



# San Diego Public Library Master Plan

FINAL REPORT | 24 October 2023





**G R O U P 4**

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**SD** Public Library  
sandiegolibrary.org

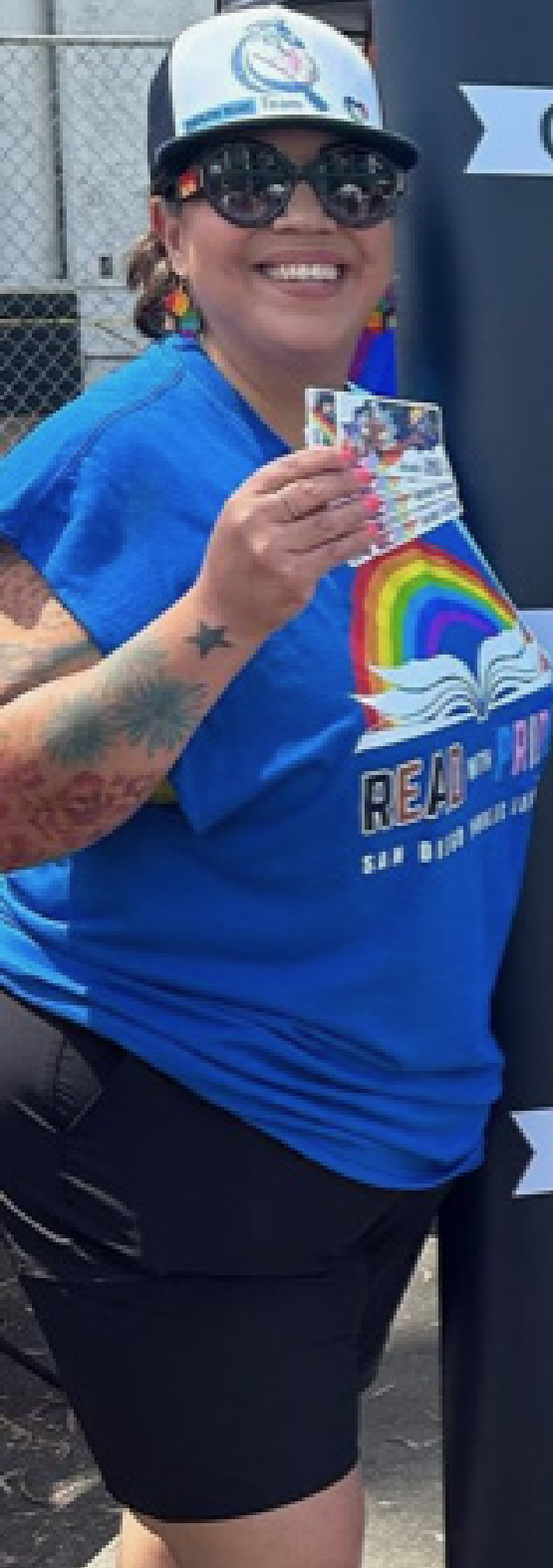
OPPORTUNITY



DISCOVERY



INSPIRATION



EXECUTIVE SUMMARY



This Library Master Plan (LMP) is the synthesis of more than four years of analysis, outreach, and envisioning the future of the San Diego Public Library (SDPL). The purpose of this planning process was to identify the diversity of community needs and demands for library service in San Diego and to articulate how library spaces and facilities can best support SDPL in responding to those needs.

More than 11,000 San Diegans participated in the development of this LMP through a broad range of digital methods and in-person engagement events citywide. Library staff at all levels were actively engaged throughout the process as well. Partner City department representatives were consulted strategically on specific topics, including to review and provide input on the draft findings and recommendations, and at key points the project was shared with the Library Commission and City Council.

The result is this long-range guide for future City investment in library spaces and facilities. It is intended to build on and supersede the City's previous Library Building Plan, which has driven new and expanded library facilities for more than 20 years.



## VISION FOR SDPL FACILITIES

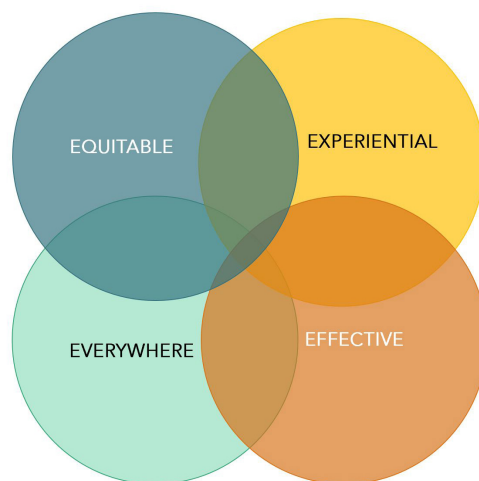
This LMP builds on the vision and principles established in SDPL’s Master Plan Framework, which was presented to City Council in early 2022. The Framework described the principles and concepts associated with a high-performing library system for San Diego communities – encompassing aspects of SDPL operations and technology as well as library spaces and facilities. Chapter 3 of this LMP report summarizes the Framework vision and principles.

The principles of the Framework directly shaped the development of this LMP, which envisions SDPL facilities that:

- are welcoming, well-functioning, and well-maintained;
- ensure equitable access to library services and spaces throughout the city;
- optimize staff effectiveness; and
- have the capacity to serve SD’s current and projected future population.

In addition, SDPL facilities must align with community needs, interests, and priorities. The input gathered through this process found that San Diego communities love the high quality of SDPL’s services and staff. They want more access to library programs and services, special resources such as the IDEA Labs, diverse physical collections, and up-to-date technology. And they value attractive library facilities that reflect local culture and celebrate what makes San Diego a great place to live.

This is not the only opportunity for input that San Diegans will have about the future of their libraries. The community must continue to be involved in the planning and design process for each library improvement project.



## SUMMARY OF FACILITY RECOMMENDATIONS

To plan for equitable distribution of and access to libraries, San Diego's very large geographic area is broken down into six planning zones. This zone approach offers flexibility and stability for library capacity-building. Existing library space and amenities and future library space needs have been evaluated at the zone level, which has influenced the recommendations for the Library's facilities.

Over the life of this LMP, some degree of improvements will be required at every SDPL facility. The improvements recommended in this LMP are based on considerations including the facility condition and library service assessments, site-specific opportunities, and community input. At some libraries, a relatively minor level of work may be needed to align them with community priorities and the City's facility condition and Climate Action Plan targets. For others, more extensive renovation, expansion, or even replacement may be required to achieve the full vision for equitable library space, service, and customer experience in San Diego.

All of the City's facilities – including its newest and most recently renovated libraries – also require regular maintenance to preserve their quality, functionality, and longevity. Maintenance projects bring opportunities to improve facility sustainability, resilience, and energy performance, as well as to make strategic investments toward other City and community priorities.

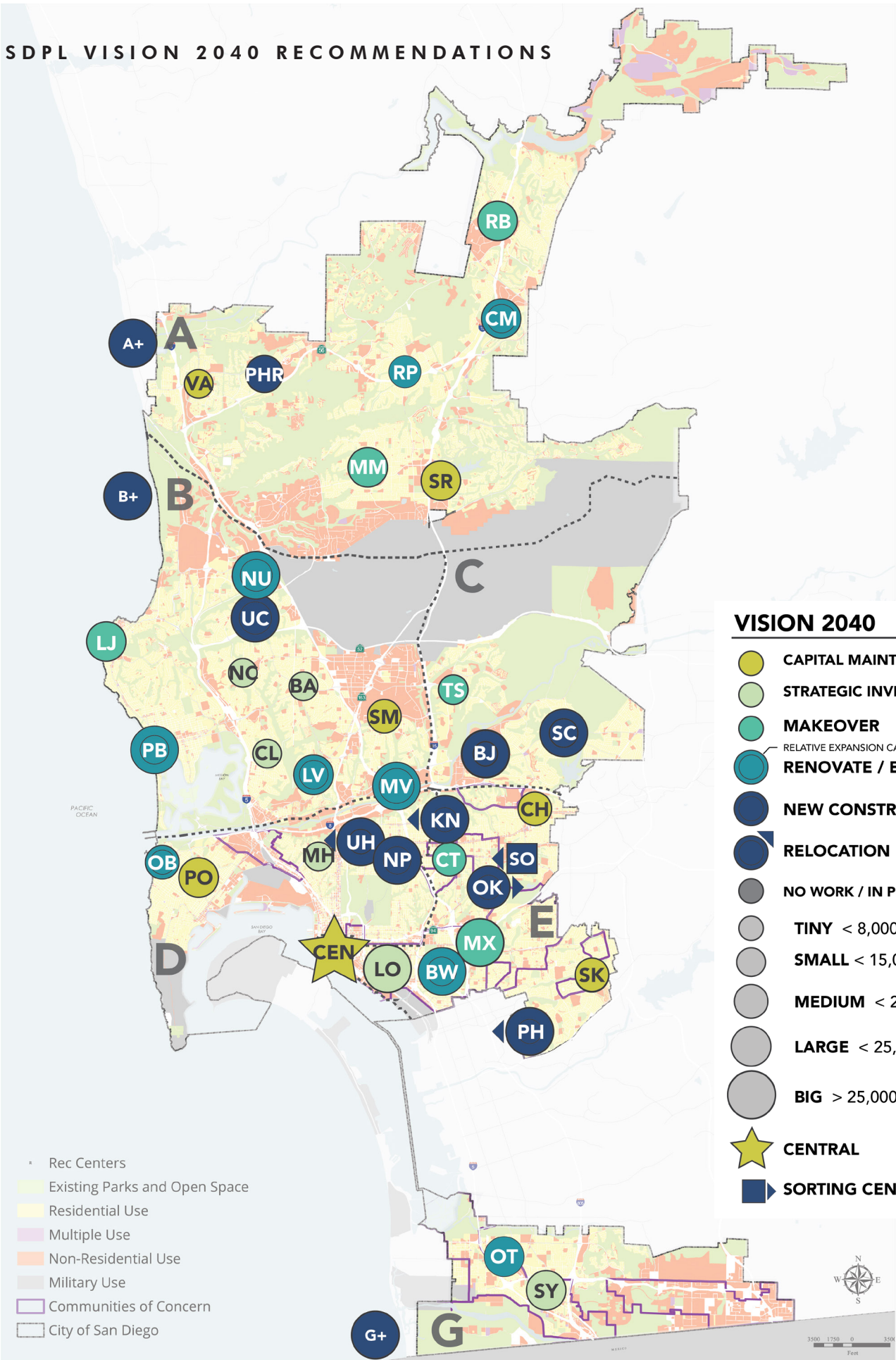
The map on the facing page and table on the following pages summarize the recommendations for every SDPL location.

### *SDPL Facility Abbreviations*

*A+ - Net New Zone A Branch*  
*B+ - Net New Zone B Branch*  
*BA - Balboa*  
*BJ - Allied Gardens/Benjamin*  
*BW - Mountain View/Beckwourth*  
*CEN - Central*  
*CH - College-Rolando*  
*CL - Clairemont*  
*CM - Carmel Mountain Ranch*  
*CT - City Heights/Weingart*  
*G+ - Net New Zone G Branch*  
*KN - Kensington-Normal Heights*  
*LJ - La Jolla/Riford*  
*LO - Logan Heights*  
*LV - Linda Vista*  
*MH - Mission Hills-Hillcrest/Knox*  
*MM - Mira Mesa*  
*MV - Mission Valley*  
*MX - Valencia Park/Malcolm X*  
*NC - North Clairemont*  
*NP - North Park*  
*NU - North University Community*  
*OB - Ocean Beach*  
*OK - Oak Park*  
*OT - Otay Mesa-Nestor*  
*PB - Pacific Beach//Taylor*  
*PH - Paradise Hills*  
*PHR - Pacific Highlands Ranch*  
*PO - Point Loma/Hervey*  
*RB - Rancho Bernardo*  
*RP - Rancho Peñasquitos*  
*SC - San Carlos*  
*SK - Skyline Hills*  
*SM - Serra Mesa-Kearny Mesa*  
*SO - Sorting + Distribution Center*  
*SR - Scripps Miramar Ranch*  
*SY - San Ysidro*  
*UC - University Community*  
*UH - University Heights*  
*VA - Carmel Valley*



# SDPL VISION 2040 RECOMMENDATIONS



## SUMMARY TABLE OF FACILITY RECOMMENDATIONS

Key	Library Name	Zone	Current Size SF	Vision 2040 Recommendation	Minimum Proposed Size SF
A+	Net New Zone A Branch	A	-	New Branch on New Site	25,000
B+	Net New Zone B Branch	B	-	New Branch on New Site	25,000
BA	Balboa Library	B	5,100	Strategic Investment	5,100
BJ	Allied Gardens/Benjamin Library	C	6,900	Replacement on Existing Site	25,000
BW	Mountain View/Beckwourth Library	E	8,500	Renovation & Expansion	25,000
CH	College-Rolando Library	E	15,500	Capital Maintenance	15,500
CL	Clairemont Library	B	4,400	Strategic Investment	4,400
CM	Carmel Mountain Ranch Library	A	13,100	Renovation & Expansion	20,000
CT	City Heights/Weingart Library	E	17,100	Makeover	17,100
G+	Net New Zone G Branch	G	-	New Branch on New Site	25,000
KN	Kensington-Normal Heights Library	E	2,300	Replacement on Existing or New Site	25,000
LJ	La Jolla/Riford Library	B	24,800	Makeover	24,800
LO	Logan Heights Library	E	25,000	Strategic Investment	25,000
LV	Linda Vista Library	B	10,000	Renovation & Expansion	20,000
MH	Mission Hills-Hillcrest/Knox Library	D	14,000	Strategic Investment	14,000
MM	Mira Mesa Library	A	20,000	Makeover	20,000
MV	Mission Valley Library	D	19,800	Renovation & Expansion	25,000
MX	Valencia Park/Malcolm X Library	E	26,300	Makeover	26,300
NC	North Clairemont Library	B	4,600	Strategic Investment	4,600
NP	North Park Library	D	8,000	Replacement on Existing Site	25,000
NU	North University Community Library	B	16,000	Renovation & Expansion	25,000
OB	Ocean Beach Library	D	4,600	Renovation & Expansion	9,000
OK	Oak Park Library	E	5,200	Replacement on New Site	20,000
OT	Otay Mesa-Nestor Library	G	15,000	Renovation	15,000
PB	Pacific Beach/Taylor Library	B	12,500	Renovation & Expansion	25,000
PH	Paradise Hills Library	E	3,900	Replacement on Existing or New Site	25,000
PHR	Pacific Highlands Ranch	A	18,000	New Library in Progress	18,000
PO	Point Loma/Hervey Library	D	25,900	Capital Maintenance	25,900
RB	Rancho Bernardo Library	A	23,000	Makeover	23,000
RP	Rancho Peñasquitos Library	A	20,700	Renovation	20,700
SC	San Carlos Library	C	8,200	Replacement on Expanded Site	25,000
SK	Skyline Hills Library	E	15,000	Capital Maintenance	15,000
SM	Serra Mesa-Kearny Mesa Library	B	15,600	Capital Maintenance	15,600
SR	Scripps Miramar Ranch Library	A	21,700	Capital Maintenance	21,700
SY	San Ysidro	G	15,000	Strategic Investment	15,000
TS	Tierrasanta Library	C	10,000	Makeover	10,000
UC	University Community Library	B	10,000	Replacement on Existing Site	25,000
UH	University Heights Library	D	3,700	Replacement on New Site	25,000
VA	Carmel Valley Library	A	13,100	Capital Maintenance	13,100



**IMPLEMENTATION AND NEXT STEPS**

The City of San Diego has an established methodology for planning and prioritizing capital projects based on a variety of criteria. While funding availability is not the only criterion, it does materially influence the prioritization of projects for implementation. As funding for library projects is identified, more specific timing for design and construction can be determined.

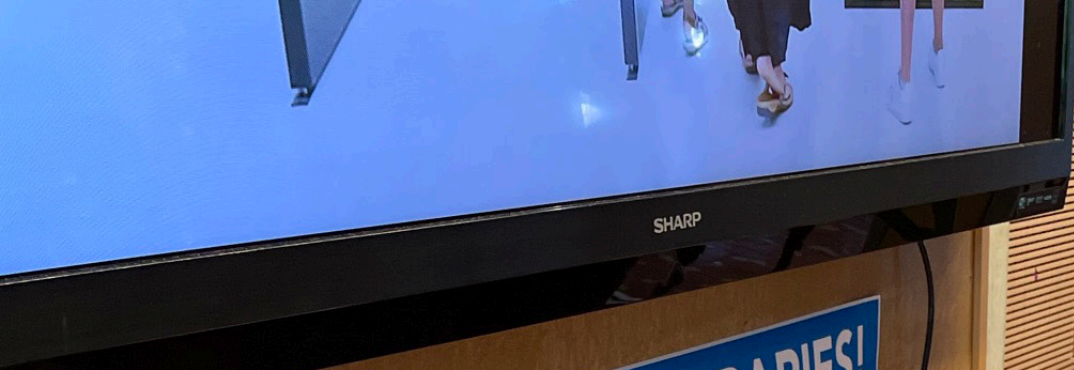
In the meantime, the City should evaluate opportunities and take proactive steps to secure alternate sites where needed for the recommended replacement and new library projects. A range of strategies can be explored, including joint-use facilities, public-private partnerships, mixed-use developments, and adaptive reuse of suitable buildings as well as new construction on undeveloped sites.

This LMP proposes specific projects based on current and projected needs, opportunities, and community priorities. Over the life of this plan, however, changing circumstances and new opportunities will inevitably occur. The plan's clear principles will provide the City with the flexibility and agility to respond and take advantage of the new opportunities as they arise. Like a global positioning system, this LMP will help the City discover and navigate alternate routes when needed in order to reach the vision. The City should regularly review and update the planned projects and implementation strategies to ensure that it can reach the LMP destination.



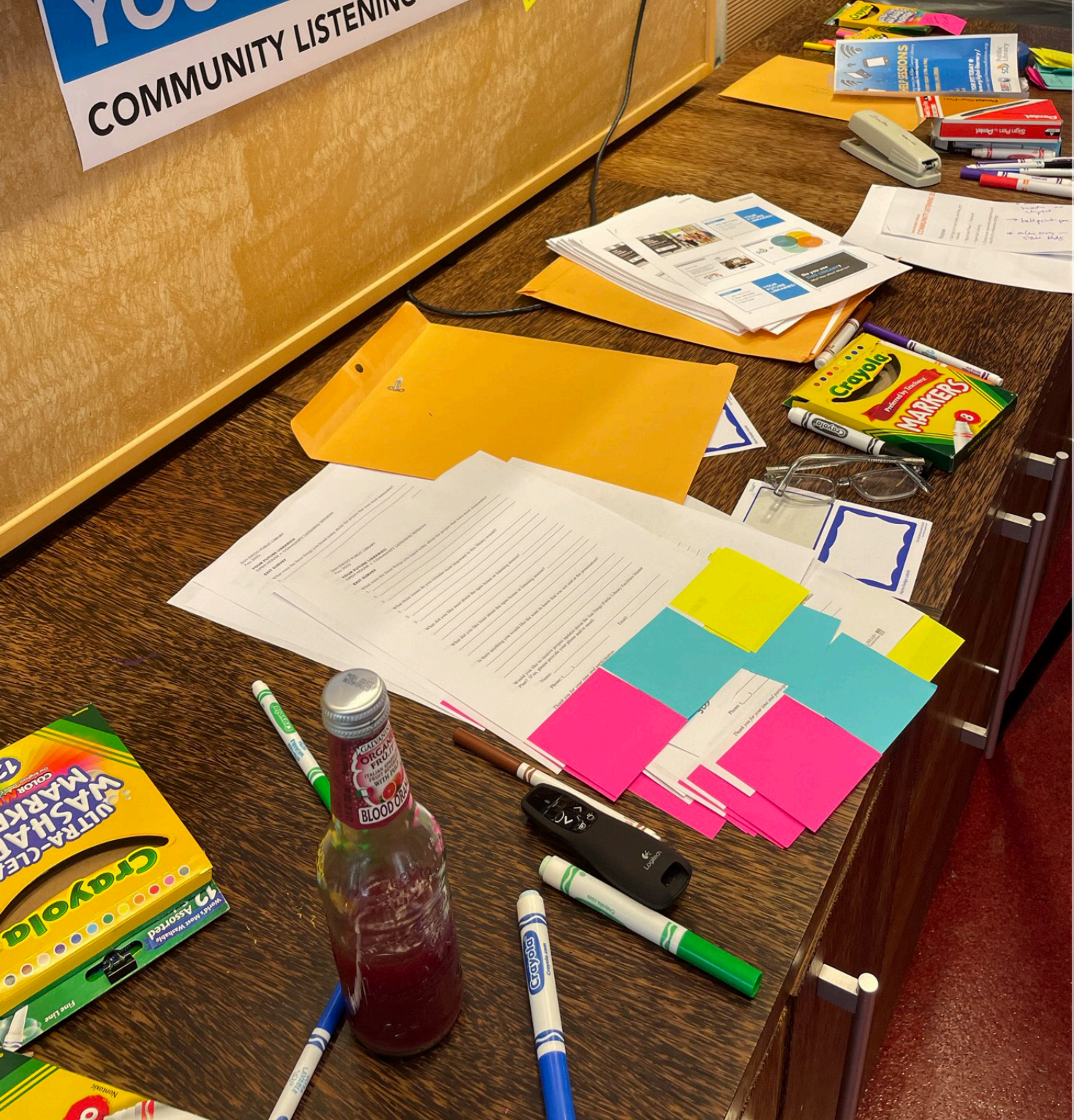
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**YOUR FUTURE LIBRARIES!**  
 COMMUNITY LISTENING SESSION

TODAY



INTRODUCTION + METHODOLOGY





*“We need upgrades, indoor-outdoor spaces, space for our communities to congregate/study/hang out/learn/explore, places where people can see into our buildings and not just look at exterior walls; we need to be a place of hope and resilience and inspiration!”*

— SDPL staff survey respondent

## PURPOSE OF THE PROJECT

The San Diego Public Library (SDPL) is one of the largest library systems in the nation, serving a population of more than 1.4 million people through its 36 facilities (soon to be 37), outreach services, website, digital channels, and partnerships. SDPL is well-respected among its urban library peers for its innovation and commitment to excellent service. And more importantly, SDPL is deeply loved and appreciated by the communities it serves. San Diegans recognize SDPL as a source of information and inspiration; a place for books, programs, and technology; and a model of meaningful interaction, representation, and inclusion.

In early 2022, the San Diego Public Library published its Master Plan Framework: a set of principles, concepts, and considerations to guide future City investments in San Diego’s library network. The Framework built on the foundation of the City’s 2002 Library Building Plan, which for the past two decades had guided new and expanded library projects in San Diego to accommodate community growth and changing needs. The two-year planning process for the Framework included analysis of SDPL’s experience, innovation, and successes as well as input from thousands of community members, stakeholders, and City and Library staff. The Master Plan Framework report is available on the City’s website at [www.sandiego.gov/public-library/about-the-library/library-master-plan](http://www.sandiego.gov/public-library/about-the-library/library-master-plan).

SDPL then initiated a master planning process to assess all 36 of its facilities according to the four major principles of the Framework’s vision – that San Diego’s libraries should be Equitable, Effective, Experiential, and Everywhere. Through a variety of methods, the process invited San Diego communities as well as Library and City staff and stakeholders to share their opinions about SDPL’s current facilities and their ideas for how they could be improved. This extensive input was combined with the planning team’s assessment of conditions, constraints, and opportunities at SDPL’s current buildings, as well as of the needs for new facilities for public service and SDPL operations. The resulting master plan recommendations for citywide library facility improvements represents a cooperative effort with other City departments and stakeholders as well as collaboration with Library staff, stakeholders, and advocates.



## PROJECT METHODOLOGY

The Library Master Plan process began in the summer of 2022. The process was facilitated by Group 4 Architecture, Research + Planning, Inc. with Carson Block Consulting. It was guided by a core Project Management Team (PMT) consisting of SDPL leadership team members and representatives of the Library Foundation SD and the Friends of the San Diego Public Library. The plan was developed through close collaboration with Library leadership and staff with representatives of other City departments, stakeholders and community groups.

The assessments of current facilities and projected community needs relied on various sources:

- Members of the consultant team toured every SDPL facility to observe current conditions related to library service, operations, and general customer experience.
- The consultant team toured the current materials sorting facility in the City's Chollas Yard and met multiple times with representatives of the Logistics Section of the Purchasing & Contracting Department.
- Detailed technical and maintenance assessments were beyond the scope of this planning process. The process relied on the findings of the City of San Diego's 2016 Facility Condition Assessments (for all of SDPL's facilities except those built in 2016 or after – the new Mission Hills-Hillcrest/Knox, Skyline Hills, and San Ysidro libraries) as well as on observations made during tours and anecdotal information from library staff.
- Sources for community demographics and population projections include the City's Planning Department, the San Diego Area Association of Governments (SANDAG), the State of California's Department of Finance, and U.S. Census 2020.





## STAKEHOLDER AND COMMUNITY ENGAGEMENT

More than 8,000 San Diegans participated in the development of the Master Plan Framework in 2020 - 2021. Community engagement methods for this LMP included 36 community listening sessions held citywide from November 2022 through March 2023. At least one listening session was facilitated in every branch library, and multiple sessions were held in the Central Library. The session at the Otay Mesa Library was facilitated primarily in Spanish, and Spanish translation was available at the sessions at the San Ysidro, Mountain View/Beckwourth, and Logan Heights libraries.

Each listening session began with an introduction of SDPL's Master Plan Framework and vision. That was followed by a discussion of what participants love about their library now and what they would change or add if they could. Community listening session participants' "love, change, add" remarks were recorded and compiled by facilitators.



In addition to the community listening sessions, San Diego residents could also provide "love, change, add" ideas about their libraries by writing notes on a physical poster in each branch or via a digital survey advertised through SDPL's website and social media channels. The resulting "love, change, add" data gathered through all three strategies were combined into a rich dataset offering insights for each branch as well as for San Diego's libraries overall. All together, it is estimated that more than 3,000 community members contributed their ideas and input through the community listening sessions, physical posters, and digital survey.

Periodically during the planning process, the planning team presented updates to the San Diego Library Commission. In the summer of 2023, the draft master plan findings and recommendations were shared with representatives of City departments including Engineering and Capital Projects, Sustainability and Mobility, Planning, Parks and Recreation, Information Technology, Real Estate and Airport Management, and Development Services and with the City's Executive Team. The draft master plan document was made available for public comment from September 6th to October 5th, 2023.

A partial list of participants in this planning process is included in the Appendix.

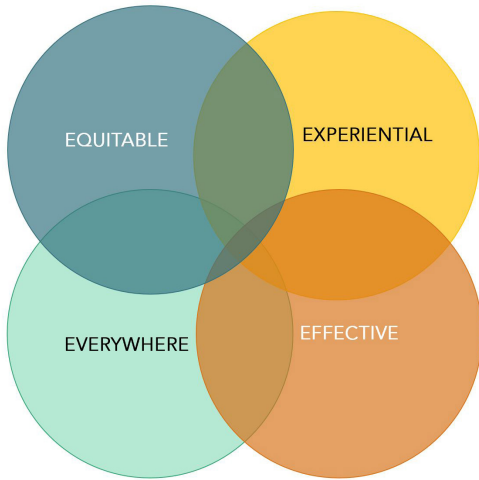






**VISION FOR SDPL**





## VISION AND FRAMEWORK

The Master Plan Framework that animates this Library Master Plan articulates a bold vision for the San Diego Public Library. It uses the terms Equitable, Experiential, Everywhere, and Effective to organize and describe the comprehensive vision for SDPL's programs and services, technology, operations, resources, and positive community impacts. These four concepts laid the groundwork and served as guiding principles for this facilities master planning process.

This chapter adapts and summarizes how these four principles were defined in the Master Plan Framework.

### EQUITABLE

Communities throughout San Diego — from the far south to the very farthest north, and from the eastern hills to the ocean — all have diverse needs and interests in high quality library services, programs, technology, and collections. Meeting these needs equitably means giving communities the support and assistance they need to achieve equal outcomes, as opposed to giving communities the same, standard resources or opportunities. Although the needs and priorities for library service vary by location, all parts of the city require accessible, well-designed library space with enough capacity to meet community needs and demands.

#### EQUITABLE ACCESS

For equitable distribution of and access to libraries, San Diego's very large geographic area should be broken down into a manageable number of planning zones. A zone approach offers both more flexibility and more stability for library capacity-building than other methods that have been used in the past (for example, planning library space by council district or a neighborhood-by-neighborhood approach).

The Master Plan Framework proposed a set of zones for San Diego based on analysis of library customer use patterns, natural and developed corridors and barriers, and other influences on mobility within communities and between different areas of the city. These zones are not set in stone; the City can – and should – revisit and adjust them periodically as needed in light of community development and growth, changes in transit and travel patterns, and other factors affecting San Diegans' access to libraries.

#### EQUITABLE CAPACITY

In addition to the Central Library, at least 0.35 to 0.45 square feet of branch library space per San Diego city resident should be provided per the Master Plan Framework. Achieving a higher level will enable SDPL to provide more depth and breadth of service to San Diego's growing and diversifying communities, including capacity for collection growth.





For this level of branch space to serve adequately, SDPL will need to grow by expanding or replacing small branches with larger buildings rather than by adding more small branches. A network of large library branches also offers the most efficient and cost-effective operating model.

The amount of branch library space needed in any zone would be estimated by multiplying this branch library space planning target by the population of that zone.

#### **EQUITABLE SERVICE**

As revealed in this master planning process, different communities in San Diego have different library needs and priorities. Tailoring each branch to serve the needs and interests of its community is a way to build service equity. Branch spaces and services that are abundant and aligned with local interests and priorities have the highest potential for positive community impact. High-circulating communities should rightly have access to branches with excellent, high-quality collections. Communities with high interest in and need for technology should have access to branches with plenty of devices and connectivity.

