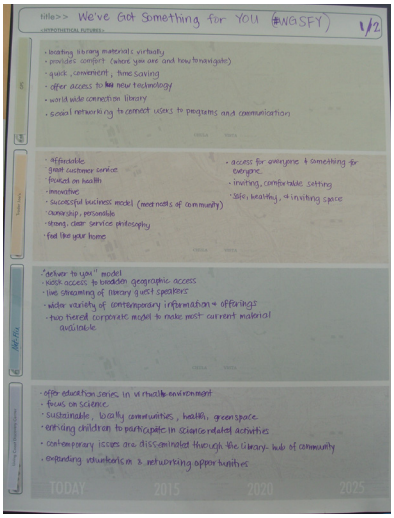
It should also be noted that CVPL's current budget and staffing levels cannot accommodate the addition of a new branch library – of any size, in any location – without making significant cuts in other areas of the library system. Any proposed opportunity for new facilities, even if provided in partnership with another entity, will need to be accompanied by new funding for operations, staffing, materials, and technology.

Proposed Millenia development

"The Library connects me to my community, my country, and the world."
— SVW participant

Design concept for Rancho del Rey Branch

Southwestern College



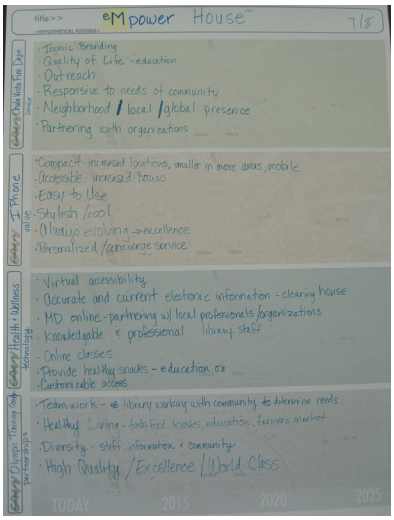
PROJECT METHODOLOGY AND PARTICIPATION

The Strategic Vision Plan was initiated in the late summer of 2013 and was completed in early 2014. Stakeholder and community outreach included an all-day Strategic Visioning Workshop held in September 2013. Two workshops were held with a Community Advisory Committee in October and December 2013 to confirm findings and provide additional input. Project review and oversight was provided by a Project Management Team (PMT) comprising the Library's Director and members of the leadership team, who met with Group 4 at key project intervals.

PARTICIPATION

Community Advisory Committee

Christy Albon, Friends of Chula Vista Library
Arlene Atkinson, Laubach Literacy Council of SD County, Inc.
Kelley Bacon, City of Chula Vista
Jeannie Barnes, Board of Library Trustees
Paulina Bobenrieth, County Health & Human Services Agency
Lu Bucknell, PEO Sisterhood/Inner Wheel
Lisa Davis, High Tech High
Zaneta Encarnacion, The San Diego Foundation
Sandi Gonzalez, Altrusa Club of Chula Vista
Mandy Mills, City of Chula Vista
Maria Kachadoorian, City of Chula Vista
Mark Liuag, Friends of Parks and Recreation
Donna Moss, Edward Jones
Jason Paguio, Cultural Arts Commission
Carmen Richardson, Chula Vista Public Library Foundation
Jim Sandoval, City of Chula Vista
Matt Tessier, Chula Vista Elementary School District
Rachel Vigil-Garcia, American Center for Learning



Strategic Visioning Workshop

Arlene Atkinson, Laubach Literacy Council of SD County, Inc.
Kelley Bacon, City of Chula Vista
Jeannie Barnes, Board of Library Trustees
Ed Batchelder, City of Chula Vista
Paulina Bobenrieth, County Health & Human Services Agency
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Lisa Butler, Chula Vista Elementary School District
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Cindy Greenbaum, Chula Vista Public Library Foundation
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Lillian Leopold, Southwestern College
Christopher Lewis, McMillin Realty
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Stephanie Loney, Chula Vista Public Library
Jackie Macias, Chula Vista Public Library
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Michael Meacham, City of Chula VIsta
Tina Medina, Otay Ranch Town Center
Tara Milbrand, Reach Out and Read San Diego
Mandy Mills, City of Chula Vista
Donna Moss, Edward Jones
Veronica Nogueira, San Diego Padres
Patrice O'Halloran, Altrusa Club of Chula Vista
Jason Paguio, Cultural Arts Commission
Carmen Richardson, Chula Vista Public Library Foundation
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Jodie Sawina, Chula Vista Public Library
Mink Stavenga, Southwestern College
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Rachel Vigil-Garcia, American Center for Learning
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Joy Whatley, Chula Vista Public Library
Tina Williams, South Bay Family YMCA
Brian Young, Board of Library Trustees

ACKNOWLEDGMENTS

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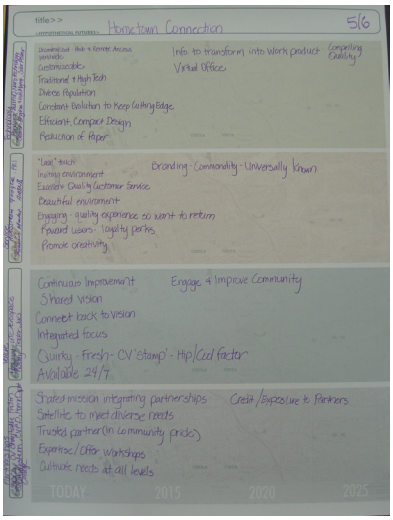
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