That said, all branches should have appropriate space for meetings and programs. They should have the reasonable capacity to welcome interested attendees and minimize the number of people they must turn away for lack of space. They will reduce and avoid conflicts with and displacement of other day-to-day activities in the library. Each planning zone must have at least one large capacity program/event space so that very high-interest programs can be accommodated locally as well as at the Central Library.

To ensure that San Diego's libraries are fully aligned with the needs and priorities of its diverse communities, the community must be engaged in the planning and design of their library improvement and expansion projects.



*“Making our library visually appealing and an architectural marvel would be nice. The libraries that are really beautifully designed are iconic, and long lasting for the community. Instead of it just being a regular building, like having the large expansive windows or something along those lines, I think would be really important.”*

— focus group participant

*“Invest in more space at the branches.”*

— SDPL staff survey response to the question *“What one thing would you change to make SDPL a better system?”*

*“These libraries are the community center, the focal point of our community. Without them, without upgrades, how can they continue to nurture and guide people?”*

— community member

## EXPERIENTIAL

Library spaces and facilities that are inviting, attractive, and appealing tend to have a high number of visits and use of services, which makes sense: people arriving at a library that is comfortable, bright, and inspiring are more likely to come in – and to come back. This is the kind of experience that patrons should have at all of San Diego’s libraries.

## BRANCH SIZE

Large branches are the best model for the future of San Diego’s library network in many respects: greater depth and diversity of service; more space and choices for people to read, work, and connect; more efficient and sustainable operations; and more opportunities for the excellent experiences that keep patrons coming back. SDPL’s branches that are more than 20,000 square feet in size are more resilient; they have more capacity to function as cooling centers, charge people’s devices during power outages, and support the community through other challenging events and emergencies.

To present the greatest range of experiences and long-term flexibility, this master plan recommends a minimum target size of 25,000 square feet for new and replacement libraries, and where expansions are proposed on sites with adequate capacity.

## FOCUSED SERVICES

SDPL’s network includes facilities that would be difficult or cost-prohibitive to expand, but still may need to be kept in service for a period of time. Other branches nearby should be planned and designed with the capacity to serve what cannot be accommodated in the small branches. SDPL can then focus services and spaces in its small branches in order to reduce crowding and provide a more comfortable experience for patrons.

## CONDITION AND MAINTENANCE

How facilities are maintained also has a significant impact on patrons’ experience and use of SDPL’s libraries. No matter how clean libraries are kept, conditions such as insufficient lighting, inconsistent heating and cooling, accessibility barriers, and even worn finishes and furniture can all make patrons think twice about whether to return.

All of San Diego’s libraries should be maintained in “Good” condition as defined by the City’s Facility Condition Index methodology. Even SDPL’s newest facilities will require proactive maintenance and updates over time in order to keep them comfortable, welcoming, and high performing.



## EVERYWHERE

SDPL's digital and outreach strategies enhance and expand community access to services beyond the walls of its library facilities.

## DIGITAL SERVICES

Available to anyone at any time through a variety of devices, SDPL's digital channel greatly extends the community's access to library services and resources. Digital collections, information, and even programs have long been available through SDPL's website. Demand for digital service in San Diego greatly increased while libraries were closed due to COVID, and has remained high long after the libraries reopened.

SDPL will continue growing its robust "virtual branch" with programs and resources that can be accessed from anywhere. Library users see digital services as a core library offering, and are expected to continue to do so into the future.

## OUTREACH

Library outreach services are delivered out in the community. SDPL staff know the importance of outreach in strengthening the Library's connection and responsiveness to the communities it serves. Delivering programs and services in partner and community spaces increases service and impact at the point of community need; it also extends the capacity and utility of SDPL's own facilities. Outreach programming also builds community awareness of everything SDPL has to offer, which in turn increases demand for library services, resources, and spaces.

All of that said, SDPL's facilities are still where the majority of library services are typically delivered. They will continue to be essential for library program quality and growth in the future. The recommended zone approach for planning and managing library space will help ensure that all library services are accessible "everywhere" in San Diego — even if all services cannot be provided at every SDPL location.



*"I'd like to see more things streaming, you know, in the days to come, we now know that works really well. So I might hesitate in going to take any of the special classes or anything they have at my library, but I would probably click into a zoom call and do it. Yeah."*

— focus group participant with a disability





*“I hope for SDPL to be a well-funded, well-regarded, civil and safe community resource that people want to visit for both traditional resources and exposure to new ideas and technologies that they will need in the future.”*

— SDPL staff member

## EFFECTIVE

Sufficient and stable funding enables the San Diego Public Library to effectively address community needs, plan for program growth, and maintain and build its talented workforce. It is important for SDPL’s operating resources to grow along with the city’s population in order to prevent the erosion of library service.

Operational funding is maximized when libraries are designed for operational efficiency. As it adds space to the branch library network to accommodate population growth, the City should build large branches that can provide more service more cost-effectively to more patrons. SDPL should not build more small libraries — which can cost just as much to operate as branches three and four times the size. It is recommended that the City build branches of at least 25,000 square feet.

Where smaller branches cannot be expanded or replaced with larger facilities, the City should evaluate opportunities to improve them for enhanced service and efficiency. Space and technology improvements that enable staff to be on the public floor, delivering service at the point of need, help maximize value for each operating dollar. Also essential is to empower staff with resources and training to meet patrons’ diverse needs.

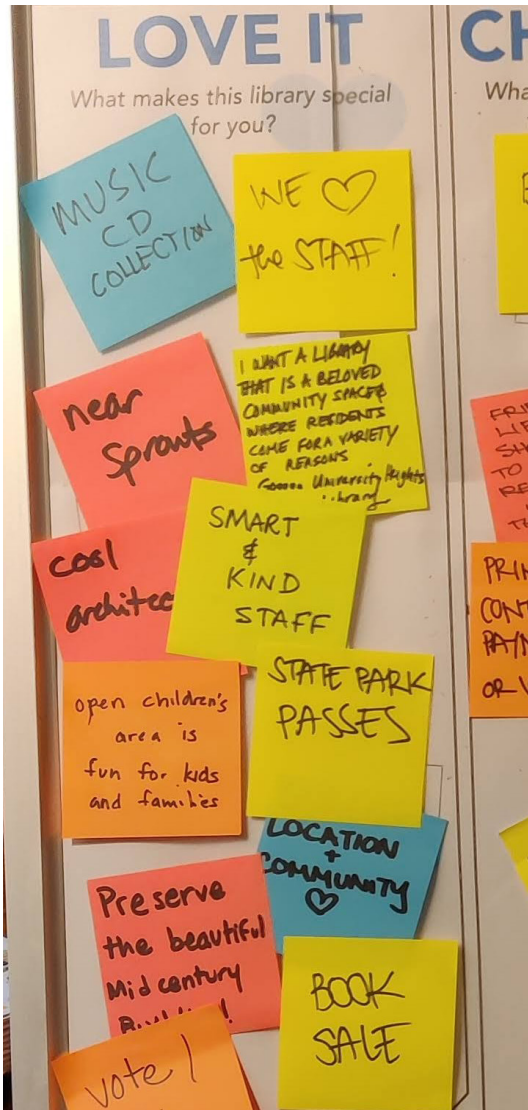
Library collection management services should be provided directly by SDPL. A purpose-built collection management center would support efficient sorting and delivery operations, bring processing times to within industry standards, and greatly enhance customer satisfaction. The Central Library is not the right location for such a facility, which could potentially occupy lower-cost, warehouse-type space in a location outside of downtown.







# EXPERIENTIAL LIBRARIES



## INVITING, ATTRACTIVE, AND APPEALING

San Diegans hope for and deserve libraries that are special, welcoming places: appealing, functional, and reflective of the community’s culture and ownership. Providing library facilities that are fresh, inviting, spacious, usable at all ability levels, and well-maintained — and providing them equitably — are hugely important to community satisfaction and maximizing patron use.

Community members would like their libraries to be attractive and modern, have dedicated spaces for diverse purposes, incorporate art and culture, and embrace San Diego’s lovely climate. Many shared their admiration for the beauty and functionality of the Central Library and noted that they would like their branch libraries to share those qualities. Many community residents who live in historically underserved neighborhoods with high rates of poverty are also looking for more equitable distribution of attractive library facilities capable of supporting diverse uses and a high level of programming. They noted that, currently, libraries in more affluent communities have more amenities and programs than libraries in lower-income communities.

Libraries that are appealing and high-performing have lots of natural light and plenty of comfortable space for patrons to sit, work, read, collaborate, and use technology (their own or the library’s). They provide sufficient space for the collections that are relevant to the community, housed on accessible shelves. They incorporate places for programs, meetings, and group gatherings. And they provide adequate welcoming, functional, and supportive spaces for staff to support library services and patrons.

SDPL facilities share some successful features. When residents were asked about the things that they love about their libraries during the community listening sessions, themes among their responses included:

- Access to collections and programming
- Convenience and accessibility of library branches
- Sense of belonging and community
- Special features and unique offerings

The Library can be proud of these themes, and work to ensure that they remain key characteristics of its library facilities in ways that meet community needs and equity goals.

*“SDPL provides inviting, attractive, and appealing places for people in safe, well-maintained, and accessible facilities. Its spaces and buildings are flexible, adaptable, resilient, and ready for the future.”*

— SDPL Master Plan Framework  
2022



There are also areas where SDPL can improve its facilities to better meet community needs and desires. Elements that residents would love to see added to library facilities to enhance their benefit to the community include:

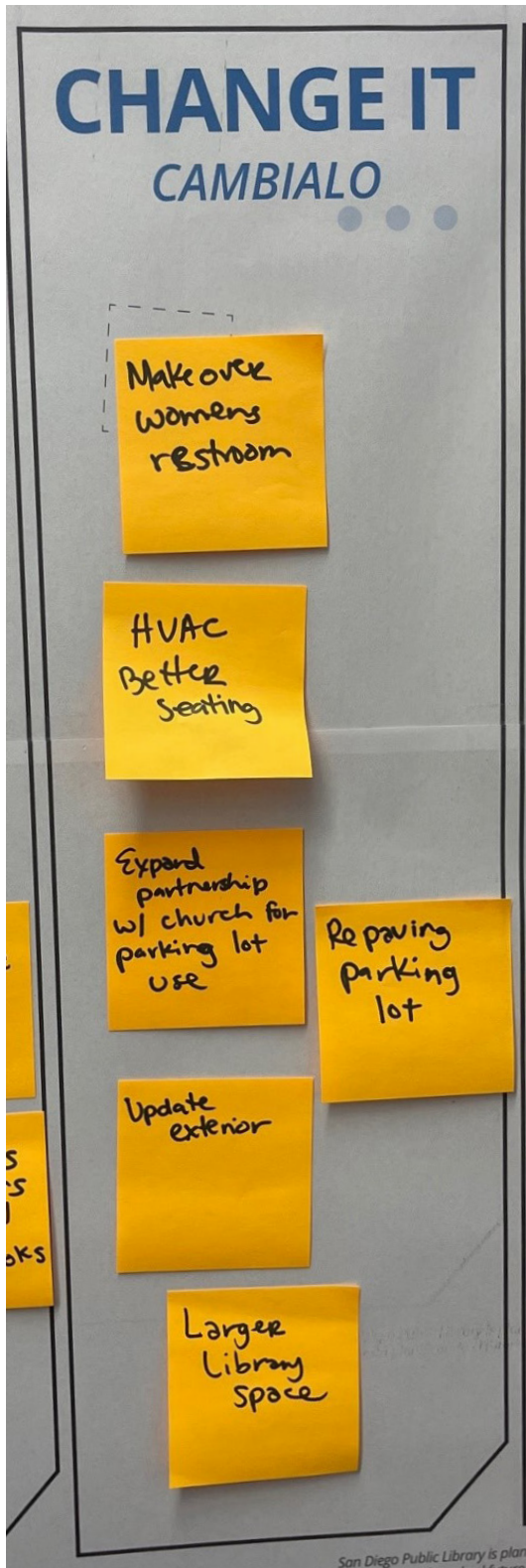
- Innovation and technology resources
- Diversified collections ( e.g., tool lending library, games, etc.)
- Increased space
- Increased program and service offerings
- Enhanced library environment
- Expanded and updated children’s areas
- Expanded space for programs, studying, children, teens
- Outdoor spaces
- Facility upgrades and improvements (e.g., power sources, group study areas)

Everything on this wish list directly relates to the quality, breadth, and depth of experience patrons hope to access at SDPL libraries. This plan identifies many opportunities through a variety of improvement projects that will help SDPL’s facilities provide the impactful library spaces and services that San Diegans dream of.

*“At our location, we are frequently asked if we have more rooms, more tables, more amenities of all sorts (our building is older..) so we know there is a need that we are not always able to provide for.”*

*— SDPL staff member*





## SAFE, WELL-MAINTAINED, AND ACCESSIBLE

San Diego’s libraries should be safe, well-maintained, and accessible to residents of all abilities — yet some SDPL facilities fall short, particularly older and smaller libraries.

Although San Diego’s older library branches have had at least basic regular maintenance to keep them functioning, for many their age means that they don’t meet modern accessibility standards and substantial capital maintenance needs have accumulated (e.g., replacement of building components and systems like roofs, lighting, electrical, and HVAC). Community members have noticed; during community listening sessions, a recurring theme was that residents want to see library facilities and infrastructure improved.

In 2016, a citywide FY2014-2016 Facilities Condition Assessment (FCA) study inspected and assessed the regular and capital maintenance needs of all Library facilities. The FCA assessed the following branch library buildings to be in “Poor” condition at that time<sup>1</sup>: Kensington-Normal Heights, Linda Vista, Ocean Beach, Paradise Hills, Rancho Bernardo, San Carlos, and University Heights.

The FCA support concerns that there are still striking inequities among the city’s diverse communities in terms of their access to library services, technology, spaces, and resources. Many branches in San Diego’s older and less affluent communities are small, crowded, and unable to meet the breadth and diversity of their communities’ library needs. Many of these same buildings also have moderate to major deferred maintenance backlogs, putting them in stark contrast with the accessible, comfortable, and welcoming experience in San Diego’s newer and more recently renewed libraries.

In total, the costs of addressing the capital and regular maintenance needs backlog of San Diego’s branch libraries were estimated in 2016 to be more than \$50 million — not including costs for bringing older facilities into full compliance with current codes (e.g., seismic, accessibility, sustainability), modernizing power and data infrastructure, or updating and expanding space to support the community’s library service needs.

<sup>1</sup> Having a maintenance and capital backlog greater than 30% of the facility’s replacement cost.





This LMP includes recommendations to address capital maintenance needs as stand-alone projects or as part of makeovers, larger renovations, and expansions. To identify current capital maintenance needs and related costs, periodic Facility Condition Assessments may need to be prepared or updated.

Architectural character and charm may lead community members to hope that some smaller, older SDPL buildings continue to serve as libraries despite substantial service challenges and limitations. This plan recommends that the facilities' ability to support current and future library services and programs be prioritized. SDPL and the City can consider allowing beloved library buildings that no longer function well as libraries to serve other uses, as was done for the former San Ysidro library building.

Given the effort of obtaining the funds and sites needed to build larger libraries, it is likely that many of the projects recommended in this plan will take years to realize. Capital maintenance to all SDPL facilities, older and newer, will continue to be required to keep the libraries functional, comfortable, and well-maintained.

*"The older, small, local libraries need improvements and upgrades. The bathrooms are not ADA compliant and the buildings are inefficient and tired."*

— community member



#### **FLEXIBLE, ADAPTABLE, AND READY FOR THE FUTURE**

This plan envisions SDPL facilities, and the spaces in them, that are designed to support diverse community library needs now and in the future. Libraries are long-term investments; to yield the highest benefit their design should allow adaptation over time in response to evolving community needs, library services, and technologies. Libraries also need to be highly durable in order to remain welcoming, inviting, and accessible to the community for decades.

The 20,000 to 26,000 SF branch facilities built by the City since 1990, particularly those at the upper end of this range, have proved a good model for delivering a robust range of modern library services efficiently and sustainably. They have allowed SDPL to provide more, and more varied, programs, services, and spaces. An additional benefit of larger libraries is that they can provide excellent service with only modest increases in staff. Sightlines, adjacencies, furnishings, technology, and storage should continue to be designed and selected to support efficient staffing and operations.

To maximize a library facility's community appeal and service flexibility, its architecture needs to be beautiful and inspiring. It shall avoid overly complex footprints or other elements that would complicate interior furniture layouts or ongoing operations. As much as possible, it is recommended that library spaces be designed to facilitate multiple uses over the course of each day. For example, a portion of the reading room that can be used for programming in the evening; a community room that can become quiet reading and work space during busy after-school hours.





Recognizing that communities have round-the-clock needs, libraries can be designed to provide extended-hours access to selected services, such as picking up holds and dropping off returns. Where practical, libraries can also be designed for independent operability of community / meeting rooms and associated support spaces (e.g., restrooms).

Library facilities are recommended to be designed and built to facilitate interior reorganizations during their lifespan. Structural systems that minimize plan impacts will increase adaptability and reduce future renovation costs. Electrical, lighting, HVAC/mechanical, and broadband internet systems that are flexible and scalable will accommodate changing use patterns and interior layouts. Back-of-house IT spaces that are designed for current needs and best practices, as well as growth and change, will enable libraries to continue to be the cornerstone of digital inclusion.

In addition to flexibility, library building systems and construction materials should be chosen for quality and longevity. Materials and components that can be easily replaced over time as needed will reduce future maintenance and repair costs. Materials and furnishings should be selected that resist both accidental and intentional damage as well as provide appealing aesthetics.

*“As society evolves and our programming evolves to meet those needs, we must adapt and modify our buildings to keep up with the changes — it’s not sufficient to build a library and expect it to still be in satisfactory condition or configured adequately for current needs thirty years down the road.”*

*— SDPL staff member*



Point Loma / Hervey Library



Serra Mesa-Kearny Mesa Library

*“When times get tough, the library is more important and necessary than ever. The library can be the hub of a community and strong communities work together for a healthy neighborhood with strong futures.”*

*— community member*

## RESILIENT AND SUSTAINABLE

SDPL libraries can help San Diego meet the challenges of our changing climate and slow the change. Libraries are a community resource for building resilience by serving as cooling centers during hot weather and providing access to power during emergencies, brownouts, and rolling blackouts. They can also help reduce the carbon footprint of the City’s public facilities. The size, design, and building systems of library facilities directly relate to their capacity to serve the community in these ways.

The City has made a substantial commitment to meeting the local greenhouse gas emissions reduction goals. Its 2022 Climate Action Plan adopted a goal to achieve zero emissions municipal buildings and operations by 2035. To achieve this goal, all new construction projects and major retrofits of libraries and other City facilities will be designed and constructed to achieve zero emissions — meaning the buildings are very energy efficient, all-electric, and powered by 100% renewable energy either from on-site generation like solar panels or purchase of 100% renewable electricity.

Many SDPL facilities that are recommended for improvement on their current sites will be good candidates for comprehensive energy retrofits to eliminate fossil fuel use and achieve Zero (or near-Zero) Net Energy — which the City is preparing to undertake using Energy Savings Performance Contracting — and installation of electric vehicle (EV) charging stations. Some library facilities are also likely to be good candidates for installation of micro-grid energy systems, which will provide great enhancement to their resiliency in times of electric grid instability. For facilities recommended in this plan to be replaced or relocated, the costs, benefits, and potential longevity of decarbonization and energy resiliency project opportunities will be evaluated by the Sustainability and Mobility Department to identify those that make the most sense to implement.

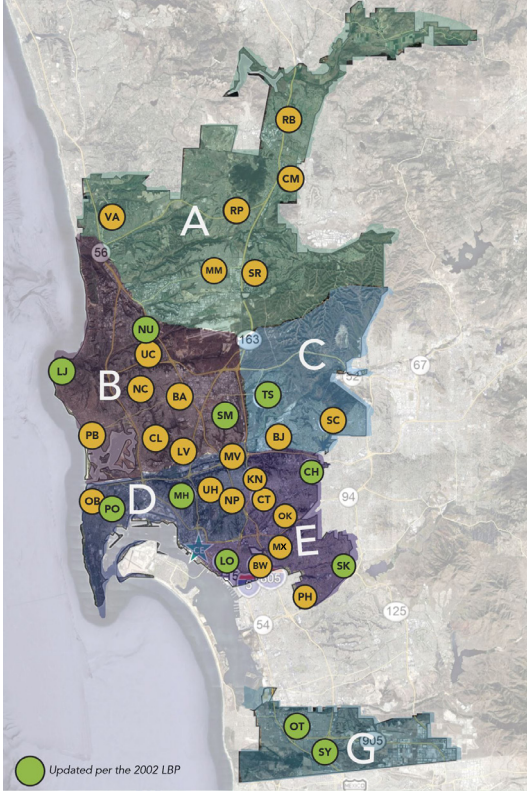
Libraries can also support and provide space for teleworking San Diegans. By not commuting to work by car, they are helping to meet the Climate Action Plan goal of reducing residents’ vehicle miles traveled by 4% by 2030 through telecommuting. Strong, fast public access Wi-Fi at libraries and library spaces that support the needs of teleworkers, particularly in Low-to-Moderate Income (LMI) areas, will provide residents with zero-cost options for teleworking close to home. This plan recommends that telework-supportive spaces be included in the baseline components of new and renovated SDPL facilities and provided in other libraries where space allows.





**EQUITABLE SPACE**





SDPL planning zones based on customer use data

**EQUITABLE ACCESS TO LIBRARY SPACE**

In the past, San Diego has used different strategies for planning how its libraries should be located. Some branches have been planned at the neighborhood level; but in a city with more than 100 recognized neighborhoods, this strategy has proved difficult to scale. San Diego’s 2002 Library Building Plan (LBP) recommended new and expanded branches based on city council district boundaries – which have changed twice in the two decades since the LBP was adopted.

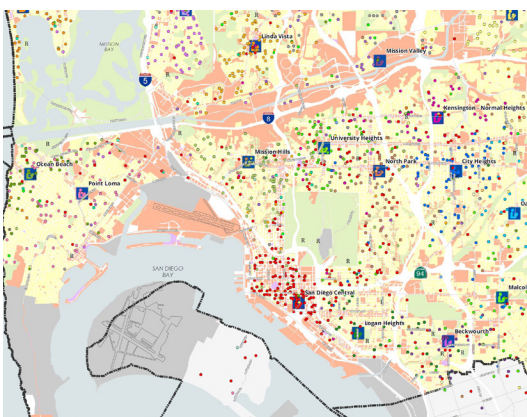
The Master Plan Framework recommends a zone-based approach for ensuring equitable access to library space and services in San Diego. It proposed six planning zones that are based on how SDPL patrons actually use libraries, and that acknowledge and account for natural and built features that shape community mobility in San Diego.

These six zones have been used as the foundation for the analysis and recommendations in this Library Master Plan.

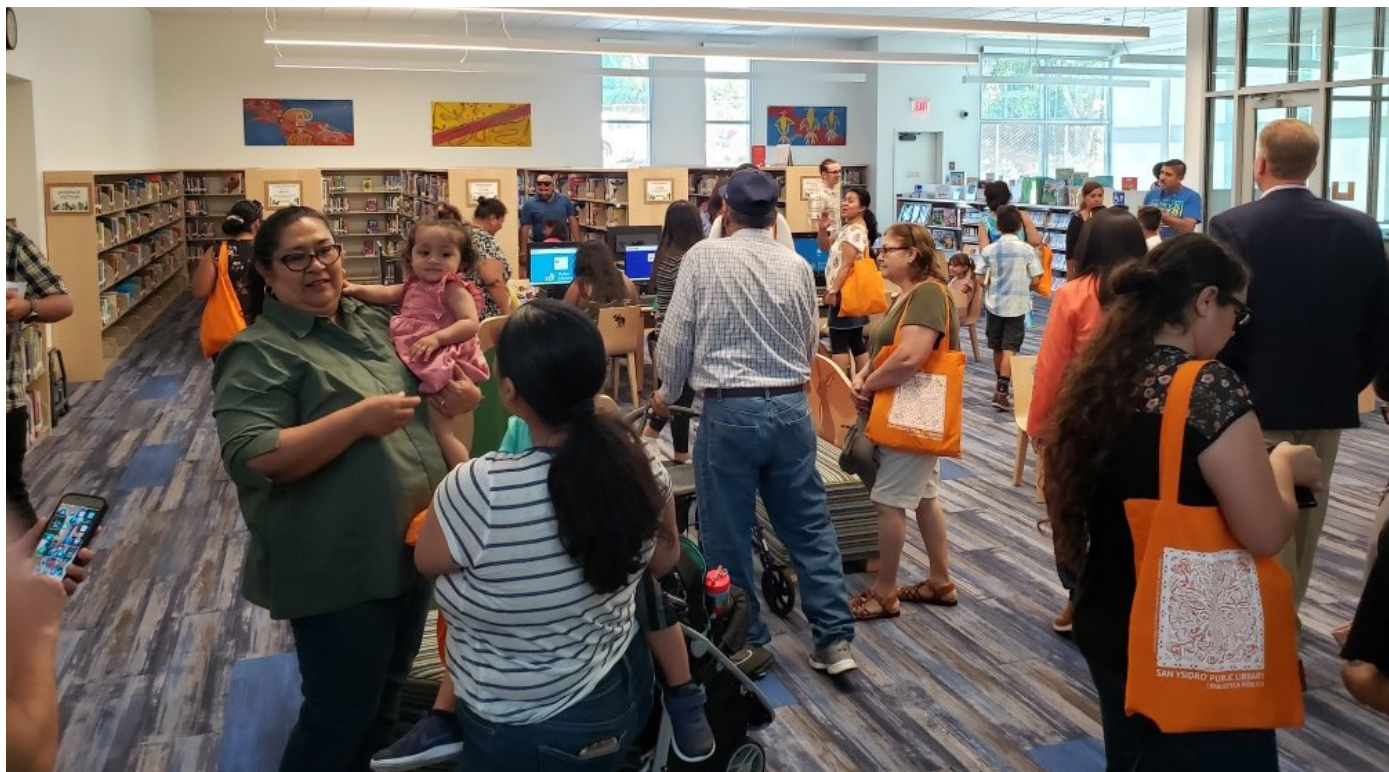
As shown in the following table, the population of each zone is projected to increase by 2040 – some moderately and some substantially. Additional library space is needed in most zones in order to alleviate pressure on SDPL’s current facilities and accommodate growing demands in the future, as described in the next section.

*“SDPL serves all of San Diego’s diverse communities, with space and service provided equitably throughout the city. Facilities and services are tailored to local needs and interests”*

— SDPL Master Plan Framework 2022



Customer use patterns show many San Diegans regularly use multiple SDPL branches.



ZONE	CURRENT POPULATION (APPROXIMATE)	PROJECTED 2040 POPULATION*
A - Northern San Diego	310,000	330,000 - 346,000
B- Beach / North Downtown	327,000	378,000 - 398,000
C - Eastern / Suburban	96,000	101,000 - 107,000
D - Downtown / South	263,000	332,000 - 349,000
E - Southeastern	348,000	377,000 - 397,000
G - South Bay / Border	99,000	107,000 - 113,000
Total	1,443,000	1,625,000 - 1,710,000

\* These numbers are anticipated to change as the City of San Diego adopts amendments and updates to its Community Plans. The library space need projections for the planning zones can be updated as needed to incorporate these changes.

Source: SANDAG Series 14 Forecast Data





### GROW WITH THE POPULATION

The Master Plan Framework recommends using a population-based metric – square feet of library space per resident (“per capita”) – to help the City plan and provide fair and equitable access to library space throughout San Diego.

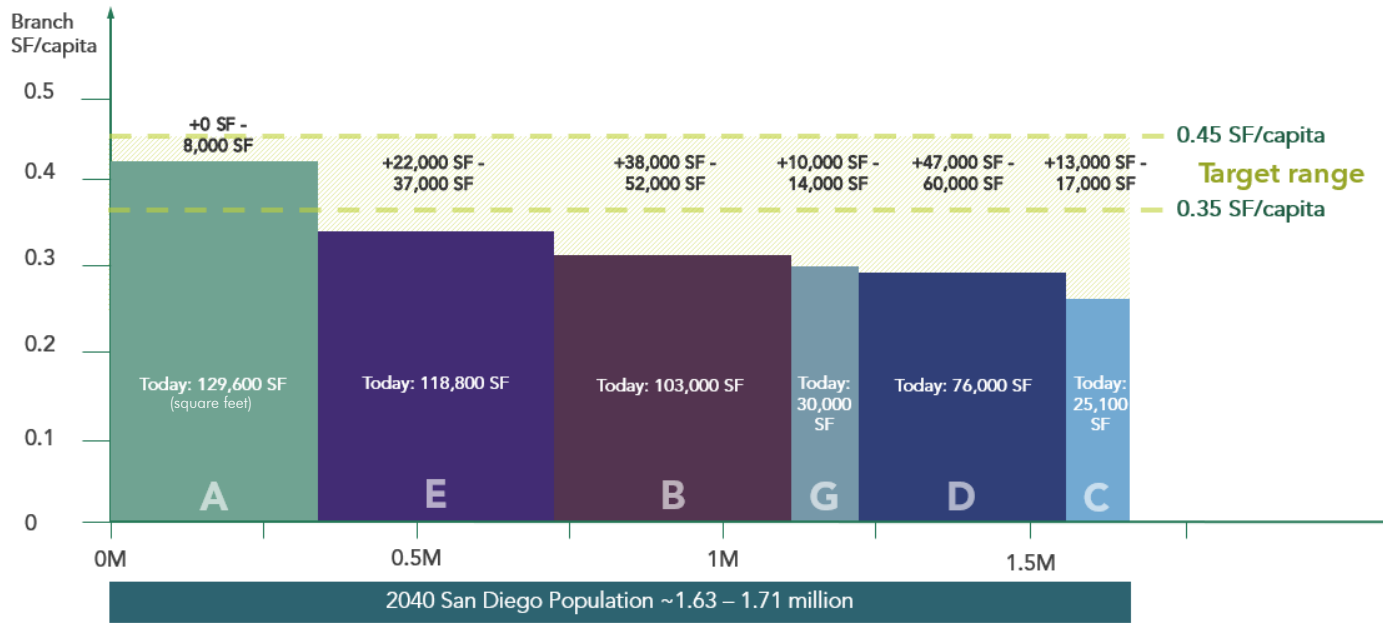
At a citywide level, the recommendation is for a minimum of 0.6 square feet of library space – including Central Library and all of SDPL’s branches – per San Diego resident. SDPL is not far from meeting the citywide recommendation currently; however, as the city’s population grows over time, additional library space will be needed to keep this ratio from dropping.

As the amount of space provided at the Central Library is not projected to change, for growth it’s most helpful to look at branch library space per capita. The Framework recommends that branch library space should be provided at a level of at least 0.35 to 0.45 square feet per capita in each of SDPL’s planning zones. Currently, San Diego’s branch library facilities in total provide about 0.33 square feet per capita, based on the city’s 2020 population of approximately 1,443,000.

While overall San Diego is close to the minimum branch space per capita target, the library space in most of the planning zones falls short. The libraries in Zones A currently exceed the minimum space per capita target, but additional space will be needed to maintain this level of service as the area’s population increases. The other five zones are already at a deficit of branch library space and will need proportionately more expansion to meet or exceed the minimum target for current and future populations.

It should be noted here that the net amount of additional space needed to achieve these levels of service in each zone will require a combination of facility improvement strategies. The projects recommended in this Master Plan include expansions, replacements, and new branches depending on analysis of needs in each zone and the opportunities and constraints at each of SDPL’s current facilities.

LIBRARY BRANCH SPACE NEED BY PLANNING ZONE



ZONE	CURRENT BRANCH LIBRARY SPACE (SQUARE FEET)	CURRENT BRANCH SPACE PER CAPITA	2040 SPACE RECOMMENDED*
A - Northern San Diego	129,600 SF	0.42	129,600 SF - 137,000 SF
B- Beach / North Downtown	103,000 SF	0.31	141,000 SF - 155,000 SF
C - Eastern / Suburban	25,100 SF	0.26	38,000 SF - 42,000 SF
D - Downtown / South	76,000 SF	0.29	123,000 SF - 136,000 SF
E - Southeastern	118,800 SF	0.34	140,000 SF - 155,000 SF
G - South Bay / Border	30,000 SF	0.30	40,000 SF - 44,000 SF

\* Based on a range of population projected. Population data source: SANDAG Series 14 Forecast



### LARGER BRANCHES, MORE DIVERSE SERVICES

Based on analysis of San Diego library use statistics and community input, the Master Plan Framework found that SDPL's larger facilities can provide more service than its smaller branches can. For one thing, larger branches provide a broader range of spaces to suit community needs, from places to read and work individually and in small groups, to higher-capacity spaces for library programs and community events. Greater depth and breadth of collections, technology, and programs can also be offered in larger libraries.

For example, large branches such as Valencia Park/Malcolm X and Logan Heights provide small and medium collaboration spaces as well as dedicated program spaces that can accommodate 200 or more people for high-interest events. By contrast, small branches such as Allied Gardens/Benjamin and North Clairemont provide far fewer places to sit, fewer computers, and a smaller collection; tiny branches such as Kensington-Normal Heights have no dedicated program space at all. And on a cost-per-square-foot basis, many of SDPL's small and tiny branches are far more expensive to operate than its large branches.

For these reasons, the Framework recommends that the City target a minimum size of 25,000 square feet for new and replacement libraries – and that it should not build or replace any libraries at a size smaller than 20,000 square feet. Every new and expanded branch should also provide dedicated space for programs and gatherings to occur without displacing other activities in the building.

Where existing library sites appear to be able to accommodate expansion to 25,000 square feet, this is recommended. Where a current site is too small to accommodate recommended expansion (for example, Oak Park Library), this Master Plan recommends that the City relocate the branch.



**SUMMARY TABLE OF FACILITY RECOMMENDATIONS**

<b>Key</b>	<b>Library Name</b>	<b>Zone</b>	<b>Current Size SF</b>	<b>Vision 2040 Recommendation</b>	<b>Minimum Proposed Size SF</b>
A+	Net New Zone A Branch	A	-	New Branch on New Site	25,000
B+	Net New Zone B Branch	B	-	New Branch on New Site	25,000
BA	Balboa Library	B	5,100	Strategic Investment	5,100
BJ	Allied Gardens/Benjamin Library	C	6,900	Replacement on Existing Site	25,000
BW	Mountain View/Beckwourth Library	E	8,500	Renovation & Expansion	25,000
CH	College-Rolando Library	E	15,500	Capital Maintenance	15,500
CL	Clairemont Library	B	4,400	Strategic Investment	4,400
CM	Carmel Mountain Ranch Library	A	13,100	Renovation & Expansion	20,000
CT	City Heights/Weingart Library	E	17,100	Makeover	17,100
G+	Net New Zone G Branch	G	-	New Branch on New Site	25,000
KN	Kensington-Normal Heights Library	E	2,300	Replacement on Existing or New Site	25,000
LJ	La Jolla/Riford Library	B	24,800	Makeover	24,800
LO	Logan Heights Library	E	25,000	Strategic Investment	25,000
LV	Linda Vista Library	B	10,000	Renovation & Expansion	20,000
MH	Mission Hills-Hillcrest/Knox Library	D	14,000	Strategic Investment	14,000
MM	Mira Mesa Library	A	20,000	Makeover	20,000
MV	Mission Valley Library	D	19,800	Renovation & Expansion	25,000
MX	Valencia Park/Malcolm X Library	E	26,300	Makeover	26,300
NC	North Clairemont Library	B	4,600	Strategic Investment	4,600
NP	North Park Library	D	8,000	Replacement on Existing Site	25,000
NU	North University Community Library	B	16,000	Renovation & Expansion	25,000
OB	Ocean Beach Library	D	4,600	Renovation & Expansion	9,000
OK	Oak Park Library	E	5,200	Replacement on New Site	20,000
OT	Otay Mesa-Nestor Library	G	15,000	Renovation	15,000
PB	Pacific Beach/Taylor Library	B	12,500	Renovation & Expansion	25,000
PH	Paradise Hills Library	E	3,900	Replacement on Existing or New Site	25,000
PHR	Pacific Highlands Ranch	A	18,000	New Library in Progress	18,000
PO	Point Loma/Hervey Library	D	25,900	Capital Maintenance	25,900
RB	Rancho Bernardo Library	A	23,000	Makeover	23,000
RP	Rancho Peñasquitos Library	A	20,700	Renovation	20,700
SC	San Carlos Library	C	8,200	Replacement on Expanded Site	25,000
SK	Skyline Hills Library	E	15,000	Capital Maintenance	15,000
SM	Serra Mesa-Kearny Mesa Library	B	15,600	Capital Maintenance	15,600
SR	Scripps Miramar Ranch Library	A	21,700	Capital Maintenance	21,700
SY	San Ysidro	G	15,000	Strategic Investment	15,000
TS	Tierrasanta Library	C	10,000	Makeover	10,000
UC	University Community Library	B	10,000	Replacement on Existing Site	25,000
UH	University Heights Library	D	3,700	Replacement on New Site	25,000
VA	Carmel Valley Library	A	13,100	Capital Maintenance	13,100



### ALIGNMENT WITH COMMUNITY NEEDS AND PRIORITIES

A key throughline in the planning process for SDPL's facilities is that needs, interests, and priorities for library services, materials, technology, and programming vary by community. Some branches are high-circulating, while others are more heavily used for library technology. The Master Plan Framework found that as long as branches are aligned with their communities' interests and priorities, they are high performing libraries.

SDPL does an excellent job of engaging with the diverse communities it serves and responding to their needs and interests. Just as there is no set of library programs and services that is right for every community in San Diego, there is no one-size-fits-all approach to library design.

It is not enough for the community to be kept in mind during design; it must be at the table in the design process for every library improvement project – whether that be a makeover, renovation, or new branch building. The design process provides exciting opportunities for the community to share their vision and values, and to see their ideas and priorities reflected in the finished building.





Potential topics for engaging San Diego communities in the design of new and improved libraries include (but are certainly not limited to):

- Priorities for programs and spaces – even in the largest branch building, there is plenty of room for the community to provide input on the specific mix of services and spaces that will be included. The balance of space for collections, seating, technology, and programs is often a topic of robust discussion, as is the opportunity for special destinations such as children’s discovery and play spaces, spaces for art and creativity, places for music and performance, and more.
- Community design values – most communities have a strong vision and preferences for the look and feel of their library. Whether the design is for a single space or an entire building, it is encouraged to bring the community into the conversation.
- Art – integrating art in the design of library sites and buildings is a powerful way to celebrate the communities they serve. It can also provide opportunities to spark and facilitate cultural dialogue. Libraries can also support changing displays over time, including locally inspired and created works as well as temporary exhibitions relevant to community interests and values.

It should be noted that not all communities are equally accustomed to participating in the design of public facilities. It is important to be proactive in engaging marginalized and underrepresented groups in the design process to ensure they have a robust voice.



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**ACCESS EVERYWHERE**



## DESTINATION SERVICES AND SPACES

SDPL's Central Library is an innovative and inspiring destination for San Diego residents. Its well-equipped IDEA Lab features innovative technology and specially-trained staff to assist customers with a range of interests and needs. Its special event spaces including the Shiley Special Events Space and Neil Morgan Auditorium enable the Central Library to host high-interest programs and events with large attendance.

SDPL's vision is that all major library services and spaces are accessible to communities throughout San Diego. Although the Master Plan Framework process found that people from throughout San Diego do visit the Central Library, this should not be the only place in the city for special services and spaces. That said, it would be impractical and cost-prohibitive to provide large event space, a robust IDEA Lab, and other signature services and spaces at every SDPL branch. Rather, the zone approach can be used to provide closer access for city residents to such specialty resources.

Each zone should include at least one branch library with a community room that can accommodate at least 200 attendees for high-interest programs and events. Zones A and E already have at least one branch that meet this requirement, while Zones B, C, D, and G do not. For new and expanded branches recommended by this Master Plan, SDPL can evaluate whether and where to include large-capacity event space to meet zone needs and local priorities.

Each zone should also include one or more IDEA Lab(s) relevant to local needs and interests. (Currently, all zones except Zone C include at least one IDEA Lab.) In addition to the space, it is important to provide staff who are appropriately trained in the IDEA Lab's equipment and technology – which has implications for both staff development and ongoing operating costs. Whether to include an IDEA Lab (and/or other specialty space) in an improved or new SDPL branch can be evaluated during design and in consultation with the community.





**EFFECTIVE OPERATIONS**



Mission Hills-Hillcrest/Knox Library

*“Revenue and resources are stable and sufficient to provide robust and responsive service, maximize community access, and maintain welcoming and well-maintained facilities. Buildings support efficient and effective service, and staff are empowered with training and resources to provide high quality, personalized service to patrons and the community. SDPL manages all of its services and operations with a high degree of efficiency and effectiveness.”*

— SDPL Master Plan Framework  
2022



Skyline Hills Library

## EFFICIENT + EMPOWERING LIBRARIES

The Master Plan Framework noted that SDPL’s operating budgets have not kept pace with growth in either its facilities network or San Diego communities in general. Sufficient and stable operating funds are critical for providing robust library service, up-to-date technology, and library staffing levels to keep up with population growth and expanding library use.

Even with additional operational funds, it is essential for San Diego to continue to design its new and expanded libraries to promote staff effectiveness. Libraries that are efficient to operate are consistent with good stewardship of public funds, and enable SDPL to stretch its operating dollars even further toward more diverse programs and services.

Operationally efficient libraries are designed to empower and support independent customer use. Their characteristics include:

- Library spaces and resources are logically organized, with good visibility and intuitive wayfinding.
- Clear signage and graphics enhance and support customer navigation through the library. Library signage is multi-lingual appropriate for local community needs, and pictograms and symbols are used to support customers with different language abilities and literacy levels.
- Customers are able to independently manage all aspects of finding, checking out, and returning collection materials. Collections are logically arranged and well displayed to support navigation, browsing, and discovery. Self-check out stations and material returns are prominently located, well-signed, and easy to use.
- Technology in libraries is easy to use, and does not require special staff support for day-to-day use.
- Customers can easily find and access power outlets to charge their devices.
- Furnishings are flexible and easy for customers to adjust to meet their needs.

Operationally efficient libraries also maximize the availability of staff to provide personalized, high-impact customer service. In particular, design and technology improvements that enable staff to be on the public floor whenever possible — delivering service at the point of need rather than always working behind a desk or in the back room — help maximize service delivered for each operating dollar. Fixed service/work points should be well-located for high visibility, easy for customers to find when assistance is needed, and enable and encourage staff to move easily out onto the public floor to assist customers.



## CENTRALIZED SERVICES

Most of SDPL's support service functions are currently housed in the Central Library. While this beautiful library provides many well-functioning spaces for diverse uses, it does not have enough appropriately sized and located space for back-of-house operations to support the entire SDPL system (including the workflows for delivery, receiving, cataloging, and distributing materials). Downtown San Diego is also an increasingly challenging home base for operations requiring frequent access to the entire city, such as outreach and delivery services.

SDPL and the consultant team reviewed different support services facility models and worked together to evaluate options and feasibility. It was determined that there are many SDPL operations functions that could benefit from a centralized approach. Services that could be considered for a consolidated centralized services facility may include:

- Technical Services
- Materials sorting
- Delivery
- Information Technology
- Maintenance
- Programming (centralized activities enhancing and supporting localized library offerings)
- Outreach (via mobile and/or pop-up library experiences and as a "home base" for SDPL's current outreach activities to different populations)
- Library office/business functions, such as contract administration.

New construction is not necessarily the only avenue for developing appropriate space for centralized services. The type of facility ideal for such functions could lie in an existing building that would be acquired and re-purposed for centralized functions. Ideal qualities for such a building include:

- Located in an area that is as central as possible to the entire library system
- Lots of internal space that can be configured for all of the desired functions
- External access and routes suitable for all functions (including delivery and office functions)
- Close to major arterial roads



*"I'd like to see us strengthen in some longstanding weaker areas like collections (& balancing), delivery, and online. Would also like some more attention to quantity (vs. quality). There are awesome, remarkable, invaluable programs and services we provide that enrich hundreds of people. We also need creativity about new and existing lower intensity offerings that reach hundreds of thousands of people."*

— SDPL staff member





Current sorting facility at Chollas Yard.

*“Wait times for inter-library delivery of books can sometimes be longer than ideal.”*

*— community member*

## SORTING

Even in the digital age, management of SDPL’s physical collections will continue to be a critical component of library operations. Some years ago, the Library decentralized and outsourced its collection management services to a partner City department, and sorting functions were relocated from the Central Library to the City’s Chollas Yard. At the time it was thought that this would be a cost-saving measure. However, this arrangement has unfortunately proved to be inefficient and ineffective – as well as costly. Community members have reported wait times of weeks or even months for requested items to be delivered to them – much longer than industry best practices of two to three days. This has a range of implications for SDPL operations (such as purchasing more copies to reduce long wait times) as well as for customer satisfaction.

SDPL’s Master Plan Framework recommended that materials sorting functions be brought back under the responsibility of Library staff to improve performance and customer satisfaction at a lower cost. This library master planning process included assessment of SDPL’s space needs for sorting functions. The consultant team toured the Chollas Yard facility where SDPL materials sorting and distribution are currently managed to observe current space, conditions, and functions. The team also interviewed representatives of the department currently managing sorting functions for their perspectives on what would work well in a new sorting facility.

It is estimated that approximately 12,000 to 15,000 square feet would support efficient and effective sorting operations for SDPL. This could potentially be reduced depending on variables such as co-location with other library functions; further analysis of specific opportunities is recommended. The site would need to be large enough and designed for frequent delivery vehicle access and loading/unloading throughout the day.

At the time of this report, the City has identified an opportunity to provide about 10,000 square feet of space for SDPL sorting functions co-located with the new Oak Park Library in Chollas Community Park – directly across College Grove Avenue from the Chollas Yard. Although this is a bit smaller than the ideal size, a well-designed sorting center facility at this location could be very successful. Should this opportunity not pan out, SDPL should consider including sorting functions with other support services in a centralized service model described above.



**IMPLEMENTATION**



**Makeover**

- interior finishes – carpet, paint
- selected furniture + shelving
- potential for reorganization
- minor non-structural changes

**Renovation / Expansion**

- interior reorganization  
+ refinish; structural modifications
- Full FFE upgrade
- building systems upgrade
- addition/expansion

**Replacement / New Branch**

- all new construction
- high quality, durable systems and finishes; 50+ year building
- high quality civic architecture

**SUMMARY OF RECOMMENDATIONS**

The general categories of capital improvement strategies recommended for SDPL's facilities include:

- Replacement on existing or new site or new branch on new site – There are a variety of reasons for recommending new construction. Some existing library sites are too small for meaningful expansion, and a new site will be required in order to provide a larger library for the community. In some cases, a building that is small, older, and/or in poor condition can cost as much (or more) to renovate and expand as it would to simply replace it. Adaptive reuse of other buildings can also be a successful alternative to all-new construction and SDPL is encouraged to explore this strategy where appropriate.
- Renovation / expansion – In this master plan, the term “renovation” is used to describe a major remodel that may include significant interior redesign as well as capital maintenance including upgrading or replacing major building systems (e.g., roofs, mechanical systems, etc.). An expansion project will frequently require a major renovation of the existing structure in order to ensure that its envelope and building systems are well integrated with the new addition and that spaces feel seamlessly connected for staff and customers.
- Makeover – The term “makeover” is used in this master plan to describe minor, non-structural remodel projects. Makeovers are often recommended for libraries whose furniture and finishes are showing wear and tear from community use but that are not yet due for a more major renovation. Makeover projects may include reimagination of some indoor (and perhaps outdoor) spaces, as well as needed building system and building envelope maintenance if doing so can reap cost savings and minimize construction disruptions to library service.



Tierrasanta Library received a renovation and modest expansion in 2019.

- Capital maintenance – All facilities require timely capital maintenance (major repairs, building system replacements, or upgrades) to preserve their quality, functionality, and longevity. Although a makeover or renovation is not anticipated for SDPL's newest and most-recently renovated library facilities (such as San Ysidro Library, for example) during the next 10-15 years of this master plan, the City can keep them fresh, comfortable, and welcoming through proactive and ongoing capital maintenance.
- Strategic investments are a way for SDPL to ensure that all communities see benefits through this master plan, even if their libraries are not recommended for major capital improvements. These types of improvements can also be considered if recommended major improvements are expected for later implementation. SDPL can work with the City and the community to identify low-cost, high-impact opportunities for strategic improvements to spaces, sites, services, technology, etc.



A former pharmacy in San Pablo, California was transformed (above) into a beautiful, spacious library (below).





## RECOMMENDED STRATEGIES FOR SAN DIEGO PUBLIC LIBRARY FACILITIES

Branch	Zone	Today	Recommendation	Refer to Chapter 9
Net New Zone A Branch	A	N/A	New library of 25,000 SF, potentially in the Mira Mesa area	Pg. 76
Net New Zone B Branch	B	N/A	New library of 25,000 SF, potentially in the Clairemont Mesa area	Pg. 100
Allied Gardens / Benjamin	C	6,900 SF	Replace on existing site at 25,000 SF	Pg. 106
Balboa	B	5,100 SF	Strategic investment	Pg. 82
Carmel Mountain Ranch	A	13,100 SF	Renovate and expand to 20,000 SF	Pg. 62
Carmel Valley	A	13,100 SF	Strategic investment	Pg. 64
City Heights / Weingart	E	17,100 SF	Makeover	Pg. 132
Net New Zone G Branch	G	N/A	New library of 25,000 SF	Pg. 158
Clairemont	B	4,400 SF	Strategic investment	Pg. 84
College-Rolando	E	15,500 SF	Strategic investment	Pg. 134
Kensington-Normal Heights	E	2,300 SF	Replace on existing or new site at 25,000 SF	Pg. 136
La Jolla / Riford	B	24,800 SF	Makeover	Pg. 86
Linda Vista	B	10,000 SF	Renovate and expand to 20,000 SF	Pg. 88
Logan Heights	E	25,000 SF	Strategic investment	Pg. 138
Mira Mesa	A	20,000 SF	Makeover	Pg. 66
Mission Hills-Hillcrest / Knox	D	14,000 SF	Strategic investment	Pg. 116
Mission Valley	D	19,800 SF	Renovate and expand to 25,000 SF	Pg. 118
Mountain View / Beckwourth	E	8,500 SF	Renovate and expand to 25,000 SF	Pg. 140
North Clairemont	B	4,600 SF	Strategic investment	Pg. 90
North Park	D	8,000 SF	Replace on existing site at 25,000 SF	Pg. 120

RECOMMENDED STRATEGIES (CONTINUED)

Branch	Zone	Today	Recommendation	Refer to Chapter 9
North University Community	B	16,000 SF	Renovate and expand to 25,000 SF	Pg. 92
Oak Park	E	5,200 SF	Replacement on new site at 20,000 SF in progress	Pg. 142
Ocean Beach	D	4,600 SF	Renovation and expansion to 9,000 SF in progress	Pg. 122
Otay Mesa-Nestor	G	15,000 SF	Renovate	Pg. 154
Pacific Beach / Taylor	B	12,500 SF	Renovate and expand to 25,000 SF	Pg. 94
Pacific Highlands Ranch	A	18,000 SF	New library in progress	Pg. 74
Paradise Hills	E	3,900 SF	Replace on existing or new site at 25,000 SF	Pg. 144
Point Loma / Hervey	D	25,900 SF	Strategic investment	Pg. 124
Rancho Bernardo	A	23,000 SF	Makeover	Pg. 68
Rancho Peñasquitos	A	20,700 SF	Renovate	Pg. 70
San Carlos	C	8,200 SF	Replacement on expanded site at 25,000 SF in progress	Pg. 108
San Ysidro	G	15,000 SF	Strategic investment	Pg. 156
Scripps Miramar Ranch	A	21,700 SF	Strategic investment	Pg. 72
Serra Mesa-Kearny Mesa	B	15,600 SF	Strategic investment	Pg. 96
Skyline Hills	E	15,000 SF	Strategic investment	Pg. 146
Tierrasanta	C	10,000 SF	Makeover	Pg. 110
Valencia Park / Malcolm X	E	26,300 SF	Makeover	Pg. 148
University Community	B	10,000 SF	Replace on existing site at 25,000 SF	Pg. 98
University Heights	D	3,700 SF	Replace on new site at 25,000 SF	Pg. 126





Kensington-Normal Heights Library

*“Our older branches are needing some deferred maintenance taken care of (as well as some of the newer ones as well). I think the work of the SD Library Foundation has helped greatly in this area, in making Council aware of the services that we provide and the needs that we have to meet community demands.”*

— SDPL staff member



Conceptual design for the replacement of the San Carlos Library at the celebration of the purchase of the new library site.

**PROJECT TIMING AND PRIORITIES**

The City of San Diego has established policies to guide decisions about which capital improvement projects among the City’s many needs will be funded and implemented in any year; these are consolidated in Council Policy 800-14, “Prioritizing Capital Improvement Program Projects.” Capital improvements are defined in the policy as the addition of a permanent structure, structural change, or restoration of a city facility or infrastructure assets that will either enhance the asset’s overall value, prolong its useful life, or adapt it to new uses.

Council Policy 800-14 provides evaluation and prioritization factors for several categories of infrastructure/facilities projects to help ensure that the City’s projects will be realized in a timely and effective manner and implement the City’s guiding principles. For Library renovation, improvement, and new construction projects, the project prioritization factors are (in order of weight on the project’s priority score):

- **Asset Condition and Level of Service:** A high-scoring library project on this factor would improve a facility that fails to provide a basic level of service, serve an area with a higher population or experiencing high population growth, improve the reliability of the facility and extend its useful life, reduce maintenance expenditures and avoid significant future costs, and/or address a facility deficiency identified in a relevant City plan.
- **Sustainability and Conservation:** A high-scoring library project on this factor would benefit a Community of Concern (area disproportionately affected by climate change and environmental justice impacts) as identified by the City’s Climate Equity Index, advance the City’s Climate Action Plan goal of net zero greenhouse gas emissions by 2035, result in the electrification/decarbonization of a City facility, promote climate resiliency, improve the health of the community and natural environment, reduce auto-dependency and promote other modes of transportation, promote sustainable development, and/or result in greener neighborhoods and reduce or avoid potential public exposure to pollutants and other health hazards.

- **Equal and Equitable Community Investment:** A high-scoring library project on this factor would improve access for people of all ages and abilities; be located in a census tract that is eligible for Community Development Block Grant funds, in a Promise Zone, Structurally Excluded Community, or Community of Concern as identified by the City's Climate Equity Index; benefit or contribute to economic development or revitalization efforts in a Structurally Excluded Community; reduce or avoid negative impacts to the community when the facility is out of service; and/or address disparities in Structurally Excluded Communities by enhancing neglected assets and facilities.
- **Legal Compliance and Risk to Health, Safety and Environment:** A high-scoring library project on this factor would avoid or minimize the risk to health, safety, and the environment associated with the facility based on a condition assessment of the facility, or the lack of an asset, which may include the age, size, material, capacity, and history of failure of the asset; be urgent to reduce the potential hazards to the public, property, and environment; and/or minimize the City's liability for failure to comply with state or federal law (e.g. Department of Health and Environmental Protection Agency requirements or Title II of the Americans with Disabilities Act requirements).
- **Funding Availability:** A high-scoring library project on this factor would have a high likelihood of receiving funding (grant funds or cost sharing from outside entities) or have an identified funding source. (As of the date of this Library Master Plan, funding strategies and availability have not yet been confirmed for the recommended projects.)
- **Project Readiness:** A high-scoring library project on this factor would be ready or nearly ready for construction and/or be able to be delivered very expeditiously with few or no unresolved environmental issues or legal challenges.
- **Multiple Category Benefit and Bundling Opportunities:** A high-scoring library project on this factor would reduce construction costs by bundling with adjacent City projects of other types and/or provides an opportunity to leverage shared resources by partnering or bundling with a project of another local, state, or federal agency.



In 2022, SDPL received a \$3.3 million grant from the California State Library's Building Forward program for improvements to the City Heights/Weingart Library's Multi Media Idea Lab and Performance Annex (above).

*"[It] is important to be aware of the fact that some branches (particularly those located in underserved and underprivileged communities) have a difficult time providing resources and services for the communities that they are in."*

— SDPL staff survey respondent



In 2023, SDPL received a \$9.1 million grant from the California State Library's Building Forward program for the Oak Park Library Project.

## SITE SELECTION CRITERIA

Some of the recommended projects in this Library Master Plan will require a new or alternate site. For example, some of SDPL's sites are too small to accommodate expansion of the facility to the recommended size. Adding a new library where none has been before will require a new site. In some cases, there may be opportunities to develop joint-use facilities or to swap sites with other City or community uses for mutually beneficial reasons.

The following criteria are recommended to assist in identifying and evaluating potential sites for new and relocated library facilities. The City and the Library can add criteria to this list as appropriate. Their intent is to ensure that SDPL facilities are located in places that are convenient and accessible to customers, promote efficient operation and effective service, and provide a significant benefit for their communities.

### SITE CAPACITY

- Prioritize sites that can accommodate the recommended building size, site amenities, and parking, given the topography, zoning, easements, constraints, etc.
- For ease of customer use and operational efficiency, seek sites that can accommodate the proposed library building on a single floor level.

### LOCATION

- Sites that are highly visible and centrally located maximize community awareness and access.
- Prioritize sites that provide easy and safe access for pedestrians, cyclists, transit users, and people with disabilities.
- Sites developed as libraries should be compatible with the community's vision for development and/or revitalization.
- Libraries benefit from proximity to other community services such as schools, shopping, recreation facilities, and civic districts.
- Look for sites that offer aesthetic value to the proposed library building (inspiring setting, views, etc.).

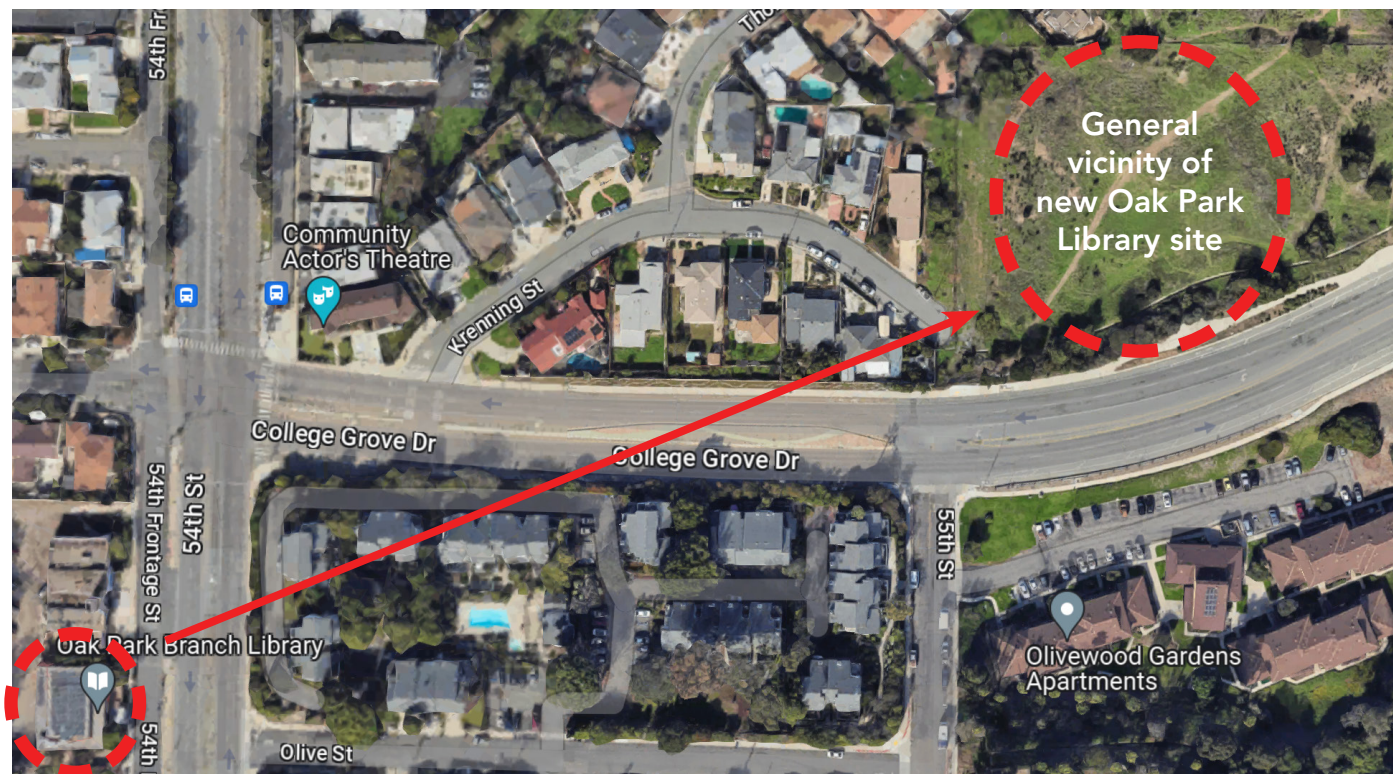
### COST AND AVAILABILITY

- Recognize the importance of affordability and availability of sites within a reasonable amount of time relative to the proposed implementation of the project.
- Some sites may require mitigation of existing conditions that could add cost to the project. For example, poor soil quality may require more robust foundations and/or structural systems.

### COMMUNITY BENEFIT

- Consider sites that offer an opportunity for joint-use facilities that enhance community access and benefit. Throughout California and across the nation, there are many examples of libraries sharing facilities with recreation partners, market-rate and affordable housing, public safety partners, etc. It is critical to ensure that all partners in mixed-use sites and shared facilities have goals, missions, and requirements compatible with SDPL's.





*In partnership with the City's Parks & Recreation Department, SDPL has been able to identify a site for the new Oak Park Library at Chollas Lake Park.*

It should be noted here again that all-new construction is not the only way to build new libraries. Communities around the nation are successfully transforming existing buildings into modern, innovative, and sustainable destination libraries. Facilities with large, flexible, and open floor plates – such as grocery and drug stores, retail bank branches, commercial offices, and even sports arenas – can provide excellent opportunities for creating welcoming and beautiful libraries. Such facilities also tend to have high-profile locations and access to parking and transit.

That said, not every building can be easily or appropriately converted for modern library service. There are many examples of communities that have attempted to convert cherished cultural resources – such as historic homes and older school buildings – into libraries with less-than-successful results. Making older buildings accessible and welcoming for visitors with disabilities can be a huge challenge. Buildings with many interior spaces and structural walls (such as classrooms) are less flexible and can complicate customer wayfinding and staff operations. And a community's nostalgia can limit its willingness to accept the design changes that would be needed to create an agile, innovative, and inclusive library for the future.



**UPDATING THE MASTER PLAN**

This SDPL Master Plan is intended to be a flexible, “living” document with clear principles and guidelines. The recommendations for facilities projects and capital investments in this plan are made based on the information, input, and opportunities available at the time of its writing. However, change is inevitable over the life of any long-range plan. It is recommended that SDPL revisit the master plan periodically over time and make adjustments as appropriate in response to changing community needs, evolving library services and technology, and new funding and development opportunities in San Diego.





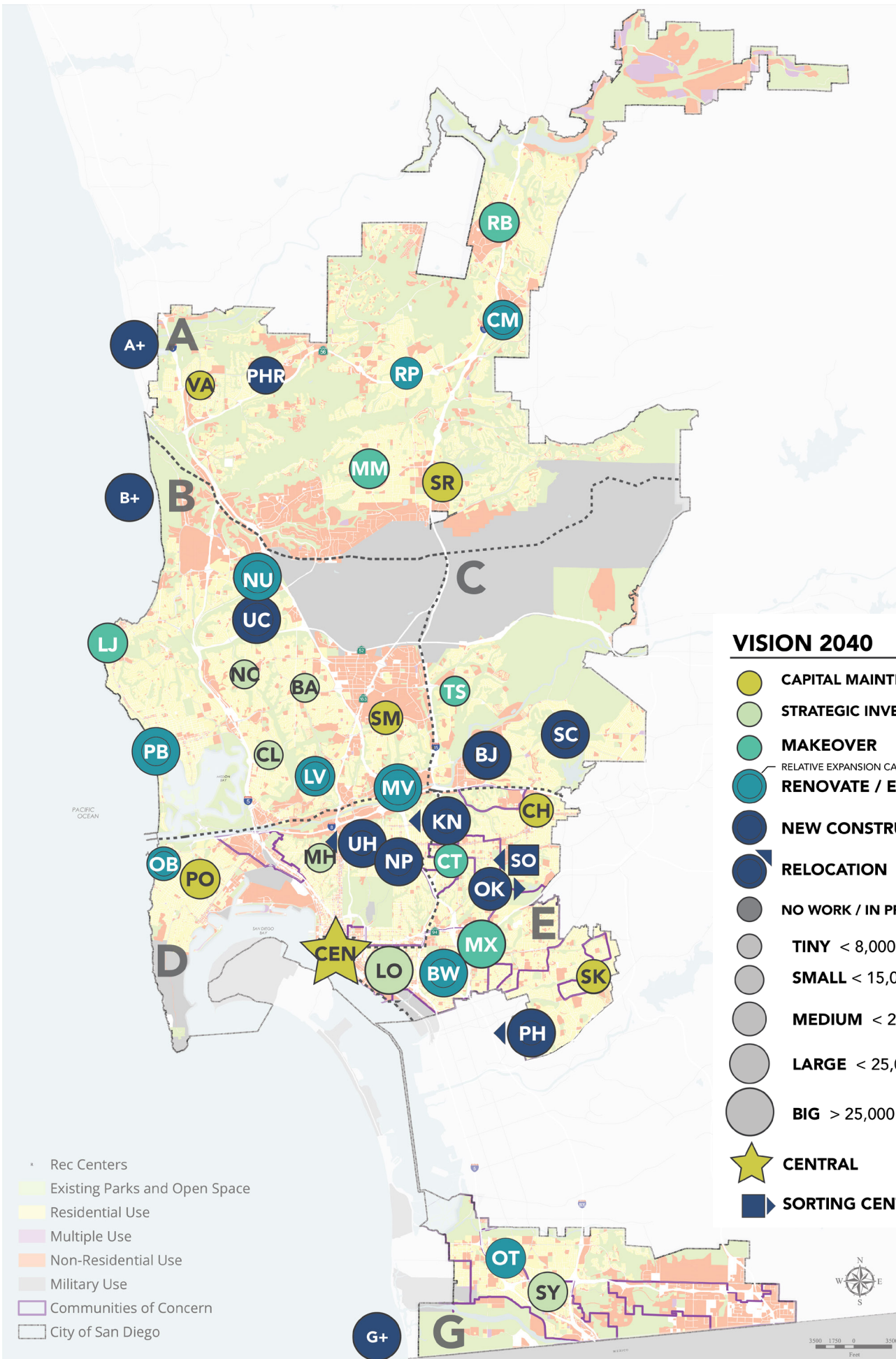
# FACILITY RECOMMENDATIONS



## VISION 2040 LIBRARY FACILITY RECOMMENDATIONS

The table below and the map on the right facing page summarize the Library Master Plan recommendations for each branch location, including Central Library and the Library systems sorting center. Additional information outlining zone and branch existing conditions and recommendations are outlined on the following pages.

Key	Library Name	Zone	Current Size SF	Vision 2040 Recommendation	Minimum Proposed Size SF
A+	Net New Zone A Branch	A	-	New Branch on New Site	25,000
B+	Net New Zone B Branch	B	-	New Branch on New Site	25,000
BA	Balboa Library	B	5,100	Strategic Investment	5,100
BJ	Allied Gardens/Benjamin Library	C	6,900	Replacement on Existing Site	25,000
BW	Mountain View/Beckwourth Library	E	8,500	Renovation & Expansion	25,000
CH	College-Rolando Library	E	15,500	Capital Maintenance	15,500
CL	Clairemont Library	B	4,400	Strategic Investment	4,400
CM	Carmel Mountain Ranch Library	A	13,100	Renovation & Expansion	20,000
CT	City Heights/Weingart Library	E	17,100	Makeover	17,100
G+	Net New Zone G Branch	G	-	New Branch on New Site	25,000
KN	Kensington-Normal Heights Library	E	2,300	Replacement on Existing or New Site	25,000
LJ	La Jolla/Riford Library	B	24,800	Makeover	24,800
LO	Logan Heights Library	E	25,000	Strategic Investment	25,000
LV	Linda Vista Library	B	10,000	Renovation & Expansion	20,000
MH	Mission Hills-Hillcrest/Knox Library	D	14,000	Strategic Investment	14,000
MM	Mira Mesa Library	A	20,000	Makeover	20,000
MV	Mission Valley Library	D	19,800	Renovation & Expansion	25,000
MX	Valencia Park/Malcolm X Library	E	26,300	Makeover	26,300
NC	North Clairemont Library	B	4,600	Strategic Investment	4,600
NP	North Park Library	D	8,000	Replacement on Existing Site	25,000
NU	North University Community Library	B	16,000	Renovation & Expansion	25,000
OB	Ocean Beach Library	D	4,600	Renovation & Expansion	9,000
OK	Oak Park Library	E	5,200	Replacement on New Site	20,000
OT	Otay Mesa-Nestor Library	G	15,000	Renovation	15,000
PB	Pacific Beach/Taylor Library	B	12,500	Renovation & Expansion	25,000
PH	Paradise Hills Library	E	3,900	Replacement on Existing or New Site	25,000
PHR	Pacific Highlands Ranch	A	18,000	New Library in Progress	18,000
PO	Point Loma/Hervey Library	D	25,900	Capital Maintenance	25,900
RB	Rancho Bernardo Library	A	23,000	Makeover	23,000
RP	Rancho Peñasquitos Library	A	20,700	Renovation	20,700
SC	San Carlos Library	C	8,200	Replacement on Expanded Site	25,000
SK	Skyline Hills Library	E	15,000	Capital Maintenance	15,000
SM	Serra Mesa-Kearny Mesa Library	B	15,600	Capital Maintenance	15,600
SR	Scripps Miramar Ranch Library	A	21,700	Capital Maintenance	21,700
SY	San Ysidro	G	15,000	Strategic Investment	15,000
TS	Tierrasanta Library	C	10,000	Makeover	10,000
UC	University Community Library	B	10,000	Replacement on Existing Site	25,000
UH	University Heights Library	D	3,700	Replacement on New Site	25,000
VA	Carmel Valley Library	A	13,100	Capital Maintenance	13,100



**VISION 2040**

- CAPITAL MAINTENANCE
- STRATEGIC INVESTMENT
- MAKEOVER
- RELATIVE EXPANSION CAPACITY
- RENOVATE / EXPAND
- NEW CONSTRUCTION
- RELOCATION
- NO WORK / IN PROGRESS
- TINY < 8,000 SF
- SMALL < 15,000 SF
- MEDIUM < 20,000 SF
- LARGE < 25,000 SF
- BIG > 25,000 SF
- ★ CENTRAL
- ▶ SORTING CENTER

- Rec Centers
- Existing Parks and Open Space
- Residential Use
- Multiple Use
- Non-Residential Use
- Military Use
- Communities of Concern
- City of San Diego



Branch Collaboration + Program Space Analysis

Zone Branches, Images, Vision 2040 Recommendations

Zone Profile

Branch Vision 2040 Recommendation Summary

Zone Technology Needs

**PLANNING ZONE**

**ZONE B — NORTH/DOWNTOWN**

**COLLABORATION + PROGRAM SPACE ANALYSIS**

**9. FACILITY RECOMMENDATIONS**

**9. PUBLIC LIBRARY FACILITIES MASTER PLAN**

**9. FACILITY RECOMMENDATIONS**

2020 Zone Population + Branch SF	2040 Zone Population + Branch SF
2020 325,000 POPULATION 103,000 BRANCH SF	2040 378,000 - 398,000 POPULATION -141,000 - 155,000 BRANCH SF MIN.

**ZONE B BRANCHES**

<b>BA BALBOA LIBRARY</b> Strategic Investment	<b>NU NORTH UNIVERSITY COMMUNITY LIBRARY</b> Renovation + Expansion
<b>CL CLAIREMONT LIBRARY</b> Strategic Investment	<b>PB PACIFIC BEACH/ TAYLOR LIBRARY</b> Renovation + Expansion
<b>LJ LA JOLLA/ RIFORD LIBRARY</b> Makeover	<b>SM SERRA MESA-KEARNY MESA LIBRARY</b> Capital Maintenance
<b>LV LINDA VISTALIBRARY</b> Renovation + Expansion	<b>UC UNIVERSITY COMMUNITY LIBRARY</b> Replacement on Existing Site
<b>NC NORTH CLAIREMONT LIBRARY</b> Strategic Investment	<b>BB NEW ZONE B LIBRARY</b> New Clairemont Mesa Branch on New Site

**RECOMMENDATIONS**

Vision 2040 recommendations for Zone B libraries include:

- Replace the University Community Library with a new building of at least 25,000 square feet.
- Build a new library of at least 25,000 square feet in the Clairemont Mesa area to expand service to the community and alleviate pressure on the smaller branches.
- Renovate and expand the Linda Vista, North University Community, and Pacific Beach/ Taylor libraries to address maintenance needs and update service to align with community needs and priorities.
- Refresh interiors at the La Jolla/Riford Library continue to address proactive maintenance at Serra Mesa-Kearny Mesa library.
- Evaluate opportunities for strategic investment to align with evolving community needs and priorities at the Balboa, Clairemont, North Clairemont libraries.

**Baseline Patron Technology Needs**

- New or Additional Equipment
- Library Services
- Updated Equipment and Software

**Regional Patron Technology Needs**

- Library Services
- Other Services
- Language Support

## ZONE TEMPLATE INTRODUCTION

Six planning zones were established in the Master Plan Framework for orientation and organizational purposes. Customer mapping and user surveys revealed travel patterns of library customers, and was used to inform the determination of boundaries between zones. The consultant team also gathered data to understand area demographics, such as population size in a zone’s area of influence, development patterns, local economic trends, and other aspects that could influence planning decision making. The Zone Profile is a useful tool in understanding how the branches within each Zone work together to provide a full range of services to residents.

In the Zone spreads, each of the Library’s six planning zones are summarized in two-page spreads. On the left-hand page, the map reflects the location of each branch and an analysis of collaboration and program room access by size and quantity at each branch location. Below that is a narrative profile of the zone describing facilities ages, library usage analyses, and zone-specific customer travel patterns.

The right-hand page includes the 2020 population and overall existing building square footage, the vision 2040 population and recommended building square footage, and a high level summary of branch specific recommendations. This area also highlights if a net new branch library is recommended within the zone.

Planning Zone <b>ZONE E</b>	Branch Name <b>VALENCIA PARK/ MALCOLM X</b>	Vision 2040 Recommendation <b>VISION 2040 MAKEOVER</b>	
PUBLIC REVIEW DRAFT 09-06-2023		PUBLIC REVIEW DRAFT 09-06-2023	
MAINTENANCE NEEDS FCI 36%		SERVICE SCORE CLIMATE ACTION	
VALENCIA PARK/MALCOLM X LIBRARY TODAY At 26,000 square feet, the Valencia Park/Malcolm X Library is the largest branch in the SDPL system. In a 2016 renovation, an underutilized space was converted into a vibrant, technology-rich teen IDEA Lab that offers training programs and classes for youth.		LOVE IT • On Euclid Avenue trolley line • Place for community gathering • Represents the black community • Reflects community needs in programming	
Community members love how easily accessible the library is within the neighborhood and from the Euclid Avenue trolley line stop. Library users appreciate how much programs and services at the branch reflect community culture and needs. New and expanded program opportunities suggested by the community include block party activation, programs for immigrant communities, entrepreneurship camps, and black author programs – to name a few.		CHANGE IT / ADD IT • More direct connections to the surrounding community • Use library space to display products from small businesses • More financial programs • Social worker position/ case workers assigned to the branch • Black author programs • Programs focusing on BIPOC communities • Linguistics program • Family nights • Community garden • Dedicated senior space	
Community recommendations for improving the Valencia Park/Malcolm X Library include redesigning the lobby, developing a business incubator space, and providing space for seniors. Staff noted the need to improve acoustics in the community room to better preserve the quality of voice and instrumental performances and to reduce HVAC noise. The branch's		RECOMMENDATIONS The Valencia Park/Malcolm X Library should receive a <b>Makeover</b> to refresh interior spaces and furnishings to ensure that spaces are aligned with community needs and priorities. At over 30 years old, the building is due for capital maintenance.	
146 SAN DIEGO PUBLIC LIBRARY MASTER PLAN		147 SAN DIEGO PUBLIC LIBRARY MASTER PLAN	

- Branch Exterior Image
- Aerial Site Plan + Parcel Boundary
- Service Score
- Facility Maintenance Needs
- Vision 2040 Facility Recommendation Summary
- Community Listening Session Input
- Branch Service Analysis and Existing Condition Overview

**BRANCH TEMPLATE INTRODUCTION**

The branch spread pages aim to identify specific needs and opportunities for each facility. All include an exterior photograph of the branch, the planning zone the branch is located within, select photos of interior spaces and a description of library today. The narrative summarizes input from community listening sessions, library staff, and the planning team’s observations.

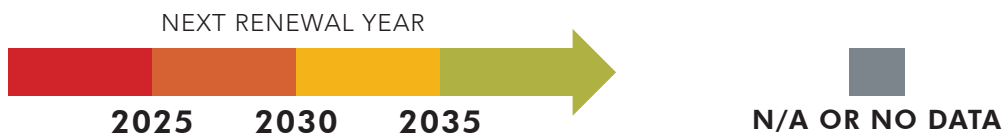
Detailed technical and maintenance assessments were beyond the scope of this planning process. The 2016 *Facility Condition Assessment (FCA): Comprehensive Report for City-Occupied General Fund Facilities FY14-FY16* was used to inform the analysis and recommendations for each library.

One objective measure of their current state of maintenance is the Facility Condition Index (FCI), which is calculated with the formula highlighted below in the FY14-FY16 Facility Condition Assessment.

$$City\ of\ San\ Diego\ FCI = \left( \frac{Cost\ of\ Maintenance\ Backlog + Capital\ Backlog}{Plant\ Replacement\ Value\ (PRV)} \right)$$

Condition Ratings  
 Good = 0% - 20%  
 Fair = 21% - 29%  
 Poor = ≥ 30%

Maintenance needs are summarized in the icons on each of the branch spreads on the left-facing spread. Each facility condition assessment also highlighted the remaining useful life of various building systems including, building envelope, roof, HVAC, electrical, lighting, and interior finishes including painting, ceiling, floor, and furniture. Site features including the sidewalk and parking were also highlighted. Elements are color coded based on the expected renewal year with the color coding as highlighted below.







# ZONE A

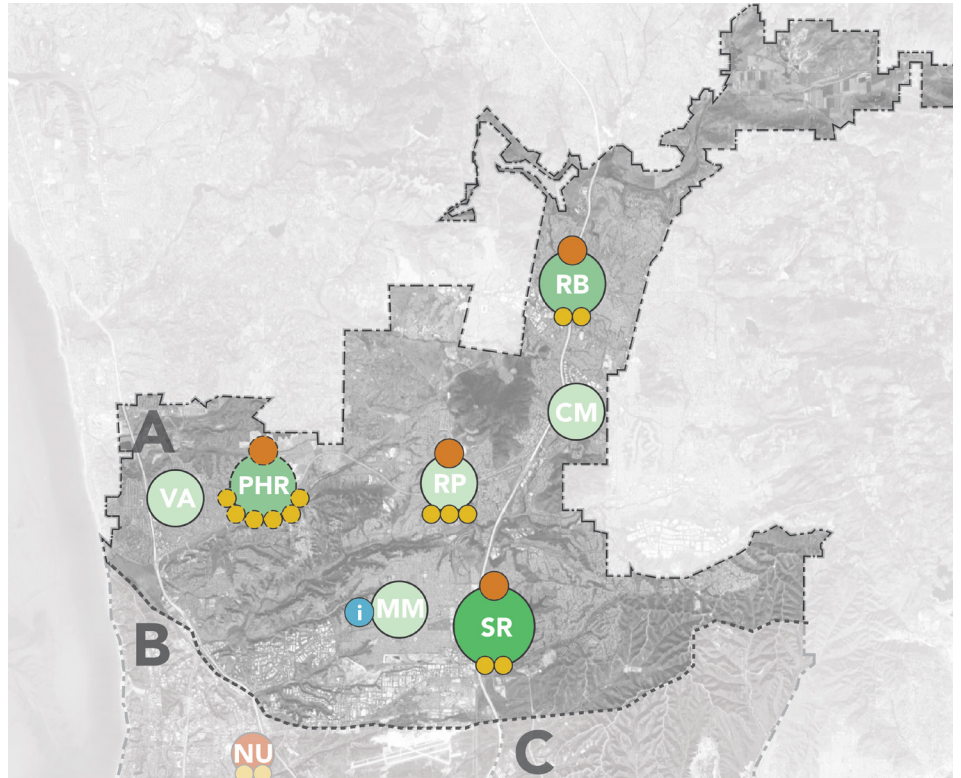
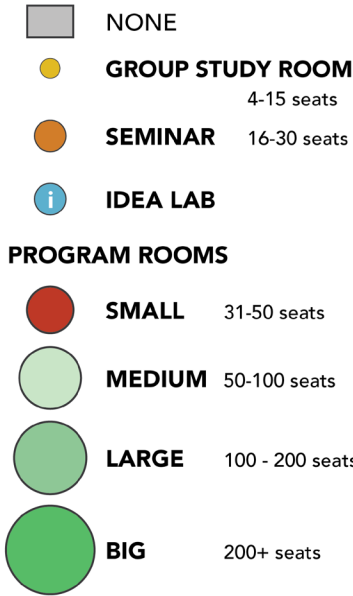
# NORTHERN SAN DIEGO





# ZONE A — NORTHERN SAN DIEGO

## COLLABORATION + PROGRAM SPACE ANALYSIS



## ZONE A — NORTHERN SAN DIEGO TODAY

Zone A contains the northernmost areas and many of the more recently developed neighborhoods of San Diego. It is bounded by the City of San Diego’s limits on the north, east and west side and the Marine Corps Air Station Miramar to the south.

As of the 2020 Census, Zone A had a population of approximately 312,000 residents. Zone A is largely residential and low-density, and relatively affluent compared to the other zones. SANDAG projects lower growth than other areas of San Diego and a relatively stable population through 2040.

All six of Zone A’s current libraries were built in the 1990s, and four of them are larger than 20,000 square feet. By 2002, Zone A had the most library space in San Diego. The City’s Library Building Plan’s sole recommendation for Zone A was a minor expansion of the Carmel Mountain Ranch Library; although this was not implemented, Zone A still has more library space per capita today than the citywide average. A new library of 18,000 square feet in Pacific Highlands Ranch is under construction.

That said, Zone A’s six current libraries – Carmel Mountain Ranch, Carmel Valley, Mira Mesa, Rancho Bernardo, Rancho Peñasquitos, and Scripps Miramar Ranch – have all been serving their communities for more than two decades, and many are ready for maintenance and renewal.

### Baseline Patron Technology Needs

- Connectivity
- IDEA Labs
- Accessibility



### Regional Patron Technology Needs

- New or Additional Equipment
- Library Services




2020

312,000 POPULATION  
129,600 BRANCH SF

~330,000 – 346,000 POPULATION  
~129,600 – 137,000 BRANCH SF MIN.

2040

### ZONE A BRANCHES



**CM** CARMEL MOUNTAIN RANCH LIBRARY  
Renovation + Expansion




**RP** RANCHO PEÑASQUITOS LIBRARY  
Renovation



**VA** CARMEL VALLEY LIBRARY  
Capital Maintenance



**SR** SCRIPPS MIRAMAR RANCH LIBRARY  
Capital Maintenance




**MM** MIRA MESA LIBRARY  
Makeover



**PHR** PACIFIC HIGHLANDS RANCH LIBRARY  
New Library in Progress



**RB** RANCHO BERNARDO LIBRARY  
Makeover



**A+** NEW ZONE A LIBRARY  
New Branch on New Site

### RECOMMENDATIONS

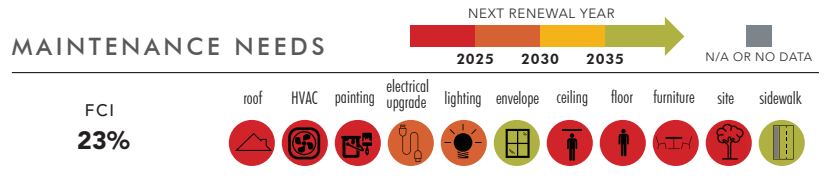
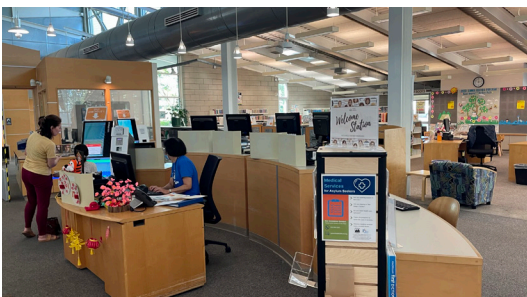
Vision 2040 recommendations for Zone A libraries include:

- Renovate the Rancho Peñasquitos Library to address deferred and lifecycle maintenance needs and to modernize library services and operations.
- Refresh and address maintenance needs at the Mira Mesa, Rancho Bernardo, Carmel Valley, and Scripps Miramar Ranch libraries.
- Expand and renovate the Carmel Mountain Ranch Library to at least 20,000 square feet.
- Build a new Pacific Highlands Ranch Library at 18,000 square feet (project is under construction and scheduled to open in late 2024).
- Build a new library of at least 25,000 square feet in the Mira Mesa area to expand service to the growing community.



ZONE  
A

# CARMEL MOUNTAIN RANCH



### CARMEL MOUNTAIN RANCH LIBRARY TODAY

The 13,000 square foot Carmel Mountain Ranch Library was built in 1997. The City’s 2002 Library Building Plan proposed a small expansion but this was not implemented. The City’s 2016 FCA study rated the facility’s condition as fair based on the maintenance backlog at that time, and additional maintenance needs have continued to accrue.

The community loves the architecture of the Carmel Mountain Ranch Library, whose high ceiling and many windows fill the interior with natural light. The branch features a medium sized community room and a popular group study room that cannot meet demand. Patrons want more space for meetings and collaboration as well as more places for individual reading and work.

The community recognizes the need for maintenance at the Carmel Mountain Ranch Library, such as the potholes in the parking lot and flooding issues after rainstorms. The site and building exterior can be dark at night and would benefit from improved lighting.





SERVICE SCORE



CLIMATE ACTION



RECOMMENDATIONS

The Carmel Mountain Ranch Library has been undersized relative to community demand for many years. It is recommended for **Renovation and Expansion** to at least 20,000 square feet to address maintenance needs, refresh interiors, and expand capacity for people and programs. Expansion opportunities include building additional spaces on both sides of the central space and possibly replacing the meeting room, bathroom portion with a larger collection of flexible rooms.

LOVE IT

- The building’s architecture
- High ceilings and windows
- Easy access to SDPL collection

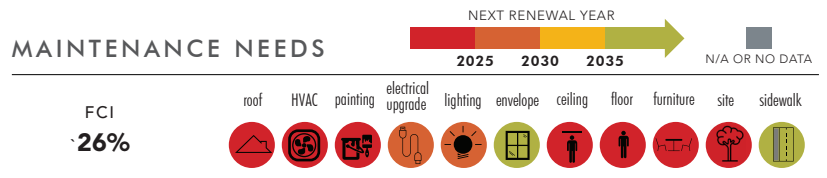
CHANGE IT / ADD IT

- Address damage and maintenance
- Repave sections of the parking lot
- Better lighting inside
- New, comfortable furniture
- More meeting space
- More classes and activities for various ages (finance, crafts, and writing for young children)
- Study rooms and quiet spaces
- Homework help
- Tool library
- Fix it clinics



**ZONE  
A**

**CARMEL VALLEY**



**CARMEL VALLEY LIBRARY TODAY**

The 13,100 square foot Carmel Valley Library opened in 1993. The City's 2002 Library Building Plan did not include any specific recommendations for this branch. The City's 2016 FCA study rated the facility's condition as fair, estimating more than \$2.2 million in maintenance backlog at that time; deferred and lifecycle maintenance needs have continued to accrue.

Carmel Valley Library's proximity to the elementary school draws a lot of visitors for tutoring and homework help programs as well as for after school hangout. Staff mentioned that every chair is frequently filled during peak use times. Acoustics was mentioned as a challenge by both staff and community members – including that the library can become noisy during after school hours. And staff noted the need for more convenience power throughout the branch for customer devices.

Community listening sessions highlighted public interest in addressing both site and building maintenance needs. Patrons also wished for more meeting spaces with appropriate acoustic separation from active spaces.





SERVICE SCORE



CLIMATE ACTION



RECOMMENDATIONS

The Carmel Valley Library needs receive deferred and lifecycle **Capital Maintenance**. Strategic investments to refresh interior spaces and furnishings and to improve customer experience particularly for stacks and service points are also needed. The site and parking are at capacity and following the opening of the new Pacific Highlands Ranch Library in 2024 it is anticipated that some of the demand on Carmel Valley Library may somewhat be eased.

LOVE IT

- Variety of collection materials
- Computers are free to use
- Supportive environment for studying, reading, and attending programs

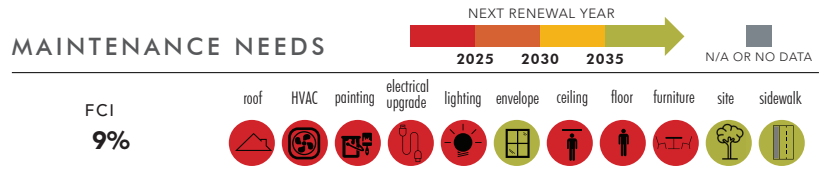
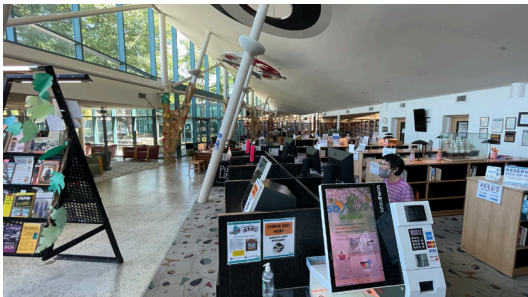
CHANGE IT / ADD IT

- Improve and expand the children’s area
- Create larger and more flexible meeting spaces
- More usable outdoor areas
- Up to date public technology
- More community events
- More comfortable seating options
- More programs and services for adults
- Nooks for reading and quiet work
- Dedicated children’s program space
- Creative/ maker space



ZONE  
A

MIRA MESA

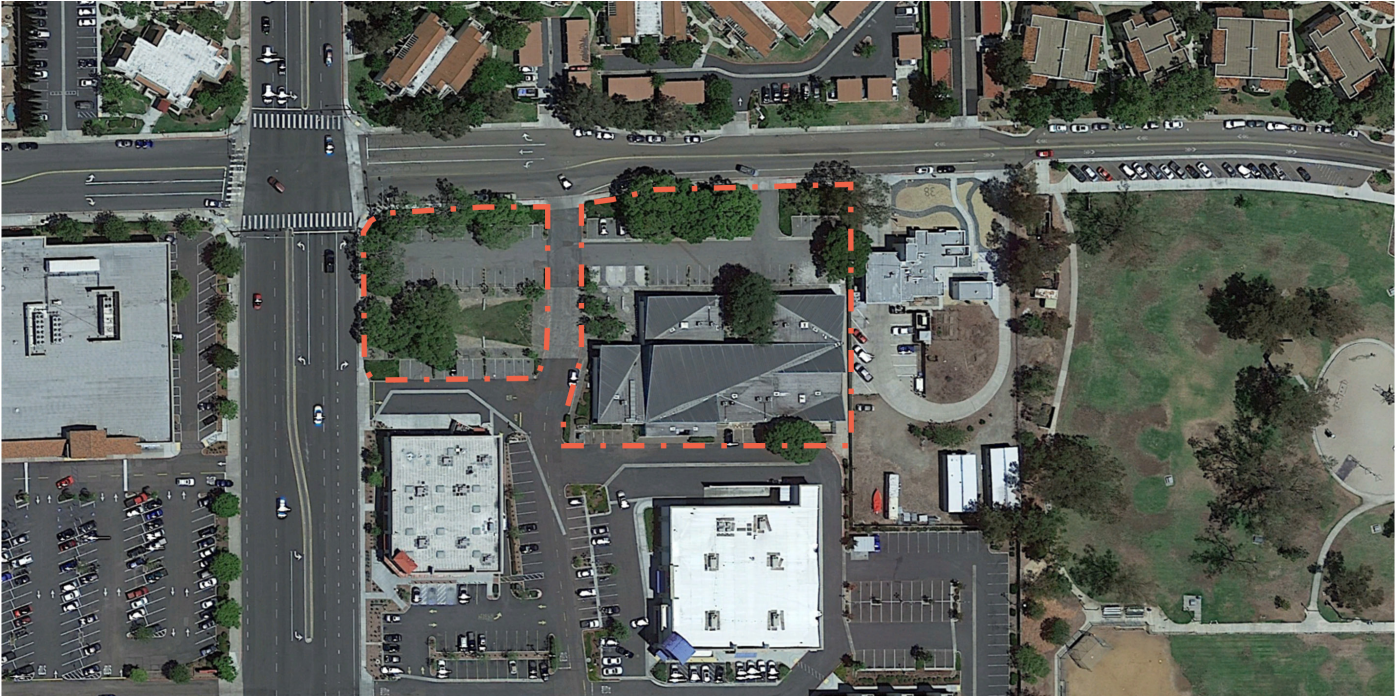


**MIRA MESA LIBRARY TODAY**

The 21,000 square foot Mira Mesa Library opened in 1994. The City's 2002 Library Building Plan did not include any specific recommendations for Mira Mesa. The City's 2016 FCA study found more than \$1.4 million in maintenance backlog at that time, and projected additional needs in the coming years.

The building is composed of a series of folded roof planes, with ample clerestory windows bringing natural daylight into the branch. The location next to the park is convenient for patrons and families love the outdoor play area. One customer suggested the possibility of using art to create "fanfare" for a more welcoming and attractive entrance.

Customers love that the collection is easily accessible and well displayed; the community is interested in diversifying the collection with things like a telescope, tools, DVD player, baby equipment, and more. The computer lab is undersized to meet demand. The configuration of the teen area and children's area does not support a lot of flexibility.



SERVICE SCORE



CLIMATE ACTION



RECOMMENDATIONS

The Mira Mesa Library should receive a **Makeover** to refresh interior spaces and furnishings and make wayfinding better. Better group study rooms and idea lab spaces may be created as part of the makeover. expand program space, and/or align with other community priorities.

At nearly 30 years old, the building is overdue for major maintenance. The roof is original and approaching the end of its expected life. Ventilation is inconsistent, and mold is reported in some areas of the branch.

LOVE IT

- The library’s welcoming environment
- Well-displayed collection
- Convenient location next to the park
- Fun place to browse and spend time

CHANGE IT / ADD IT

- More in-person programming
- More cultural programs
- More ESL classes
- Community meet-ups
- Art classes
- Community outreach opportunities
- Programs conducted in different languages
- Computer/ tech tutoring

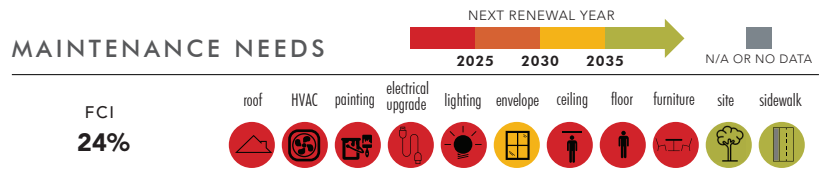
*“Mira Mesa Library could really use refurbishing. The carpets, furniture, bathroom fixtures, and furniture are quite worn.”*

— community survey respondent



ZONE  
A

# RANCHO BERNARDO

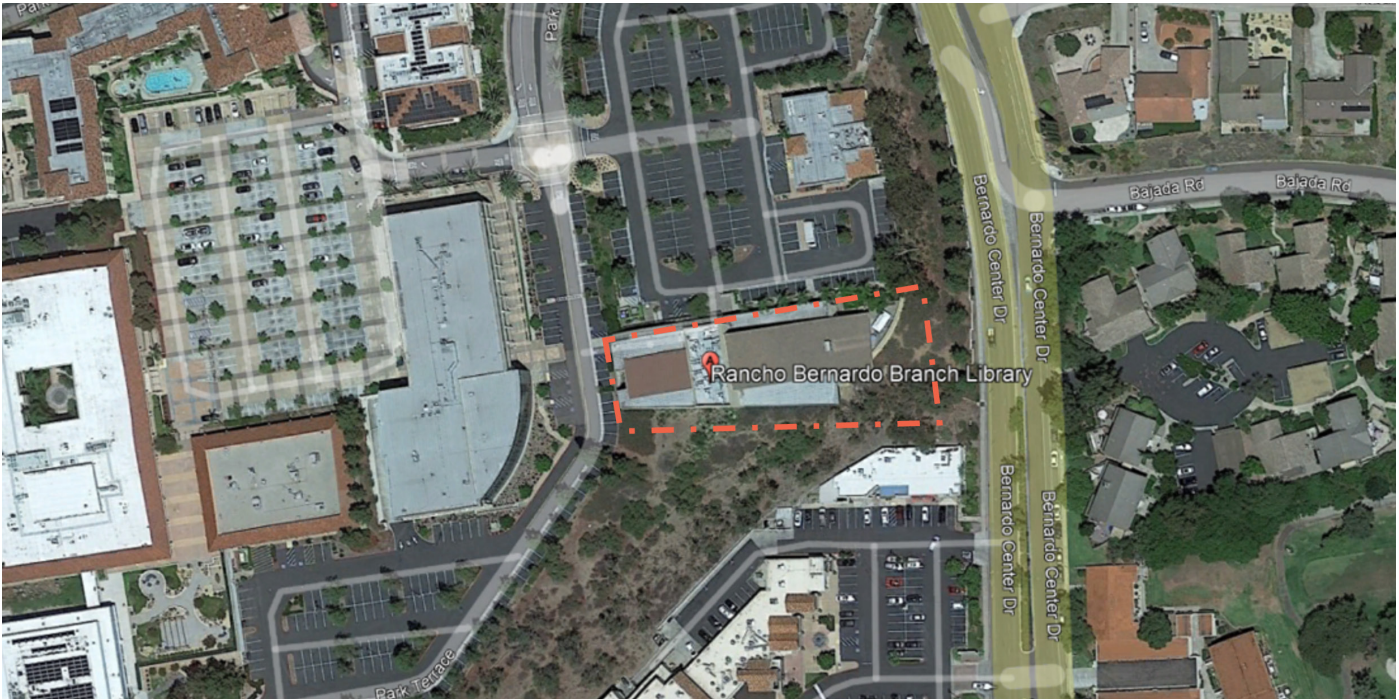


## RANCHO BERNARDO LIBRARY TODAY

At 23,000 square feet, the Rancho Bernardo Library is the biggest existing branch in Zone A and also one of the biggest branches in the SDPL system. Following a grassroots funding campaign to replace a much smaller building, the new building opened in 1996. The City's 2002 Library Building Plan did not include any specific recommendations for this branch, which was still very new at the time.

By 2016, the Rancho Bernardo Library was due for significant maintenance. The City's 2016 FCA study rated the facility's condition as poor and estimated more than \$5.5 million in unaddressed maintenance needs at that time. Participants in the 2023 community listening session at Rancho Bernardo noted the building's condition as something they would like to see improved.

Library users do love the building's architecture and atmosphere, with its high ceilings, decorative plants, and fireplace. Users suggested making the branch even more family-friendly by improving children's seating, creating a children's patio, and adding a teen lounge. Staff noted that AV technology and better acoustic separation would improve the functionality of the community rooms.



SERVICE SCORE



CLIMATE ACTION



RECOMMENDATIONS

A **Makeover** is recommended to holistically refresh the branch and improve the customer experience. The Rancho Bernardo Library’s maintenance needs should be addressed to ensure that the library remains a functional and resilient community asset.

LOVE IT

- Reading club
- Children’s activities
- Quiet study areas
- The building’s architecture
- Cozy fireplace and decorations

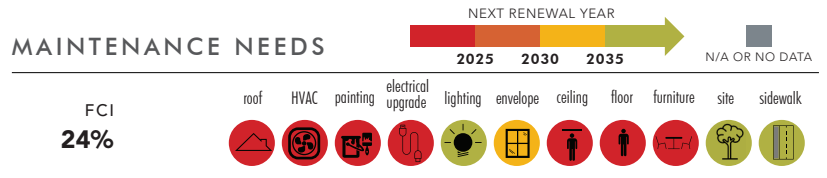
CHANGE IT / ADD IT

- Keep the building clean and maintained
- Better children’s seating areas
- Expand storage
- More art classes
- More tech help for seniors
- More programs for children and their families
- Expand the kids’ patio
- Create a staging area for programs
- Add science and STEM programs
- Partnerships with local schools
- Teen lounge
- Expanded concert series
- ESL programs and classes



ZONE  
A

# RANCHO PEÑASQUITOS



## RANCHO PEÑASQUITOS LIBRARY TODAY

Community advocacy led to the construction of the Rancho Peñasquitos Library in 1991. At 20,700 square feet, it was (and still is) one of SDPL’s largest branches, and was not recommended for expansion in the City’s 2002 Library Building Plan.

After 25 years of service, in 2016 the City’s FCA study estimated about \$3.8 million in overdue maintenance needs at Rancho Peñasquitos Library, including the building envelope and major building systems. Participants in community listening sessions called out a range of maintenance needs both inside and outside the building, including the parking lot.

The library provides a range of meeting rooms and collaboration spaces, as well as plenty of places to sit – making it popular among students and teens. Patrons feel comfortable at the library and can find many safe and cozy spaces to relax, work, and read.

That said, community listening session participants asked for even more places for individual and group work. Many are also focused on access to modern technology such as video and audio recording equipment and up-to-date public computers





SERVICE SCORE



CLIMATE ACTION



and laptops. There is a proposal to enhance the community room by adding an outdoor terrace with a roll-up door to connect interior and exterior spaces.

RECOMMENDATIONS

The building exterior is deteriorating and many building systems have exceeded their useful life and a more extensive **Renovation** of the Rancho Peñasquitos Library is recommended. During this project – the interior and customer experience can be significantly upgraded to to meet modern community interests and priorities.



An example of a retractable door connecting a community room to an outdoor terrace.

LOVE IT

- Multilingual programs for multicultural community
- Safe and cozy spaces to relax
- Yoga and zumba events
- Chess club
- Book club

CHANGE IT / ADD IT

- Address building, site, and parking lot maintenance needs
- Update floor and ceiling finishes
- Connect indoor and outdoor spaces
- Faster public computers
- More space for solo and group work
- More concerts and exercise events
- Video and audio recording equipment
- STEM learning activities for children
- Updated public computers and laptops

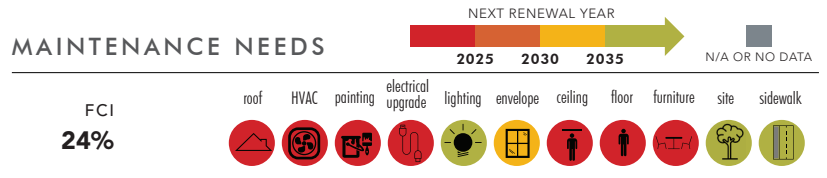
*“Rancho Peñasquitos Branch Library will be 30 years old next year and it shows. The list of deferred maintenance issues is long and depressing.”*

— community survey respondent



ZONE  
A

# SCRIPPS MIRAMAR RANCH



## SCRIPPS MIRAMAR LIBRARY TODAY

The 21,700 square foot Scripps Miramar Library opened in 1993. The City's 2002 Library Building Plan recommended parking lot improvements but no expansion of the building. The City's 2016 FCA study found significant maintenance backlog – valued at more than \$4 million at the time. Parking lot improvements are currently underway including stormwater management and accessibility upgrades as well as increasing capacity.

The Mission style building features vaulted ceilings, large windows, and repurposed features from the Thomas and Nackey Scripps Meanley family home that formerly occupied the site. Library users love the meeting rooms, community program spaces, learning spaces, and other amenities. They also love the library's walkability and connection with natural areas.

The community is interested in a variety of improvements at Scripps Miramar Library, such as more acoustically-separated places to work independently and together; more access to new technology; and enhanced spaces for children and seniors.





SERVICE SCORE



CLIMATE ACTION



RECOMMENDATIONS

A much needed parking expansion project was underway in 2023. The Scripps Miramar Library needs deferred and lifecycle **Capital Maintenance**. The Library would also benefit from Strategic Investments such as improved audiovisual systems and acoustics to enhance the functionality of the large community room and stage

*"I enjoy the Scripps Ranch Library location. It offers nice areas to relax and browse books and magazines. I also like the proximity to nice walks around the adjacent pond and Lake Miramar. I also have taken adult piano classes there and attended events in their large multipurpose room. That room has been put to very good use over the years."*

— community survey respondent

LOVE IT

- Range of spaces for meetings and community programs
- Proximity to nature
- Walkable

CHANGE IT / ADD IT

- More space for the collection
- Expand space for programs and senior activities
- New technology, such as audio recording
- More space for children to play
- More space for senior-specific reading areas and programs



ZONE  
A

# PACIFIC HIGHLANDS RANCH



MAINTENANCE NEEDS

*Proactive maintenance over the life of the building is recommended.*

PACIFIC HIGHLANDS RANCH LIBRARY TODAY

The Pacific Highlands Ranch Library is currently under construction when it will open in late 2024 will increase the number of branch libraries in the system to 36. The new branch is located in the central commercial area and across the road from the Pacific Highlands Ranch Recreation Center. The ~18,000 square foot library will include a range of spaces including adult, teen and children’s areas, four group study and conference rooms, a computer area, and a multi-purpose meeting room with catering kitchen.

The building will be LEED Silver-certified, which will help meet the City’s Climate Action Plan goals by utilizing all-electric features. There will be 64 onsite parking spots which will include four designated ADA spots and three electric vehicle charging stations. Additional offsite improvements include site grading, utility connections and promenade upgrades.



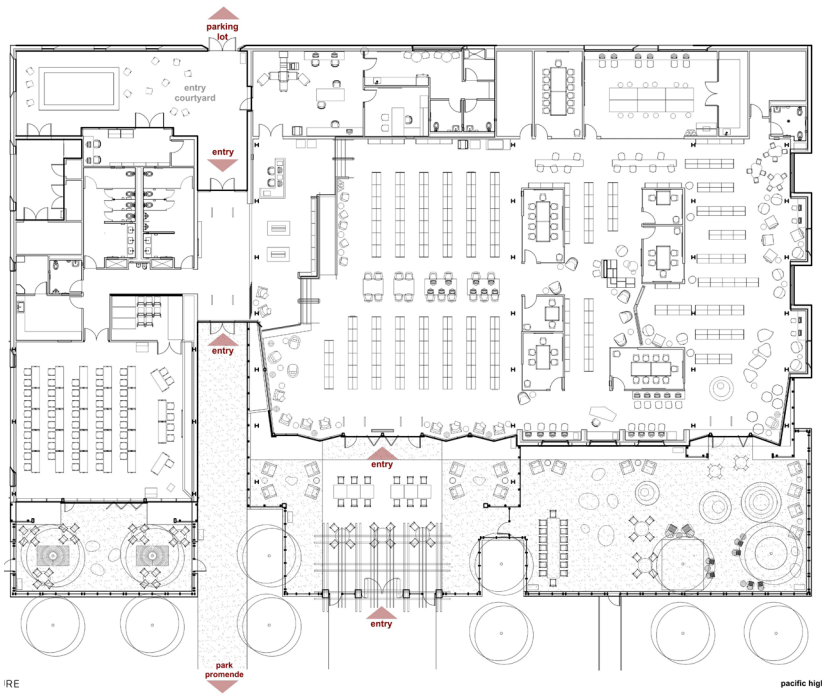


SERVICE SCORE

*The new library will set the benchmark for library service score.*

RECOMMENDATIONS

As with all SDPL facilities, over the time span of the Vision 2040 recommendations, the City should budget for proactive maintenance over the life of the building to ensure its resilience and longevity, and remain a community asset. SDPL can evaluate the needs and opportunities for Strategic Investments over time to meet evolving community needs and priorities.





**ZONE  
A**

**NET NEW  
BRANCH LIBRARY**



Mission Hills-Hillcrest Knox Library



San Ysidro Library

**NET NEW ZONE A LIBRARY RECOMMENDATION**

An additional new library of 25,000 square feet or more is anticipated to be needed to address projected Zone A population increases.

SANDAG projections anticipate moderate new residential growth in Zone A in general, and in the Mira Mesa area specifically as outlined in the Mira Mesa Community Plan that was adopted by City Council in December 2022. Because of its location, access to nature, and diversity of people, places, and jobs, this area has become a desirable place for both living and working.

A key focus of the Community Plan is to further the General Plan’s “City of Villages” Strategy by connecting Urban Villages with high-quality transit, bicycle, and pedestrian networks to foster a livable and resilient community.



*Pacific Highlands Ranch Library Conceptual Rendering*

The existing Mira Mesa Library is located in a designated Urban Village area that serves the region with many types of uses, including housing, in a high-intensity housing, business/professional office, commercial service, and retail in a mixed-use setting. A future library should ideally be located in another future urban village setting, close to transit. The new library could be included in a mixed-use housing or commercial development. A prime location with high visibility, access to transit, and ample parking are all prerequisites for a future library site.

A net new library presents an opportunity to provide the full range of services to make this a regional destination. Flexibility should be built in so that the new facility can be adapted over time in response to changing community needs and evolving services.



*Pacific Highlands Ranch Ground Breaking*



LOVE IT



CHANGE IT



ADD IT



# *ZONE B*

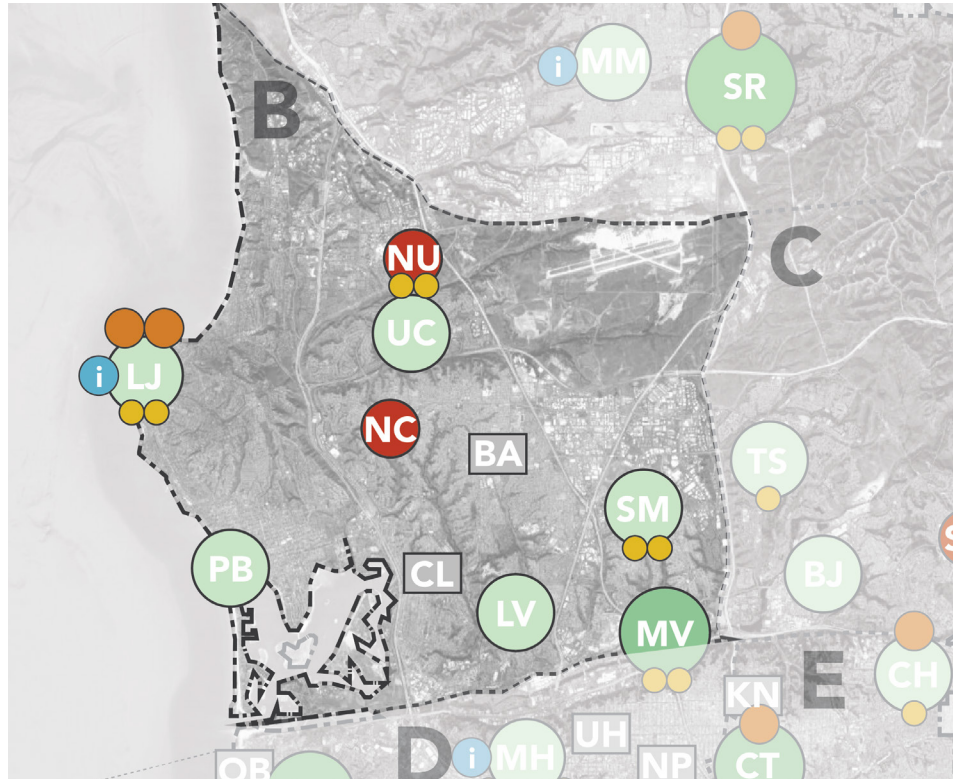
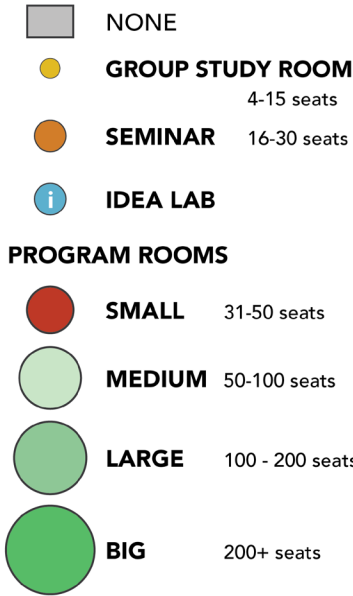
# *NORTH/ DOWNTOWN*





# ZONE B — NORTH/DOWNTOWN

## COLLABORATION + PROGRAM SPACE ANALYSIS



## ZONE B — NORTH/DOWNTOWN TODAY

Zone B encompasses the area north of downtown San Diego. It is bounded by the coastline on the west and I-15 to the east. Zone B has a current population of approximately 325,000 people. SANDAG projects that the population of Zone B will grow almost 20% by 2040.

Interstate 5 runs north-south through Zone B. While this does influence mobility, analysis for the 2022 Master Plan Framework showed that I-5 is not an impermeable barrier between the east and west parts of the zone. Rather, residents on the east side of I-5 cross over to use libraries on the west side, and vice versa. That said, it is important to consider communities on the east and west sides both independently as well as together in Zone B.

- West. About 30% of Zone B’s population lives west of I-5. The La Jolla/Riford Library, which was expanded in 2004 as recommended in the City’s Library Building Plan and is the largest library in the zone, is on the west side. The Pacific Beach/Taylor Library is the other west side branch; it was also recommended for expansion in the 2002 LBP but this project was never implemented.
- East. Although neighborhoods on the east side of I-5 have seven libraries, they also have a significantly larger population, and less library space per capita, than the west side. Only one of the libraries on the east side, North University Community, was built within the past 20 years; the rest are between 25 and 55 years old. The Balboa, Clairemont, and North Clairemont libraries are among San Diego’s smallest branches, and located within a 3-mile radius of each other.

The City’s 2016 FCA study found a maintenance backlog of nearly \$9 million at that time for Zone B libraries – the majority of which are on the east side of I-5 – and projected additional needs in the coming years. Zone B also lacks a 200+ seat capacity program room for accommodating high-interest programs and events.

2020

325,000 POPULATION  
103,000 BRANCH SF

~378,000 – 398,000 POPULATION  
~141,000 – 155,000 BRANCH SF MIN.

2040

### ZONE B BRANCHES




**BA** **BALBOA LIBRARY**  
Strategic Investment



**NU** **NORTH UNIVERSITY COMMUNITY LIBRARY**  
Renovation + Expansion



**CL** **CLAIREMONT LIBRARY**  
Strategic Investment




**PB** **PACIFIC BEACH / TAYLOR LIBRARY**  
Renovation + Expansion



**LJ** **LA JOLLA / RIFORD LIBRARY**  
Makeover




**SM** **SERRA MESA-KEARNY MESA LIBRARY**  
Capital Maintenance



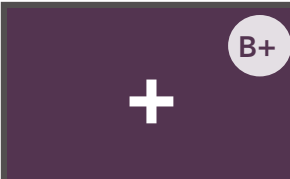
**LV** **LINDA VISTA LIBRARY**  
Renovation + Expansion



**UC** **UNIVERSITY COMMUNITY LIBRARY**  
Replacement on Existing Site



**NC** **NORTH CLAIREMONT LIBRARY**  
Strategic Investment



**B+** **NEW ZONE B LIBRARY**  
New Clairemont Mesa Branch on New Site

### RECOMMENDATIONS

Vision 2040 recommendations for Zone B libraries include:

- Replace the University Community Library with a new building of at least 25,000 square feet.
- Build a new library of at least 25,000 square feet in the Clairemont Mesa area to expand service to the community and alleviate pressure on the smaller branches.
- Renovate and expand the Linda Vista, North University Community, and Pacific Beach/Taylor libraries to address maintenance needs and update service to align with community needs and priorities.
- Refresh interiors at the La Jolla/Riford Library continue to address proactive maintenance at Serra Mesa-Kearny Mesa library.
- Evaluate opportunities for strategic investment to align with evolving community needs and priorities at the Balboa, Clairemont, North Clairemont libraries.

#### Baseline Patron Technology Needs

- New or Additional Equipment
- Library Services
- Updated Equipment and Software



#### Regional Patron Technology Needs

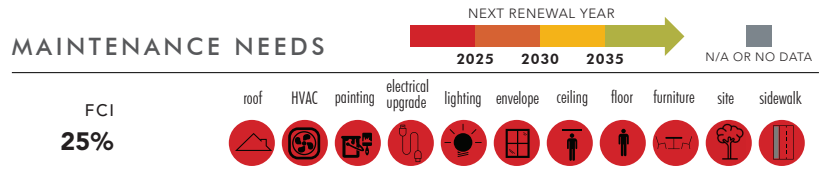
- Library Services
- Other Services
- Language Support





**ZONE  
B**

**BALBOA**



**BALBOA LIBRARY TODAY**

The 5,100 square foot Balboa Library has not had a major renovation to modernize library service or operations since it opened more than 50 years ago. In 2002 the City's Library Building Plan proposed its expansion, but this was never implemented. The City's 2016 FCA study rated the facility's condition as fair based on its maintenance backlog at that time, and projected additional moderate to major maintenance needs over the next 10 years.

The Balboa Library is a popular and well-used branch. Its customers love its traditional library programs and services – such as children's programs and book clubs – as well as broader civic and community contributions such as ballot drop off. Most are aware of how the building's small size limits space for meetings, programs, group study, teens, supporting K-12 education, and places to simply read or work. Some suggested upgrading and enclosing outdoor space.



SERVICE SCORE



CLIMATE ACTION



RECOMMENDATIONS

The Balboa Library should receive **Strategic Investments** to support customer and staff use today. This master plan recommends building a large destination library in the Clairemont Mesa area to relieve the pressure on the smaller branches in the area, including the Balboa Library. Once that new library is open and operational, there will be opportunities to revisit community priorities for services and spaces in the Balboa Library.

LOVE IT

- The ability to pick up holds through the intra-library system
- Children’s programs like the book club
- Community services provided such as ballot drop-off

CHANGE IT / ADD IT

- Upgrade the outdoor space to have an enclosed area
- Update ceiling finishes
- Expand staff space
- Increase number of quiet spaces with comfortable seating
- More meeting, community, and study rooms
- Programs such as ESL
- Homeschooling resources
- Homework help
- Teen space

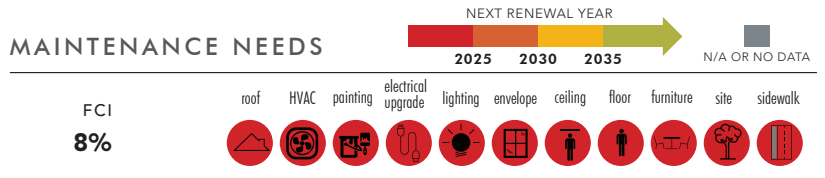
*“Balboa Library is WAY OVERDUE for REHABILITATION. It is inadequate to serve the community it is a resource to... and has been for MANY YEARS!”*

— community survey respondent



**ZONE  
B**

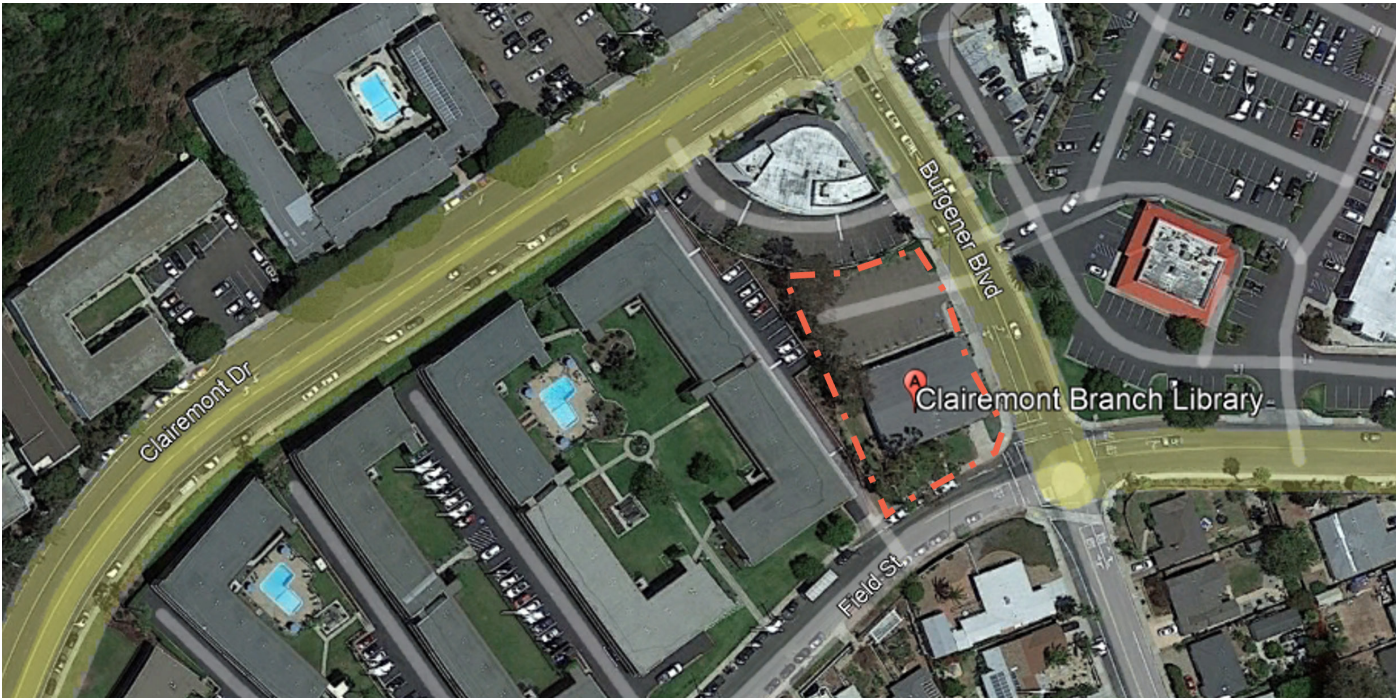
**CLAIREMONT**



**CLAIREMONT LIBRARY TODAY**

At 4,400 square feet, the Clairemont Library is one of the smallest and oldest branches in San Diego. There has been a significant amount of community interest and advocacy for improving the Clairemont Library, which was rated generally in good condition in the City's 2016 FCA study. However, it has not had a major renovation to modernize library service and operations. The building still has much of its original layout and architectural features – which contribute to its charm but also present some functional and accessibility challenges.

The Clairemont Library is a popular and well-used branch. The community loves the mid-century modern architecture, the peaceful atmosphere within the library space, and the library's location and walkability from surrounding neighborhoods. Library users would appreciate more space for both traditional and newer library services – including places for tutoring, media programs, and teen gathering as well as acoustically-appropriate places for quiet reading and work.



SERVICE SCORE



CLIMATE ACTION



RECOMMENDATIONS

The Clairemont Library should receive **Strategic Investments** to support customer and staff use today. The Vision 2040 recommendation is to build a large destination library in the Clairemont Mesa area to relieve the pressure on the smaller branches in the area, including the Clairemont Library. Once that new library is open and operational, there will be opportunities to revisit community priorities for services and spaces at the Clairemont Library.

*“It would be lovely if our local branch (Clairemont) could get a facelift but its funky old self has its charm too. My family and I use the library constantly and value it always!”*

— community survey respondent

LOVE IT

- Children’s programs
- Intimate and peaceful qualities of the library space
- Space for free shelter
- Accessible and walkable from home

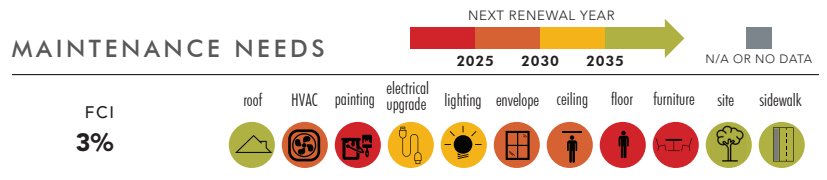
CHANGE IT / ADD IT

- More space for quiet areas
- The library should be generally updated to effectively provide modern library services
- Repave the parking lot and surrounding sidewalks to be more accessible
- The library should be expanded on its current site to keep the walkability and accessibility that the current site provides
- More hangout spaces for all ages, specifically teens
- More tutoring
- Filmmaking and media programs



**ZONE B**

# LA JOLLA/ RIFORD LIBRARY



## LA JOLLA / RIFORD LIBRARY TODAY

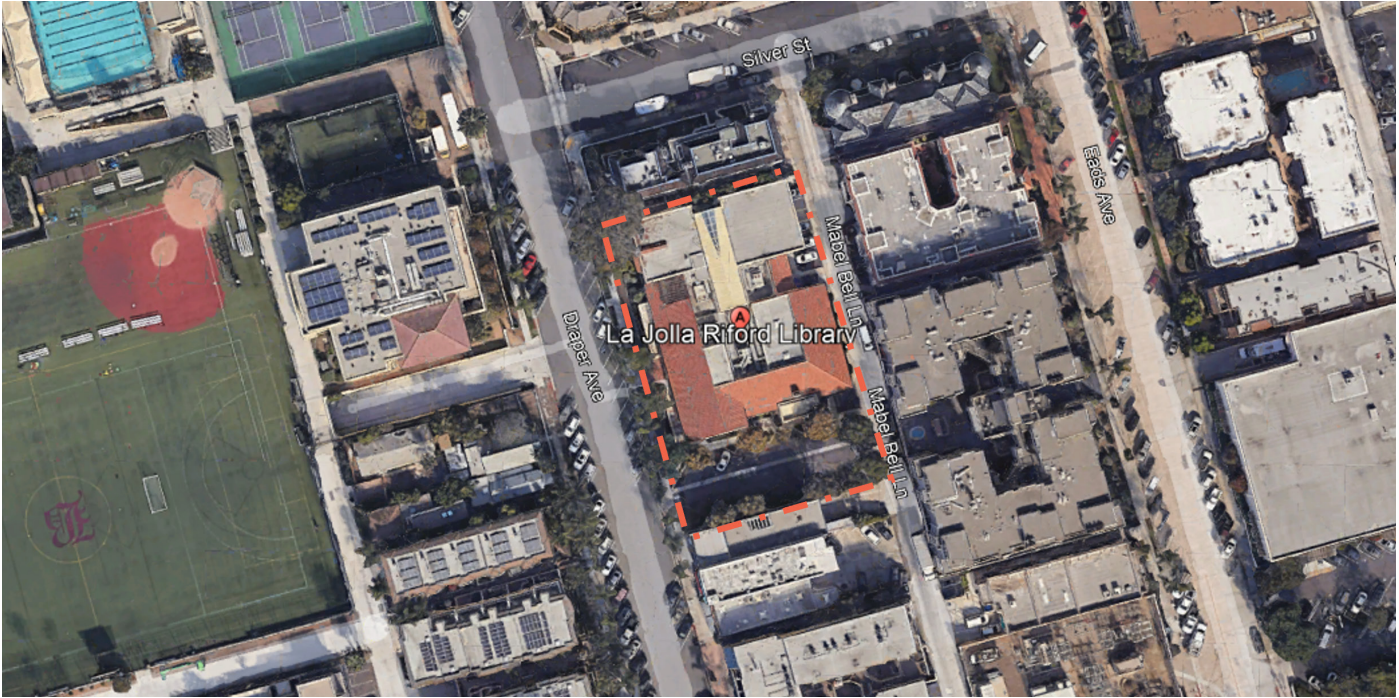
At nearly 25,000 square feet, the La Jolla/Riford Library is one of SDPL's largest branches. It was expanded in 2004 as part of the City's 2002 Library Building Plan. Destination amenities include an IDEA Lab, the Bio Lab innovation space, and the La Jolla History Room.

Community members love to support this library. The collection is highly used and La Jolla/Riford is one of the highest circulating branches in San Diego. Customers also appreciate multi-lingual kids' storytimes, youth art classes, adult author events, and more. The group study room spaces are very well used by youth and adult patrons.

Library users suggested a range of updates for the children's area, including expanded space for parents and guardians as well as new finishes to make the space more welcoming. They would like to see updated technology in meeting rooms to support a wider variety of programs and events.

There is also interest in expanding space for both collaborative and independent work. The underutilized lower level of the 2004 expansion wing may provide an opportunity to fulfill this need by rebalancing space for shelving and seating.





SERVICE SCORE



CLIMATE ACTION



As the La Jolla/Riford Library approaches 20 years since its reopening, its interior finishes and furniture are showing wear consistent with high levels of community use. The HVAC system is reported to function unevenly in parts of the building, and may be due for maintenance.

RECOMMENDATIONS

Over the 2040 planning horizon of this master plan a **Makeover** will be needed to refresh interior finishes and furniture throughout, enhance spaces for children and teens, expand space for collaboration and meetings, and potentially activate underutilized spaces. Lifecycle Capital Maintenance will also be needed to keep building systems functional into the future.

LOVE IT

- IDEA Lab
- Multilingual storytimes
- Youth art classes
- Specialty rooms



CHANGE IT / ADD IT

- Improved children’s and caregivers spaces
- Upgrade meeting room technology
- Expanded art programs
- Diversify collections
- More study rooms
- Larger community room
- Usable outdoor space
- Replace finishes and improve lighting
- Lifecycle capital maintenance

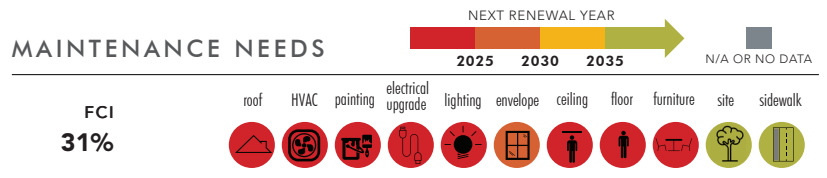
*“Although La Jolla Library is outside of my zip code, it is the most stimulating and safe environment for me. I enjoy their organization and well maintained interior. I enjoy participating in their programs throughout the year as well as their art exhibits.”*

— community survey respondent



**ZONE  
B**

**LINDA VISTA**



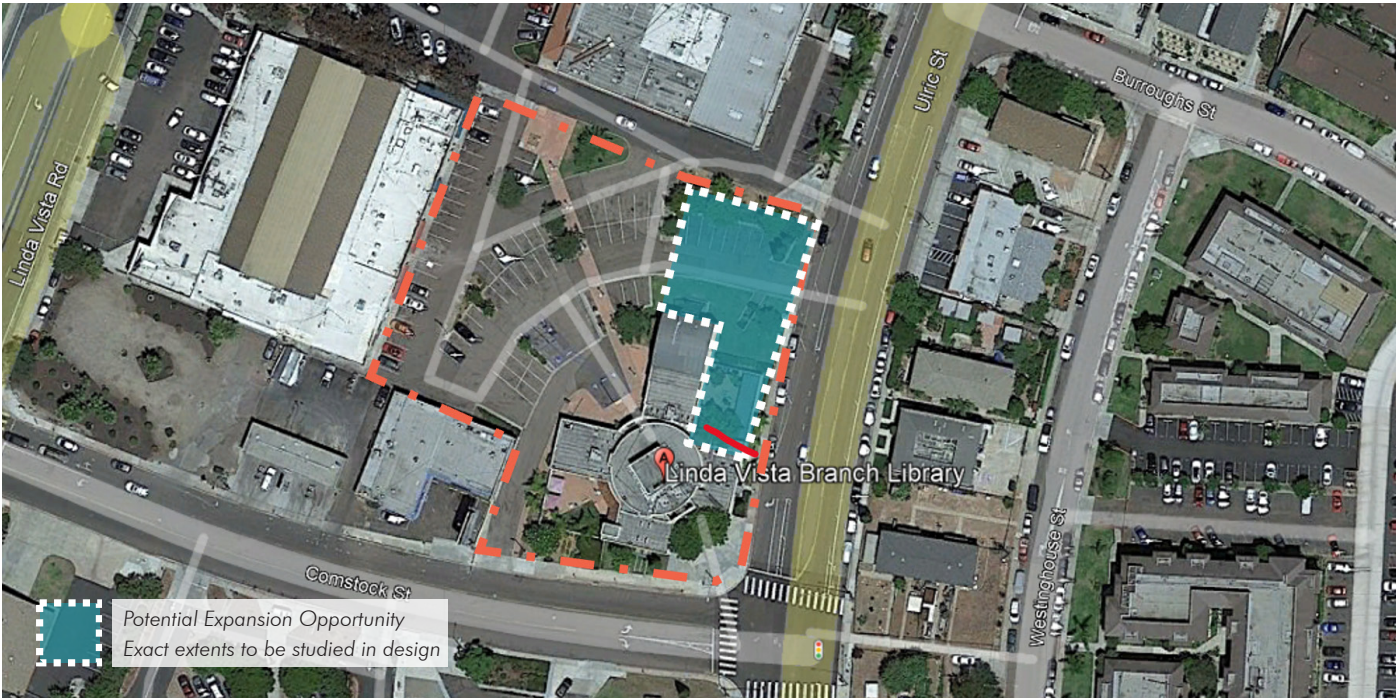
**LINDA VISTA LIBRARY TODAY**

The 10,000 square foot Linda Vista Library has not had a significant renovation to modernize library services and operations since it first opened in 1987. The City's 2016 FCA study found this branch to be in poor condition, with a maintenance backlog of more than \$2.1 million at that time. The HVAC system appears to not be working consistently, as box fans are used throughout the building on warm days.

The Linda Vista Library serves a particularly diverse community with a large population of first-generation immigrants. Users appreciate the library's welcoming environment, convenience, and connection to the community. They also love its children's programs and its multilingual collection that reflects the community's diversity.

Patrons asked for more program and meeting space as well as places for group study and collaboration. They suggested refreshing interior finishes and enhancing the outdoor courtyard. Users would also like to add another community room, more spaces for physical play for children, and add more programming like community gardening, nature education, or wellness classes.





SERVICE SCORE



CLIMATE ACTION



RECOMMENDATIONS

The Linda Vista Library is due for **Renovation** to address deferred maintenance needs and modernize library service. **Expansion** up to at least 20,000 square feet is recommended to enhance service and capacity for community interests and priorities. Further focused study can confirm how much the building can be expanded.

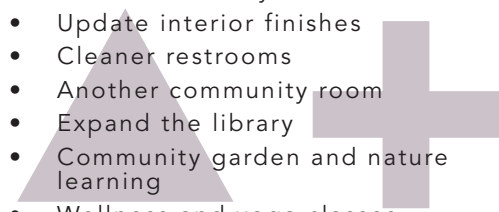
LOVE IT

- Quiet library
- Good meeting spaces
- Convenient location
- Community connection opportunities
- Children’s programs
- Large collection



CHANGE IT / ADD IT

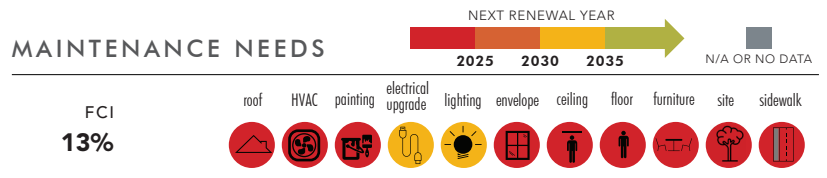
- More children’s play space
- WiFi access after hours
- Enhanced courtyard
- Update interior finishes
- Cleaner restrooms
- Another community room
- Expand the library
- Community garden and nature learning
- Wellness and yoga classes





**ZONE  
B**

**NORTH CLAIREMONT**



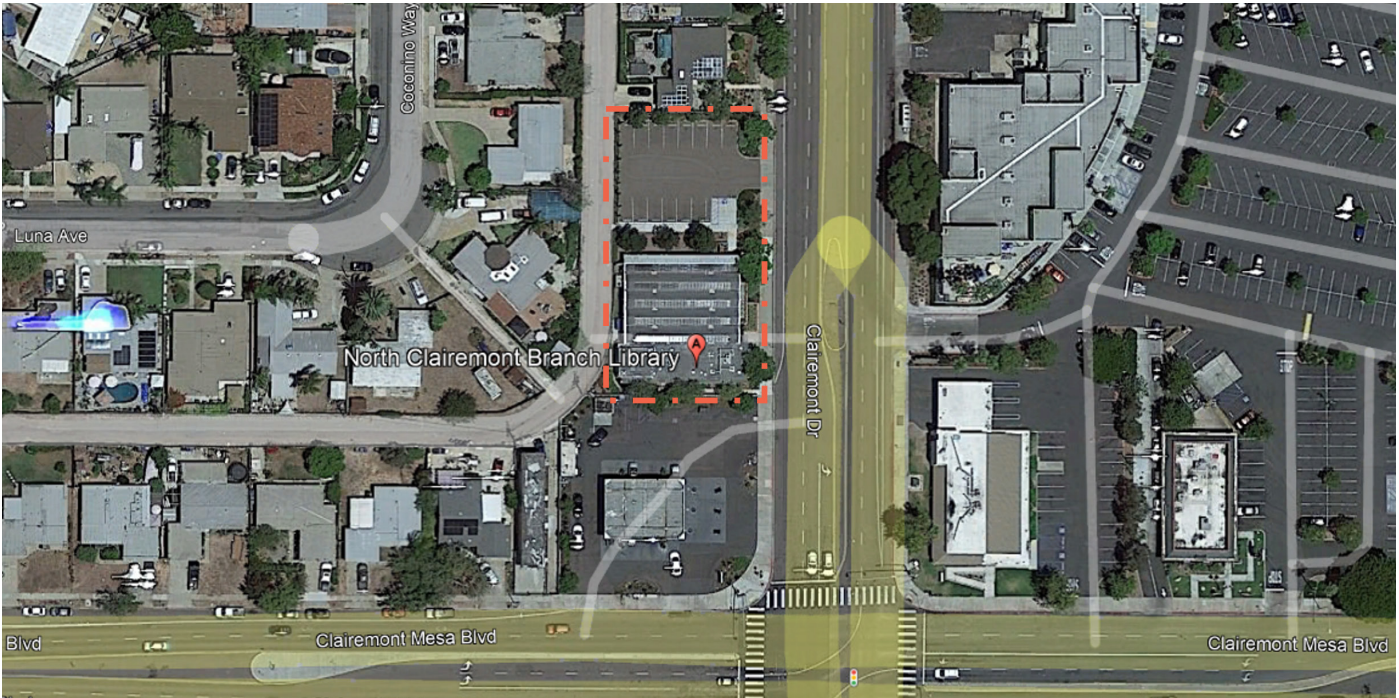
**NORTH CLAIREMONT LIBRARY TODAY**

Originally built in 1962 and rebuilt after being destroyed by a fire in 1980, the 4,600 square foot North Clairemont Library branch is a mid-century modern landmark.

In addition to the building’s distinctive architecture, North Clairemont Library customers appreciate its location and walkability from the surrounding neighborhoods. They love the children’s area, diverse programming, and the ability to have anything in SDPL’s entire collection delivered right to their branch.

The community would like more space for just about everything – programs, meetings, collaboration, homework support, technology, and creative/maker activities – as well as more places to sit and work away from the bustling activity. They also noted a range of deferred maintenance needs, including upgrades to the roof, plumbing and electrical systems, and interior finishes.





SERVICE SCORE



CLIMATE ACTION



RECOMMENDATIONS

The North Clairemont Library should receive **Strategic Investments** to support customer and staff use today. The Vision 2040 recommendation is to build a large destination library in the Clairemont Mesa area to relieve the pressure on the smaller branches in the area, including the North Clairemont Library. Once that new library is open and operational, there will be opportunities to revisit community priorities for services and spaces at the North Clairemont Library. In the meantime, deferred and preventive maintenance needs should be addressed to keep the building welcoming and functioning well.

*“North Clairemont Library is a convenient location, but the building looks old on both the exterior and interior and is not very appealing. This makes the library very unattractive for newcomers and young adults. The carpet, shelves, lights and other structural features all look like they could be renovated. When the AC is on, it is very loud. All these things could be improved to make the North Clairemont Library better.”*

— community survey respondent

LOVE IT

- Children’s area and collection
- Proximity to home
- Genealogy and crafts programs
- Holds are easy to place

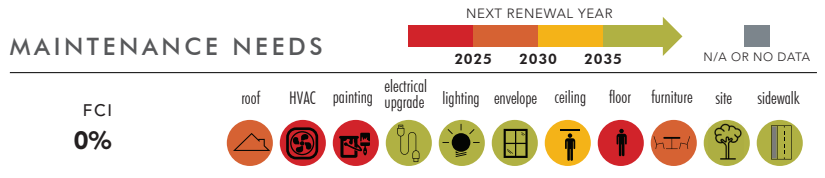
CHANGE IT / ADD IT

- More space in the library for quiet work and reading
- Larger community room
- More programs
- Address deferred maintenance like a roof upgrade, plumbing issues, outdated carpet and electrical outlets
- Makerspace
- Homework classroom
- Acoustic separation
- Tech classrooms
- Indoor/ outdoor areas



**ZONE  
B**

# NORTH UNIVERSITY COMMUNITY



## NORTH UNIVERSITY COMMUNITY LIBRARY TODAY

In 2007, the 16,000 square foot North University Community Library was built as one of the projects recommended in the City's 2002 Library Building Program. Budget constraints at the time of the project resulted in some compromises to the vision and a smaller building; for example, the originally-planned large program room turned into a more modest space.

Inside, North University Community Library users love the light, airy, and spacious library space. Outside, they enjoy the outdoor patios, the library's location within a park, and its co-location with the recreation center. They appreciate the library's technology, free wifi, and group study rooms.

Users would like to expand the community room to support more programs and activities – such as senior tech programs, children's book festivals, ESL tutoring for adults, and more. They also would like to see a larger children's area and more places for individual study.



SERVICE SCORE



CLIMATE ACTION

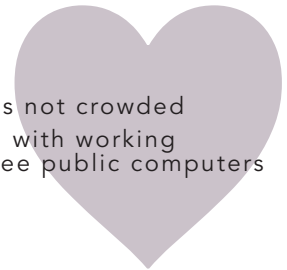


RECOMMENDATIONS

The Vision 2040 recommendation is to **Renovate and Expand** the North University Community Library up to a minimum of 25,000 SF. This branch location provides an opportunity to continue to foster the partnership with the parks and recreation center to evaluate other space needs with the community. It is co-located with a park and recreation center. Further focused study can confirm how the building can best be expanded.

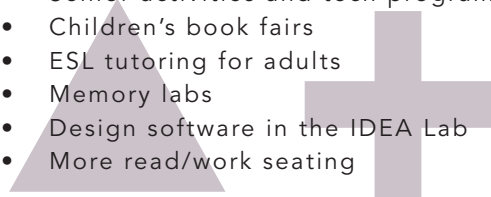
LOVE IT

- Library space is not crowded
- Well-equipped with working internet and free public computers
- Study rooms



CHANGE IT / ADD IT

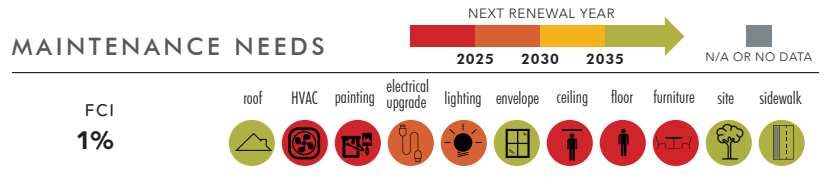
- Expand to add more space for community rooms
- Create a larger children's area
- Senior activities and tech programs
- Children's book fairs
- ESL tutoring for adults
- Memory labs
- Design software in the IDEA Lab
- More read/work seating





**ZONE  
B**

**PACIFIC BEACH/  
TAYLOR**

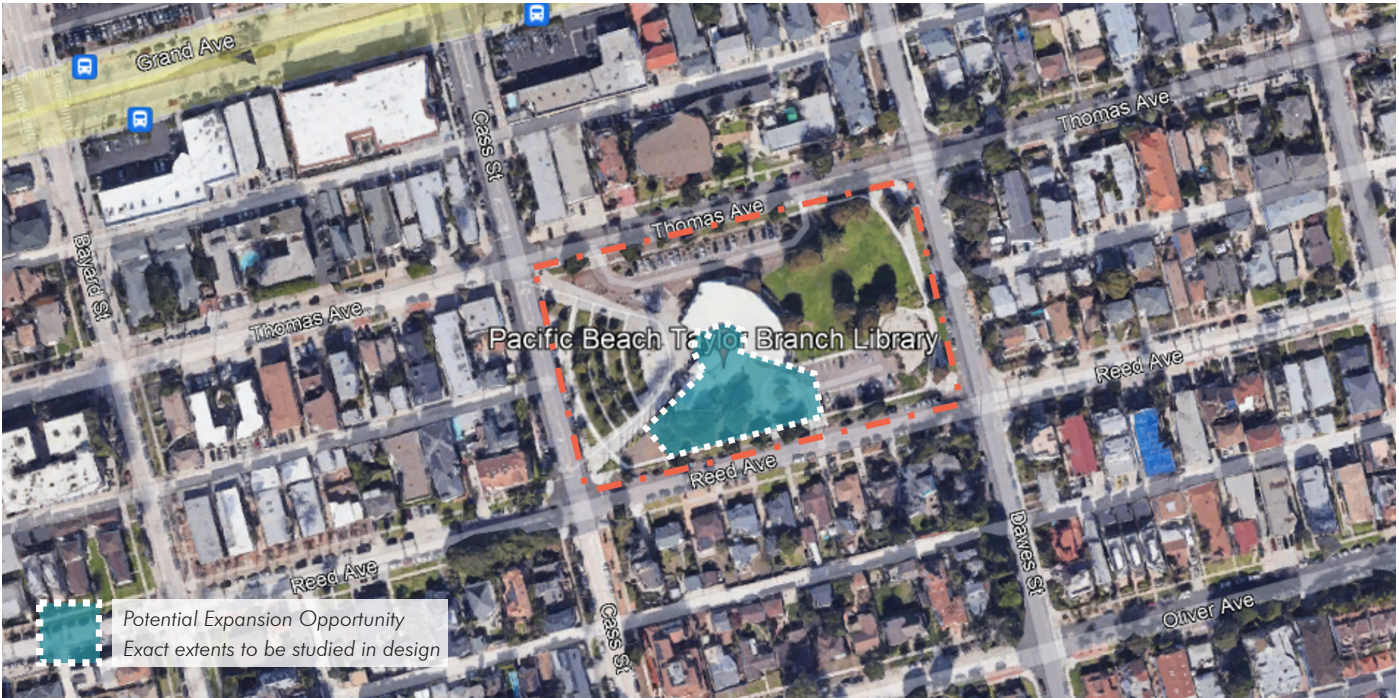


**PACIFIC BEACH/ TAYLOR LIBRARY TODAY**

The community funded construction of the 12,500 square foot Pacific Beach/Taylor Library, which opened in 1997. An expansion was proposed in the City’s 2002 Library Building Plan but not implemented. The City’s 2016 FCA study found only a small amount of maintenance backlog, and the branch’s roof and HVAC system have been replaced fairly recently.

Taking inspiration from its location near the beach, the Pacific Beach Library is shaped to resemble a nautilus shell. Its program room can accommodate just shy of 100 seated participants, which supports a diverse range of high-interest and well-attended events. The branch does not offer any smaller rooms for group study and collaboration.

Patrons love the atmosphere in the Pacific Beach/Taylor Library and the quiet places to study. They would like to have more inviting seating both indoors and outdoors, better acoustic separation between children’s and adults’ areas, and dedicated space for teens. Customers would also like to see interior spaces and finishes refreshed – including the bathrooms.



SERVICE SCORE



CLIMATE ACTION



RECOMMENDATIONS

As it approaches 25 years of age, the Pacific Beach/Taylor branch is due for **Renovation and Expansion** up to a total of at least 25,000 square feet to build capacity for programs and services, enhance the customer experience and to modernize library services and operations. A focused study can confirm how the building can best be expanded.

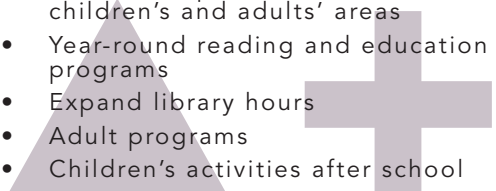
LOVE IT

- Diversity of programs offered
- Space is comfortable
- Quiet places to study
- Generally positive environment



CHANGE IT / ADD IT

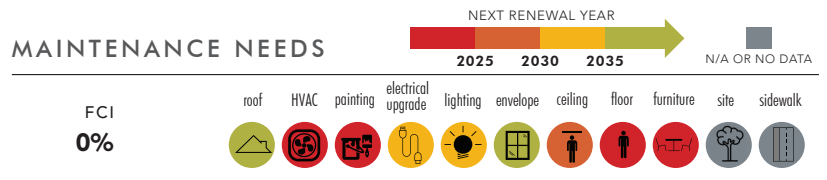
- Modernize the library
- Re-finish the interior
- Bathroom renovation/improvement
- More comfortable seating indoors and outdoors
- Acoustic separation between children's and adults' areas
- Year-round reading and education programs
- Expand library hours
- Adult programs
- Children's activities after school
- Food drives and food options in the library





**ZONE  
B**

# SERRA MESA-KEARNY MESA



## SERRA MESA-KEARNY MESA LIBRARY TODAY

The Serra Mesa-Kearny Mesa Library was expanded in 2006 as recommended in the City’s 2002 Library Building Plan. The 15,000 square foot Mission-style building was built with a focus on sustainability, using recycled materials and surrounded by native landscaping. A model Zero Net Energy facility, it is one of three San Diego libraries that has achieved the City’s Climate Action Plan goals of both reducing and offsetting energy use.

Community members love the Serra Mesa-Kearny Mesa Library’s convenient location and the ease of placing holds on materials from any SDPL branch. They also love the programs and activities provided such as the book club, yoga classes, and pajama story time. The meeting rooms are generous and the library has a nice and welcoming environment.

Community members did share that interior finishes are ready to be updated after more than 15 years of community use. They also would like more comfortable seating, more effective acoustic separation between active and quiet spaces, and better flow between indoors and outdoors. Survey respondents see the library as a community center, and are interested in more places to gather and hang out, to participate in maker/creative activities, and to collaborate in small groups.



SERVICE SCORE



CLIMATE ACTION



RECOMMENDATIONS

The Serra Mesa-Kearny Mesa Library is a valuable branch in SDPL’s network. With ongoing **maintenance** and periodic refreshes to address changing community needs and interests, this facility will continue to serve the community well into the future.

LOVE IT

- Convenient location
- Easy to place holds
- Book club and yoga classes
- Pajama storytime
- Meeting rooms are generous
- Welcoming environment

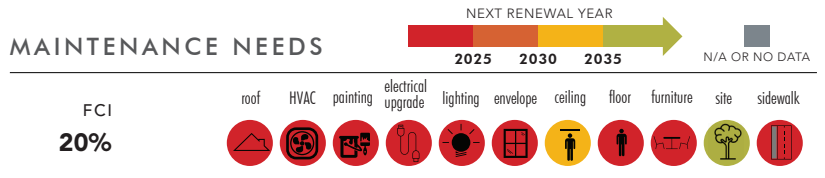
CHANGE IT / ADD IT

- More accessible online event calendar
- Increased online materials
- Updated interior finishes
- More comfortable seating
- Acoustic separation
- Better indoor-outdoor connection
- More hangout spaces
- Music, art, and career development classes
- Maker space
- Small study rooms
- Senior resources



**ZONE  
B**

# UNIVERSITY COMMUNITY



## UNIVERSITY COMMUNITY LIBRARY TODAY

The University Community Library branch moved from a small storefront into its current 10,000 square foot building in 1978. The City's 2002 Library Building Plan recommended expansion of this branch, but this proposal has not been implemented. The City's 2016 FCA study rated this branch's condition as fair based on its maintenance backlog at that time, and projected additional moderate to major maintenance needs over the next 10 years.

Customers appreciate the access the University Community Library provides to program and meeting space, to the collection, to great classes and resources for children and students, and to help with technology. Compounding it's small size are low ceilings and few windows making the library feel cramped. The community room is undersized, and there are no group study rooms. There is a shortage of places to sit and limited technology and power.

The demand for small study and collaboration spaces is high; staff often send customers to the North University Community Library which has more capacity.





SERVICE SCORE



CLIMATE ACTION



Community members also wished for better acoustical separation between quiet and active uses, more computers, more areas to socialize, and more comfortable places to sit and read quietly.

RECOMMENDATIONS

The University Community Library should be **Replaced** at up to 25,000 square feet or more. To reach that capacity a two-story library will be needed where community meeting room and staff spaces may be best on a second floor. Like Mission Hills under building parking may be needed to support the anticipated increase in use of the proposed larger facility. Given planned development in the area, there may be an opportunity for a mixed-use library-housing project or other joint development strategy.

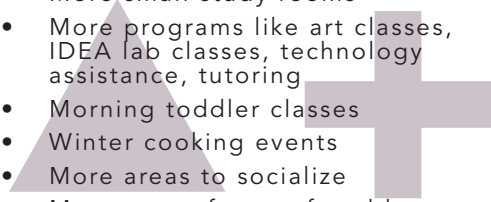
LOVE IT

- Access to community rooms
- Children’s crafts
- Good selection of resources and books for young people
- STEAM classes
- Technology assistance and computer access



CHANGE IT / ADD IT

- Better acoustic separation
- More computers and ease of computer use
- More small study rooms
- More programs like art classes, IDEA lab classes, technology assistance, tutoring
- Morning toddler classes
- Winter cooking events
- More areas to socialize
- More space for comfortable seating to read





**ZONE  
B**

**NET NEW  
BRANCH LIBRARY**



**ZONE B NET NEW LIBRARY RECOMMENDATION**

The three Clairemont Mesa Branch libraries are some of the oldest and smallest in the SDPL network. These smaller branches are high circulating locations, but are overworked with limited existing library space and limited site capacity for expansion. Balboa and Clairemont branches do not include program rooms, and the North Clairemont meeting space is small, limiting the program opportunities.

*“Our older libraries need updating and they need to be expanded. The Clairemont community is becoming more and more dense and we need expanded services to fulfill these needs.”*

— community survey respondent





In order to support the broad range of contemporary programs and services, a new Clairemont Mesa Branch of at least 25,000 square feet is recommended. This new branch is a priority for near-term capacity building and to support the goal of delivering operationally sustainable services through a larger branch for the Clairemont Mesa community. After a new full service Clairemont Mesa branch is open, opportunities to renovate the smaller locations to provide more tailored or limited services should be explored.



*“Though there are many middle- to upper-middle-class residents of Clairemont, there are also many lower-income residents, as well as recent immigrants. The libraries have the potential to be a standout resource for these residents, as well as other members of the community. But currently the libraries’ potential is limited by their size and lack of upgrades over many decades.”*

— community survey respondent





# *ZONE C*

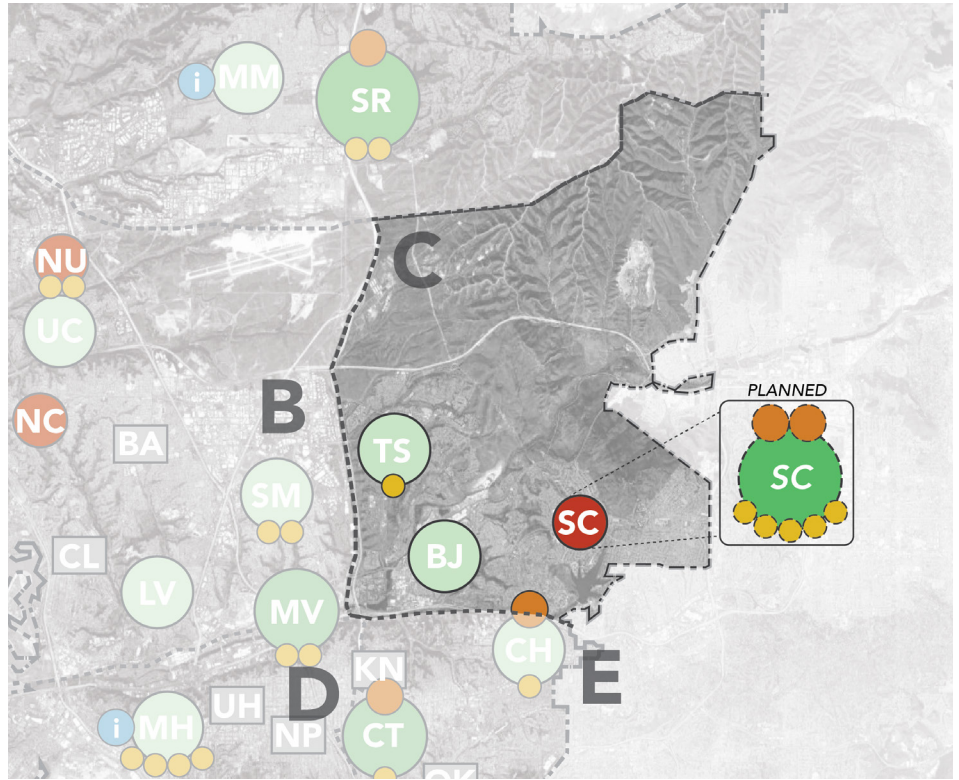
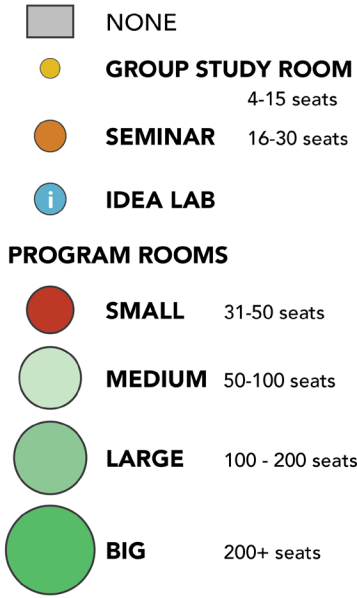
# *EASTERN/ SUBURBAN*





# ZONE C — EASTERN/SUBURBAN

## COLLABORATION + PROGRAM SPACE ANALYSIS



## ZONE C — EASTERN/SUBURBAN TODAY

Located immediately south of the Marine Corps Air Station Miramar and east of I-15, Zone C encompasses the eastern suburban region of San Diego. To the south, it is bounded by I-8. It is home to landmarks such as the Mission San Diego de Alcala and the Mission Trails Regional Park. Neighborhoods in Zone C include Tierrasanta, San Carlos, Allied Gardens, Lake Murray, Del Cerro, and Grantville.

Zone C has a current population of about 96,000. The demographic makeup includes a mix of White/Caucasian and Asian/Pacific Islander population, with a smaller percentage of Hispanic/Latino and Black/African American communities. SANDAG projects that the population will grow by almost 8% by 2040.

Zone C is served by three libraries: Allied Gardens/Benjamin, San Carlos, and Tierrasanta library. Two of its branches were recommended for expansion in the 2002 Library Building Plan; the expanded Tierrasanta Library re-opened in 2019 and the expansion of the San Carlos Library is currently in design.

These three libraries only provide about half of the space that will be needed for Zone C’s population. To better serve current community needs and increase capacity for future growth, at least ~38,000 - 42,000 square feet of library space is needed in Zone C.

### Baseline Patron Technology Needs

- Connectivity
- Printing or Faxing
- New or Additional Equipment



### Regional Patron Technology Needs

- Idea Labs
- New or Additional Equipment
- Printing or Faxing



2020

96,000 POPULATION  
25,100 BRANCH SF

~101,000 – 107,000 POPULATION  
~38,000 – 42,000 BRANCH SF MIN.

2040

### ZONE C BRANCHES



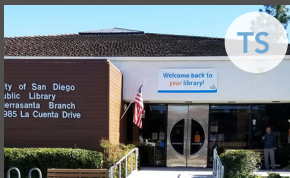
**BJ** ALLIED GARDENS/  
BENJAMIN LIBRARY

Replacement on  
Existing Site



**SC** SAN CARLOS LIBRARY

Replacement on  
Expanded Site



**TS** TIERRASANTA LIBRARY

Makeover

### RECOMMENDATIONS

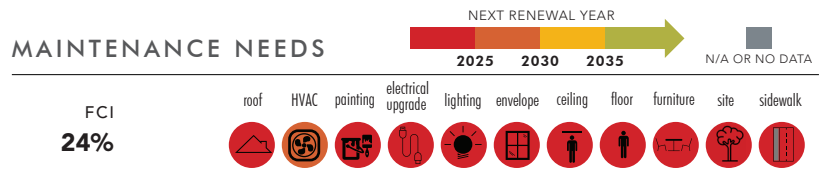
Vision 2040 recommendations for Zone C libraries include:

- Replace the Allied Gardens-Benjamin Library with a new building of at least 25,000 square feet.
- Expand the San Carlos Library to at least 25,000 square feet.
- Continue to maintain the Tierrasanta Library to keep it fresh, welcoming, and aligned with community interests.



**ZONE  
C**

# ALLIED GARDENS/ BENJAMIN



### ALLIED GARDENS / BENJAMIN LIBRARY TODAY

The Allied Gardens/Benjamin Library was built in 1965. It was expanded in 1986 to include a community room and reading room – and yet, at 6,900 square feet, it is still the smallest of the Zone C libraries. The Allied Gardens/Benjamin Library has not been renovated to modernize services and operations since it was expanded 37 years ago. The City’s 2016 FCA study rated its condition as Fair based on the maintenance backlog at that time, and additional maintenance needs have continued to accrue.

The Allied Gardens/Benjamin Library is popular for its programs — particularly children’s programming such as storytimes and Lego club. Library users love the children’s area, but note the acoustic challenges and resulting noise within the small open floor plan. Community members feel that the library would benefit from a larger program room with increased capacity for popular programs.

The library has a symbiotic relationship with the nearby Allied Gardens Recreation Center and Allied Gardens pool through program promotions and patrons visiting both community service locations in a trip.



SERVICE SCORE



CLIMATE ACTION

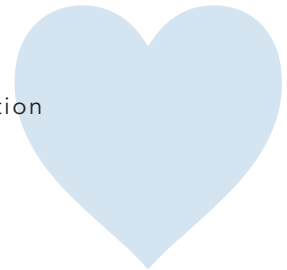


RECOMMENDATIONS

The current Allied Gardens/Benjamin Library is too small to meet community needs. It should be **Replaced** at 25,000 square feet or more. Given SDPL's partnership with Parks and Recreation in this community, a joint library-recreation facility could be an opportunity to explore. Further focused study can confirm best approach to site and program for the replaced facility.

LOVE IT

- Children's section
- Lego club
- Storytime
- Collection



CHANGE IT / ADD IT

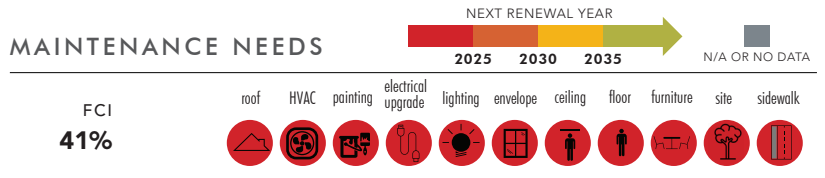
- Better acoustic separation for quiet study
- More computers
- Kids puzzles and legos to borrow
- Renovation and addition of square footage to expand service





ZONE  
C

SAN CARLOS

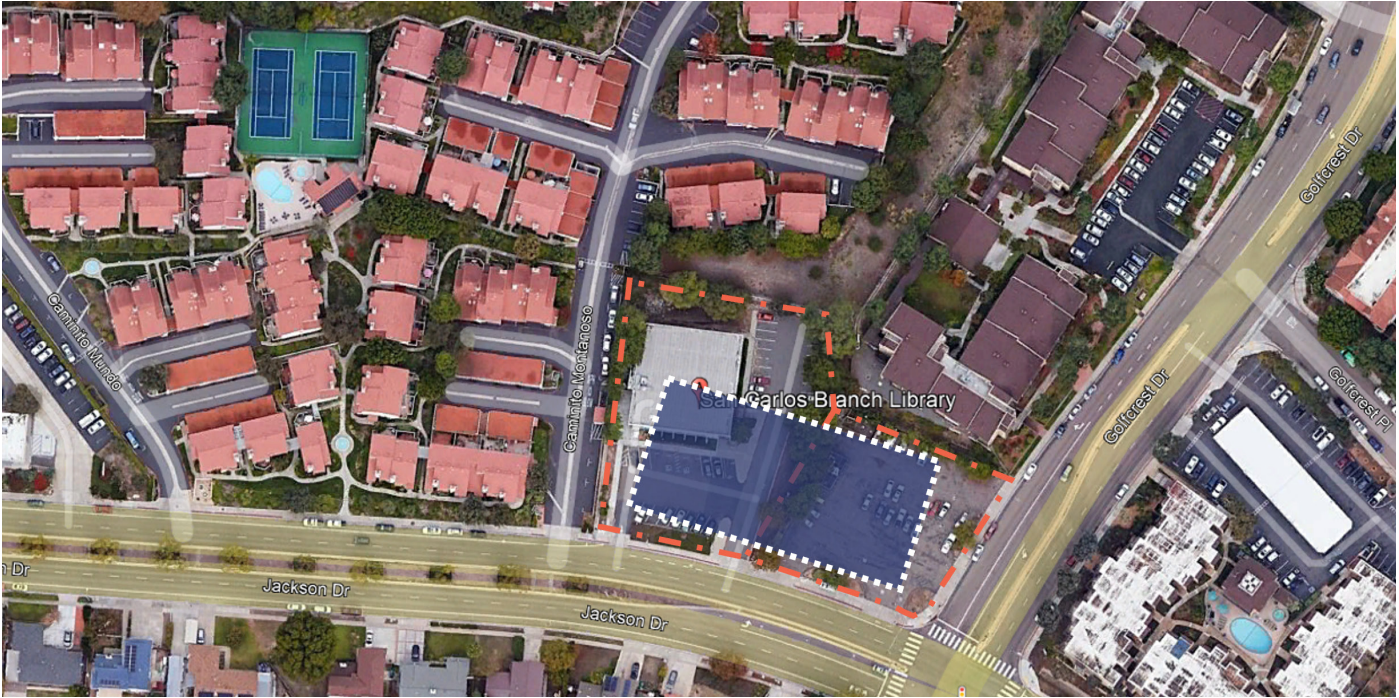


**SAN CARLOS LIBRARY TODAY**

Built in 1974, the 8,200 square foot San Carlos Library is situated in one of the older neighborhoods of San Diego. In the City's 2016 FCA study, the San Carlos branch was one of the worst-rated libraries for condition and maintenance backlog. Its finishes are worn and show water damage from the leaking roof. Lighting and mechanical systems perform poorly. Staff note that the library has had to close on extreme heat days because the HVAC cannot effectively cool the building.

Despite the aging building's shortcomings, the community loves how the San Carlos Library is easily accessible to where they live, reflects the neighborhood, and is a vital space for the community to gather. Community members would like to see better use of outdoor spaces and easier access to technology. Customers also highlighted interest in expanding multi-language program opportunities for all ages such as art classes, concerts, and technology help.





SERVICE SCORE



CLIMATE ACTION



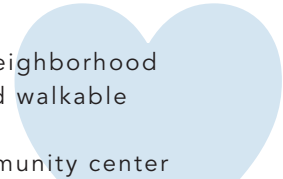
RECOMMENDATIONS

It is recommended that the City move forward with replacing the aging San Carlos facility with a new library of 25,000 square feet, as originally proposed in the 2002 Library Building Plan. There has been overwhelming community support for this promise for more than two decades, and many community survey respondents expressed eagerness for the project to move forward.

A **Replacement** of the San Carlos Library has been desired for many years. In August of 2023 the City purchased the adjacent lot. The City and SDPL are working on conceptual plans for the new branch which will include expanded community meeting spaces, a dedicated children’s and teen area, and parking.

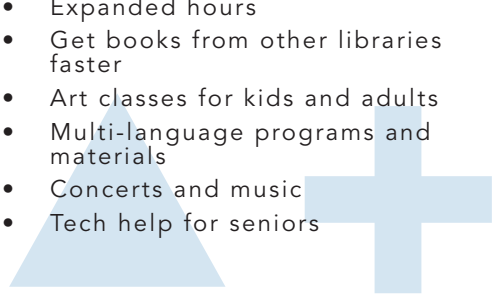
LOVE IT

- Reflects the neighborhood
- Accessible and walkable
- Library sales
- Acts as a community center



CHANGE IT / ADD IT

- Better use of outdoor spaces
- Easily accessible computers and technology
- Expanded hours
- Get books from other libraries faster
- Art classes for kids and adults
- Multi-language programs and materials
- Concerts and music
- Tech help for seniors



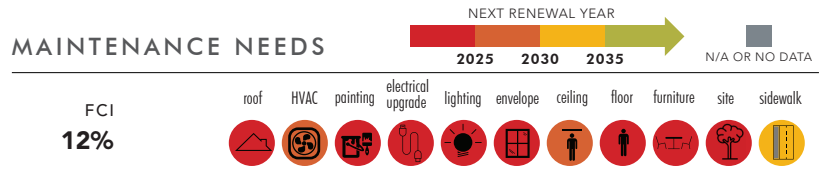
*“For the last 30 years, there have been plans to build a new San Carlos Library. This is a heavily used library and an important community resource. I hope that our community will get a new library in my lifetime.”*

— community survey respondent



ZONE  
C

TIERRASANTA



**TIERRASANTA LIBRARY TODAY**

The Tierrasanta Library originally opened in 1971 in a 1,200 square foot facility. In 1984 it was expanded to 8,800 square feet, and in 2019 it was expanded again to 10,000 square feet. The 2019 expansion increased the capacity of the program room, added a group study room, and created a secure outdoor patio.

Community members highlighted that they loved the expanded meeting and study spaces as well as the improved access to technology. Staff noted how the secure outdoor patio is filled with teens during after school hours.

Tierrasanta Library customers did highlight opportunities for improvement including better acoustic separation between active and quiet spaces. Staff noted that some interior finishes have required repair, that there is insufficient power access to meet customers' needs, and that the space below the skylight can get hot when the sun is bright.



SERVICE SCORE



CLIMATE ACTION



RECOMMENDATIONS

A **Makeover** of the Tierrasanta Library is recommended to holistically refresh the branch and improve the customer experience. Opportunities to explore during design include more varied furniture options, increased power access, and additional collaboration spaces with acoustic separation. Interior finishes should be refreshed and consider treatments to reduce glare and heat gain from the skylight.

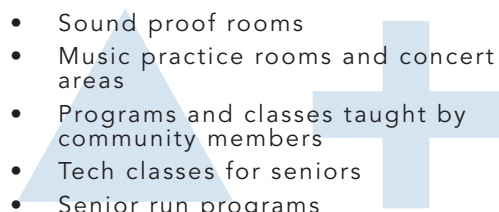
LOVE IT

- Study rooms
- Walkable and easy to access
- Good selection of books
- Free computers
- Preschool storytime



CHANGE IT / ADD IT

- More reading space
- More meeting space
- More parking
- Green garden and greenhouse enclosure
- Sound proof rooms
- Music practice rooms and concert areas
- Programs and classes taught by community members
- Tech classes for seniors
- Senior run programs



*“Tierrasanta is a great place for families, and the library is an asset to our community.”*

— community survey respondent





# ZONE D

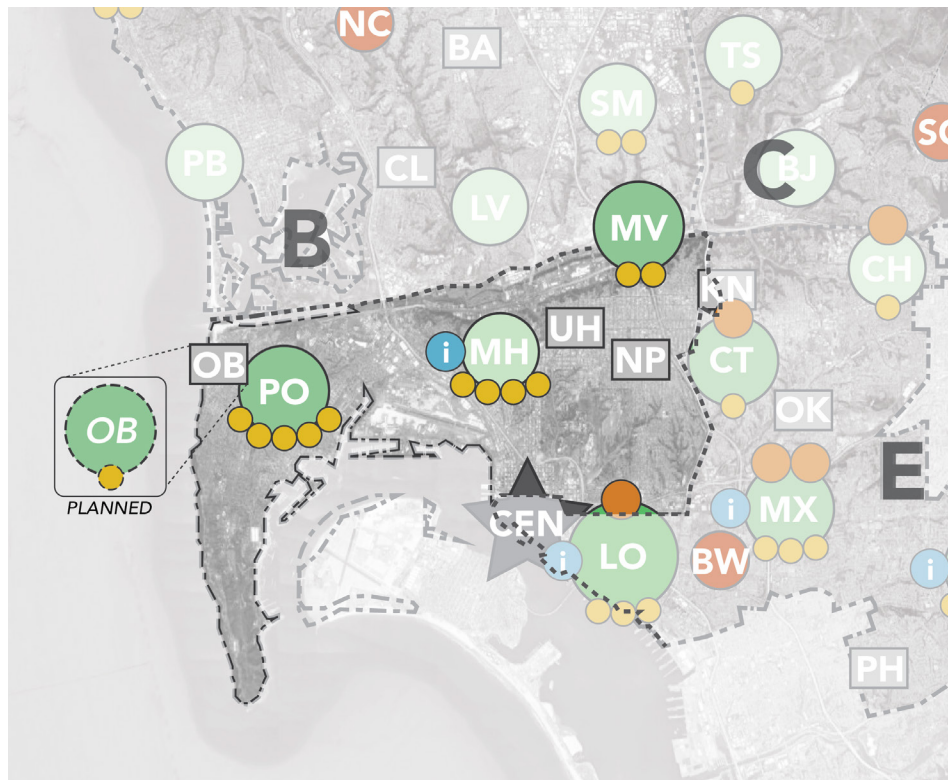
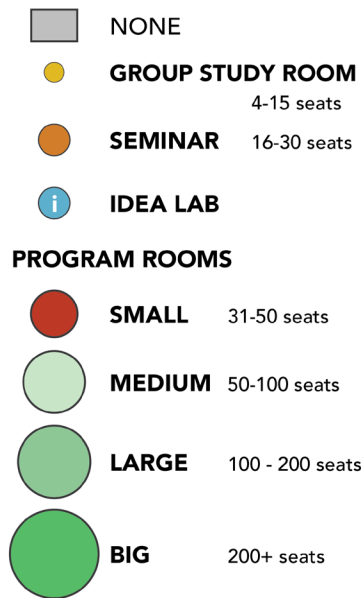
## DOWNTOWN/ SOUTH





# ZONE D — DOWNTOWN/SOUTH

## COLLABORATION + PROGRAM SPACE ANALYSIS



## ZONE D — DOWNTOWN / SOUTH TODAY

Encompassing downtown San Diego, Zone D is bounded by the Mission Valley neighborhood to the north and extends south to CA-94. Parts of this zone, including areas of Old Town and the Midway District, are designated as “Communities of Concern” by the City of San Diego. Its current population is approximately 263,000, of which a significant percentage is Hispanic/Latino according to the US Census. Based on SANDAG data, the population of Zone D is projected to grow nearly 30% by 2040 – the greatest increase of any zone.

The Point Loma/Hervey Library and Mission Hills-Hillcrest/Knox Library are the newest libraries in Zone D, built as a result of the recommendations in the 2002 Library Building Plan. In addition to these newer branches, Zone D also includes the smaller Ocean Beach, University Heights, and North Park libraries, and the larger Mission Valley Library. The City’s 2016 FCA study found a maintenance backlog of more than \$5 million for Zone D libraries and projected additional needs in the coming years.

Zone D’s libraries come close to providing enough space for its current population. However, additional library space will be needed to accommodate strong projected population growth in this part of San Diego. To ensure capacity for future growth, at least ~123,000 - 136,000 square feet of library space is needed in Zone D.

### Baseline Patron Technology Needs

- Charging or Power
- Updated Equipment or Software
- Printing or Faxing



### Regional Patron Technology Needs

- New or Additional Equipment
- Facilities
- IDEA Labs



2020

263,000 POPULATION  
76,000 BRANCH SF


~332,000 – 349,000 POPULATION  
~123,000 – 136,000 BRANCH SF MIN.

2040

### ZONE D BRANCHES



**MH** MISSION HILLS-HILLCREST/  
KNOX LIBRARY  
Strategic Investment



**OB** OCEAN BEACH LIBRARY  
Renovation + Expansion



**MV** MISSION VALLEY LIBRARY  
Renovation + Expansion



**PO** POINT LOMA / HERVEY  
LIBRARY  
Strategic Investment



**NP** NORTH PARK LIBRARY  
Replacement on  
Existing Site



**UH** UNIVERSITY HEIGHTS  
LIBRARY  
Replacement on New Site

### RECOMMENDATIONS

Vision 2040 recommendations for Zone D libraries include:

- Expand the Mission Valley Library to at least 25,000 square feet.
- Replace the North Park Library with a new building of at least 25,000 square feet.
- Expand and renovate the Ocean Beach Library.
- Replace the University Heights Library with a new building of at least 25,000 square feet.
- Continue to maintain the Point Loma/Hervey Library and the Mission Hills-Hillcrest/Knox Library to keep them fresh, up to date, and aligned with community interests.



# ZONE D

# MISSION HILLS- HILLCREST / KNOX



## MAINTENANCE NEEDS

*As a newer facility, the current Mission Hills - Hillcrest/Knox Library was not assessed during the City's 2016 FCA study.*

## MISSION HILLS-HILLCREST/KNOX LIBRARY TODAY

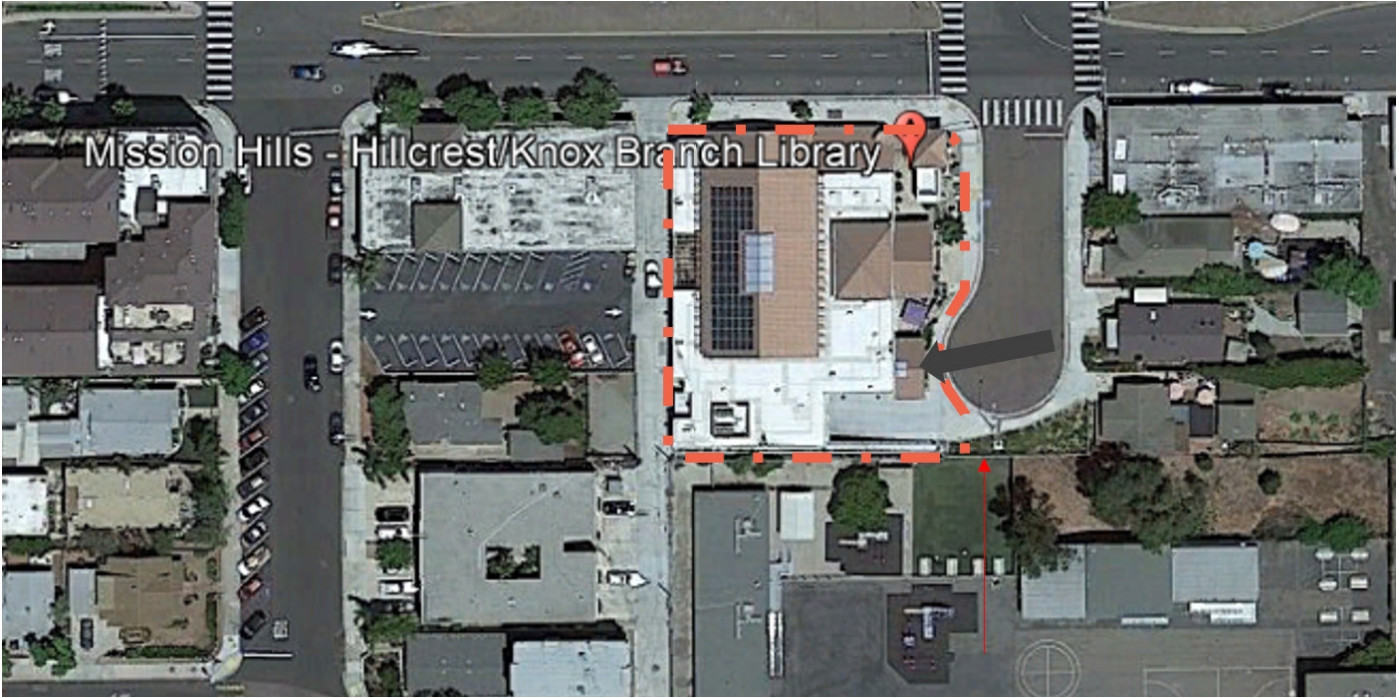
Built in 2019, the Mission Hills-Hillcrest/Knox Library is the newest library in the Downtown/South San Diego zone. The 14,000 square foot building houses designated areas for teens and young children, a community room, study rooms, computer labs, and an IDEA Lab. The facility's age and low FCI score suggest that major maintenance work is not yet needed.

This new library is a great precedent for urban infill development. Many community listening session participants highlighted how they loved Mission Hills-Hillcrest/Knox Library's central location in an active area of the uptown neighborhood. The parking garage elevator and stair exit to a plaza outside the library entry and along Washington Street, allowing the parking beneath the building to be used by the community even when the library is closed.

The library's large program room with independent access to the entry, patio, and building restrooms make it a desirable community meeting space both during and after library hours. The interior of the branch includes a pleasant balance of space for books and people, with a range of collaboration spaces including four group study rooms. Customers love the comfortable seating and the children's area.

# VISION 2040

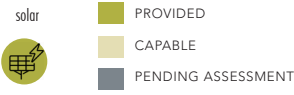
## STRATEGIC INVESTMENT



### SERVICE SCORE



### CLIMATE ACTION



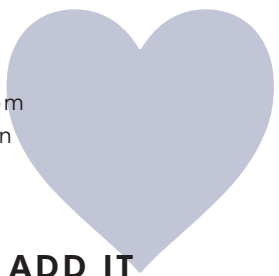
### RECOMMENDATIONS

Community members did highlight opportunities to improve the branch by enhancing outdoor areas with more seating and/or options for refreshments. There were also many creative recommendations for program opportunities such as more physical fitness programs, a tool lending library, and access to 3D printing every day.

The new Mission Hills-Hillcrest/Knox Library has significantly enhanced the neighborhood's access to SDPL services and resources. Ongoing preventive maintenance will ensure that the building continues to perform well and provide a welcoming experience for customers. Over the 2040 planning horizon of this master plan, library services and customer use patterns will continue to evolve, and **Strategic Investments** will be needed to align the facility with those new demands.

### LOVE IT

- Comfy seating
- Community room
- Outdoor garden
- Children's area



### CHANGE IT / ADD IT

- Tool lending
- Recording studio / music practice space
- Coffee shop
- Expanded youth programming



*"I love the new Mission Hills library facility! It is open and beautiful and the parking structure makes it so easy."*

— community survey respondent

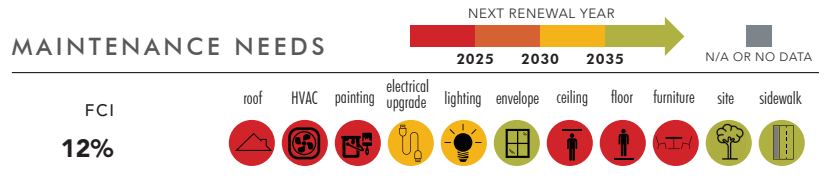
*"I am delighted that we have a state of the art library in Mission Hills Library."*

— community survey respondent



**ZONE  
D**

**MISSION VALLEY**



**MISSION VALLEY LIBRARY TODAY**

Built in 2002, the 19,800 square foot Mission Valley Library is one of the most popular libraries in the SDPL system. Its children’s programs, technology, and other amenities attract customers from throughout Zone D and beyond.

Many customers are drawn to this library for to its proximity to Fenton Marketplace and the trolley station. The outdoor patio, landscape water feature, and unique services and spaces not found at neighboring smaller branches are also big draws for visitors. The branch has a program room, group study rooms, and distinct children’s area. Its recently-created coworking space promotes the City’s Climate Action Plan goal to support working from anywhere.

Patrons noted that the branch is showing its age. Customers and staff alike mentioned the need for a refresh of the interior finishes – perhaps adding more color to the palette. Customers also highlighted their interest in more flexible study spaces and a more interactive children’s play area. Staff reported that the vaulted ceiling reflects sound from the mezzanine and children’s area throughout the building. Staff also noted the opportunity to improve lighting and enhance access power access for customers at the mezzanine level.





Potential Expansion Opportunity  
Exact extents to be studied in design

SERVICE SCORE



CLIMATE ACTION



RECOMMENDATIONS

Given its proximity to public transportation as well as increased housing density in the area, a **Renovation and Expansion** of the Mission Valley Library to at least 25,000 square feet is recommended. An expanded building will better meet the future needs of the neighborhood and increase capacity for this region of the city. Should additional parking be needed, SDPL could explore the potential for shared use with the commercial area. The site is highly constrained, and a focused study can confirm how best the building can be expanded.

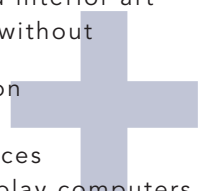
LOVE IT

- Ease of checking out books online and picking up at the library
- Children’s crafts
- Location
- Access to public transportation
- Outdoor area
- “Craft to go” art kits



CHANGE IT / ADD IT

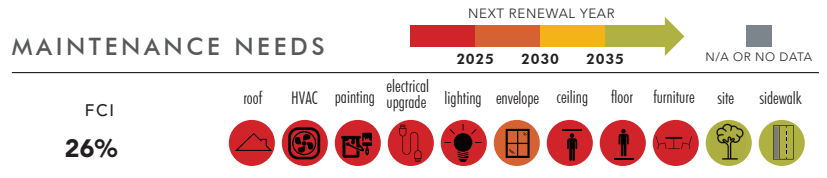
- Update interior finishes
- More children’s picture books
- Updated decor and interior art
- More study tables without computers
- Better air circulation
- Fitness activities
- Children’s play spaces
- More kid learning play computers





ZONE  
D

NORTH PARK



**NORTH PARK LIBRARY TODAY**

The North Park Library is located in one of San Diego’s oldest neighborhoods. It was first built in 1959 and expanded to its current 8,000 square foot size in 1987. The City’s 2002 Library Building Plan promised to expand this branch to 25,000 square feet, but this recommendation was not implemented.

North Park is a program powerhouse; community members reported that they love the storytime and craft programs in particular. However, this small building simply cannot meet the demand for space for programs, meetings, and group collaboration. Both staff and members of the public agree that, North Park is in “desperate need” of more program and meeting space. Other needs identified by the community include more usable outdoor space and more children’s space.

North Park Library has not been renovated for library services and operations since its last expansion more than 35 years ago. Its condition was found to be approaching the “poor” rating in the City’s FCA study in 2016.





SERVICE SCORE



CLIMATE ACTION



RECOMMENDATIONS

The North Park Library should be **Replaced** at 25,000 square feet or more. Like Mission Hills, under building parking may be needed to support the anticipated increase in use of the proposed larger facility. Further focused study can confirm how much the building can be expanded. Given North Park’s current population and plans for additional housing units in the future, a joint library-housing project or other mixed-use facility could be an opportunity to explore.

*“North Park is small. It lacks a meeting room (so all programs must take place where they disturb patrons who want or require quiet). A meeting room or other similar space would make the library even more of a community hub than it currently is. The North Park Library lacks any quiet rooms. The exterior of the building is unattractive and the grounds even more so.”*

— community survey respondent

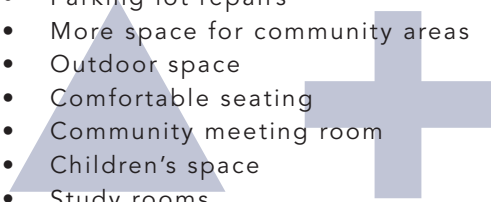
LOVE IT

- Storytime and children’s programming
- Children’s area and crafts
- Free books and no late fees
- Arts and crafts program
- Variety of books offered



CHANGE IT / ADD IT

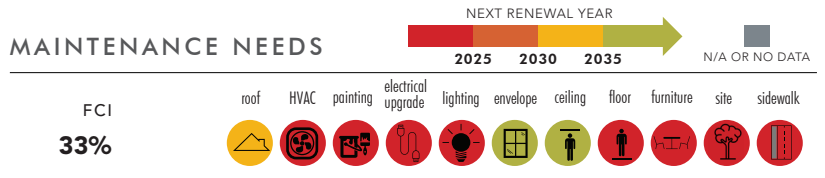
- More adult programs
- Expand community partnerships
- Shorter waits for holds
- Parking lot repairs
- More space for community areas
- Outdoor space
- Comfortable seating
- Community meeting room
- Children’s space
- Study rooms





ZONE  
D

# OCEAN BEACH



## OCEAN BEACH LIBRARY TODAY

Built in 1928, the Ocean Beach Library is the oldest library building in San Diego. It is designated as a historic site. Although it was eventually expanded in 1962 to its current 4,600 square feet, it is also still one of the smallest branches in the city. The building received some updates in 2012, including a new roof and new carpet, but its condition was still rated as poor by the City's 2016 FCA study.

Despite these challenges, the Ocean Beach Library has high levels of use and an enthusiastic customer base. In outreach for this planning process, Ocean Beach community members spoke positively about the variety of programs, access to technology, and the homey feel of the library. Customers also appreciated that it is convenient and easily accessible for pedestrians, by bike, or even on skates. They are interested in improvements such as a larger community room, more flexible shelving and furniture, and usable patio space.



SERVICE SCORE



CLIMATE ACTION

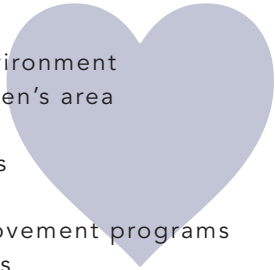


RECOMMENDATIONS

A **Renovation and Expansion** project for the Ocean Beach Library is underway. The City has acquired adjacent property and has designed an expansion that will increase space for the children, collections, add a community room and teen room as well as new restrooms. A fenced courtyard will create more usable space outside and increased indoor-outdoor connections.

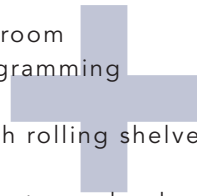
LOVE IT

- Welcoming environment
- Toys and children’s area
- Baby classes
- Youth programs
- Cat program
- Rhythm and movement programs
- Library of seeds
- Close to home



CHANGE IT / ADD IT

- Regular monthly programs
- Paved parking lot
- Bigger community room
- Ocean-related programming
- Adult classes
- Flexible spaces with rolling shelves
- Expanded hours
- Activities for elementary school children and bilingual toddlers



North Façade Rendering



East Façade Rendering



Exterior elevations of proposed renovation showing addition with a new community room on the right.

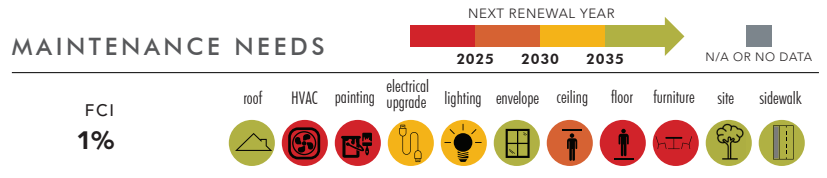
*“I believe that the OB Library desperately needs to be remodeled and updated. It’s been a long time coming.”*

— community survey respondent



**ZONE  
D**

**POINT LOMA/HERVEY**



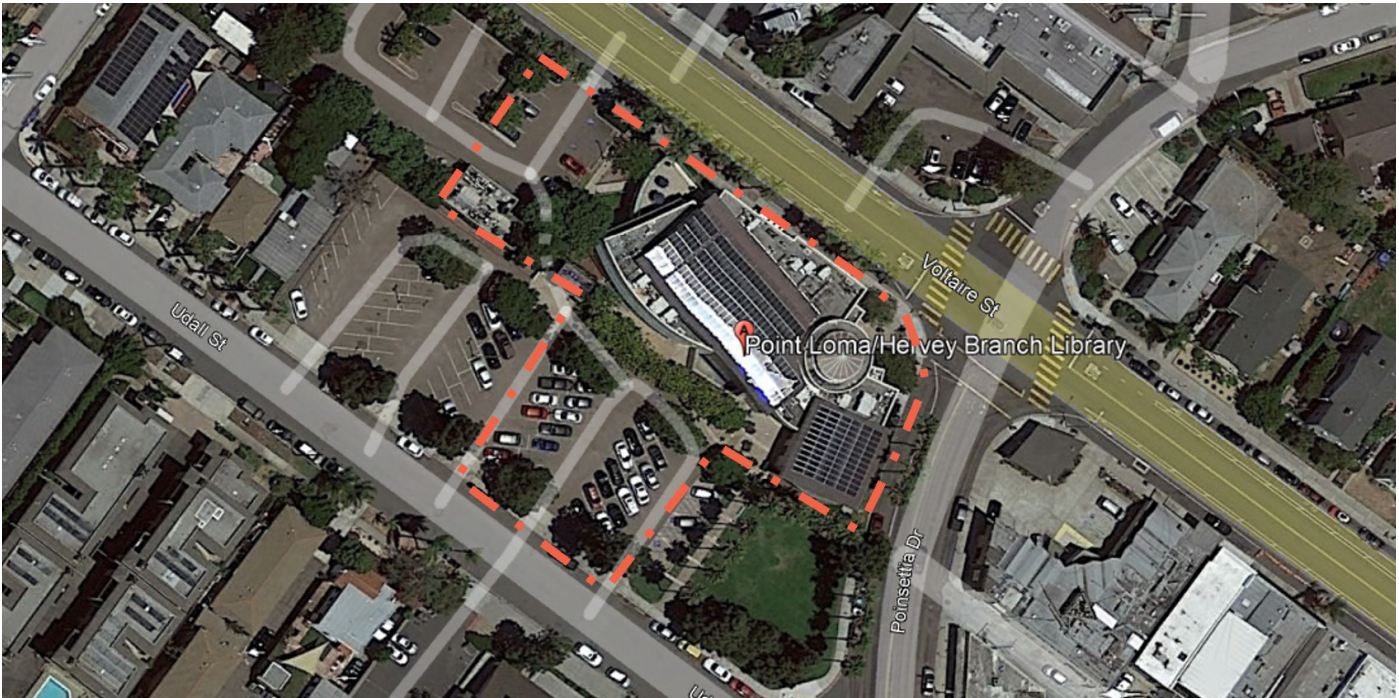
**POINT LOMA/HERVEY LIBRARY TODAY**

At 25,900 square feet, Point Loma/Hervey Library is SDPL's second biggest branch. It opened in 2003 with amenities including multiple conference rooms, a computer lab, a media room, and a veterans' resource center. Celebrating Point Loma's history as a fishing village, the library's design incorporates themes of marine life and nautical history.

The Point Loma/Hervey Library is an effective branch with copious places for people – including a range of group meeting and collaboration spaces as well as a large program room. The children's thematic area is a big draw and storytime programs are popular. A project is underway to make the children's area computer labs more flexible. Customers and staff noted that the branch would benefit from a dedicated teen space.

The City's 2016 FCA study found a low level of maintenance backlog, although at 20 years old the building can be expected to require more maintenance in the coming years. In 2022, maintenance work was needed on the lower level of the building to address plumbing issues and building wall and roof leaks.





SERVICE SCORE



CLIMATE ACTION

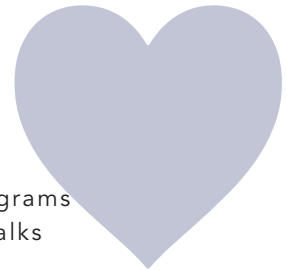


RECOMMENDATIONS

The Point Loma/ Hervey Library is a valuable branch in SDPL’s network that will continue to serve the community well into the future. It should receive **Strategic Investments** to support customer and staff use today.

LOVE IT

- Everything
- Movie nights
- Kitchen area
- Exhibit space
- Children’s programs
- Author book talks
- Sea themed decor



CHANGE IT / ADD IT

- Improve small study rooms
- Food education
- Outdoor space
- Bathroom updates
- Dedicated teen space
- Children’s program room
- IT support for patrons
- Partnerships with PLHS
- Demo kitchen and cooking classes
- Library of things: small appliances
- Music jam classes
- More youth books

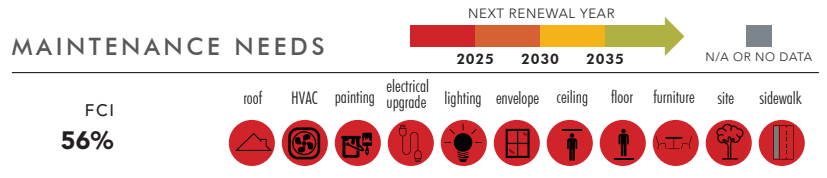
*“I love my community and the Point Loma Hervey Library. It has been absolutely wonderful, a true community asset with so many activities and resources.”*

— community survey respondent



**ZONE  
D**

**UNIVERSITY HEIGHTS**



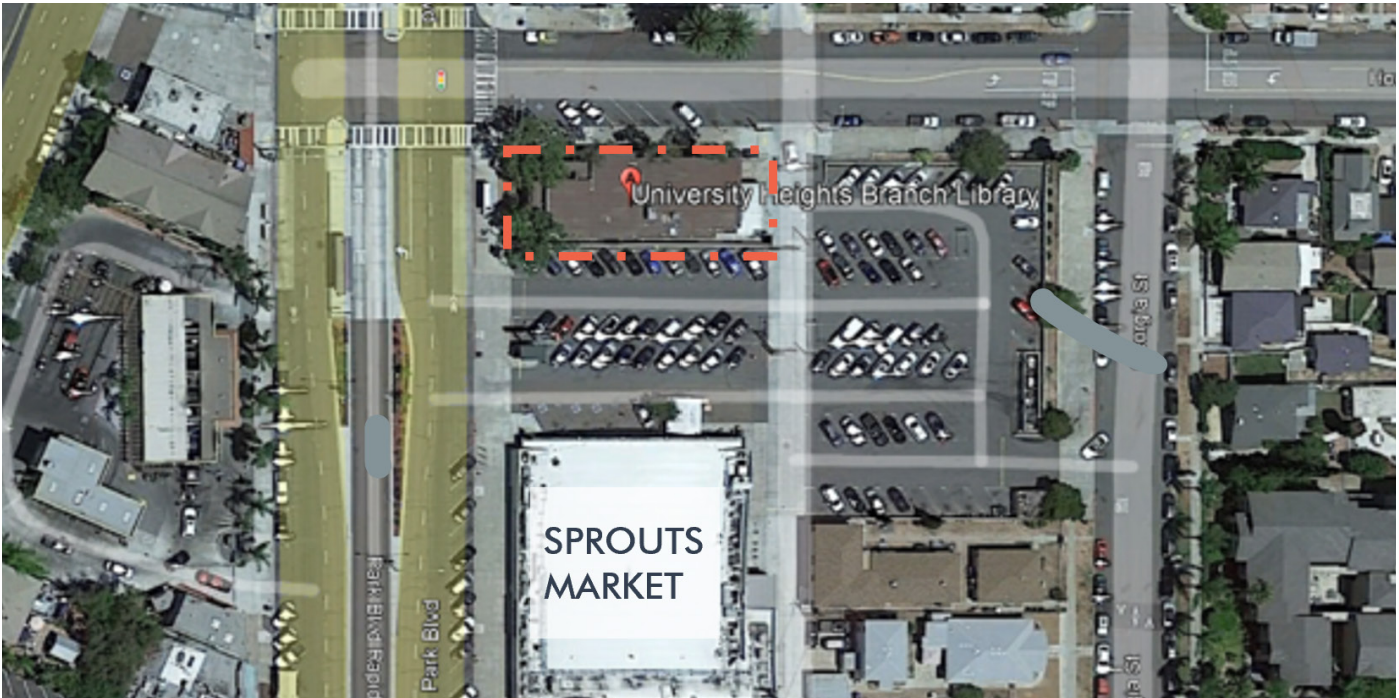
**UNIVERSITY HEIGHTS LIBRARY TODAY**

The first University Heights Library opened in 1914. It was replaced twice before the current mid-century modern building opened in 1966. The current building has never been renovated to modernize library services and operations since it opened more than 50 years ago. It received one of the worst condition scores of any library in the City’s 2016 FCA study.

Part of University Heights’ 3,700 square feet are located on a non-public lower level. As such, although it is technically SDPL’s second smallest branch building, in terms of space for public service the University Heights Library is effectively the smallest library in San Diego.

Despite all of the above challenges, University Heights users highlighted their love of the branch’s location and mid-century design. They emphasized their interest in more space for just about everything: for places to sit and work, for programs and community events, for kids and teens, and for technology – to name just a few. Multiple respondents also highlighted their interest in outdoor spaces, which is essentially impossible given the constrained site.





SERVICE SCORE



CLIMATE ACTION



RECOMMENDATIONS

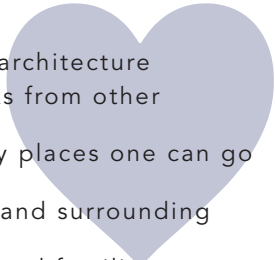
The University Heights Library should be **Replaced** with a new library facility of at least 25,000 square feet. The existing facility cannot be expanded on the existing site. It should be relocated to a new site. It could be a good candidate for mixed-use development with uses such as housing.

*“Our small neighborhood University Heights Library has immense potential. When I frequent it, it always feels as if it is the step-child of the library system. It seems dated and worn. It is in need of renovations to improve its ability to serve our neighborhood... We seem to always get lost in the shuffle for funds. Our community has grown incredibly since I moved here years ago. Our library should keep up with its residents and be better able to serve us”*

— community survey respondent

LOVE IT

- The building’s architecture
- Access to books from other libraries
- One of the only places one can go that is free
- Great location and surrounding community
- Space for kids and families
- State park passes



CHANGE IT / ADD IT

- Take back the lower level for the library
- Eco-friendly lighting
- More study rooms
- More space overall
- More public computers
- More seating
- IDEA Lab and creative technology
- Event space with catering kitchen
- Updated bathrooms







# **ZONE E**

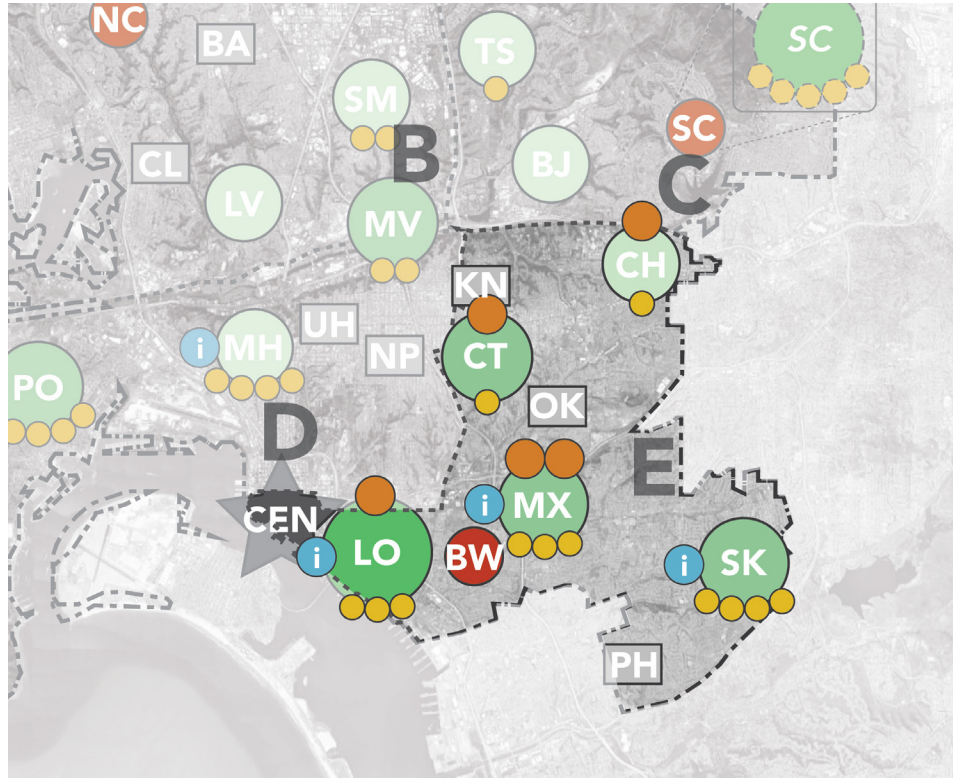
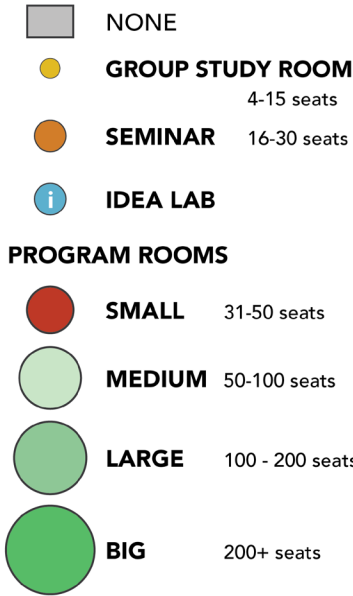
# **SOUTHEASTERN**





# ZONE E — SOUTHEASTERN

## COLLABORATION + PROGRAM SPACE ANALYSIS



## ZONE E — SOUTHEASTERN TODAY

Zone E encompasses the area east and south of downtown San Diego, south of Interstate 8 and east of 35th Street and CA-94. Neighborhoods south of downtown tend to be more dense and urban; toward the east and southeast, they become less dense and more suburban. Zone E is home to some of the most diverse San Diego neighborhoods, and contains large areas designated as Communities of Concern.

According to the 2020 US Census, Zone E has approximately 348,000 residents – the largest population of any SDPL zone. SANDAG projects that Zone E will add nearly 40,000 new residents by 2040.

Zone E has more libraries than any other area of San Diego. The Skyline Hills, College-Rolando, and Logan Heights libraries are all large branches built within the last 20 years as recommended in the City’s 2002 Library Building Plan. The City Heights/Weingart Library and Valencia Park/Malcolm X Library were built in the 1990s, pre-dating (and excluded by) the LBP. While these five libraries each have maintenance needs and opportunities to modernize service and operations, the buildings are generally suitable for their purpose and are worth repair and reinvestment.

Zone E’s other four libraries struggle to meet the needs of their communities. The Kensington-Normal Heights, Paradise Hills, Oak Park, and Mountain View/Beckwourth libraries are some of the smallest and oldest branches in San Diego. Even if they did not have significant maintenance needs, their age and small size make them inadequate to support SDPL’s vision of modern library service.

Zone E’s libraries do not provide enough space to meet the community’s needs today – and will be further challenged by future growth. At least ~140,000 - 155,000 square feet of branch library space should be provided in Zone E to accommodate the 2040 population in southeastern San Diego.

### Baseline Patron Technology Needs

- Printing or Faxing
- Connectivity
- Charging or Power



### Regional Patron Technology Needs

- Printing or Faxing
- New or Additional Equipment
- Facilities




2020

348,000 POPULATION  
118,800 BRANCH SF

~377,000 – 397,000 POPULATION  
~140,000 – 155,000 BRANCH SF MIN.

2040

### ZONE E BRANCHES



**CT** CITY HEIGHTS / WEINGART LIBRARY  
Makeover



**OK** OAK PARK LIBRARY  
Replacement on New Site



**CH** COLLEGE-ROLANDO LIBRARY  
Capital Maintenance



**PH** PARADISE HILLS LIBRARY  
Replacement on Existing or New Site



**KN** KENSINGTON-NORMAL HEIGHTS LIBRARY  
Replacement on Existing or New Site



**SK** SKYLINE HILLS LIBRARY  
Capital Maintenance



**LO** LOGAN HEIGHTS LIBRARY  
Strategic Investment



**MX** VALENCIA PARK / MALCOLM X LIBRARY  
Makeover



**BW** MOUNTAIN VIEW / BECKWOURTH LIBRARY  
Renovation + Expansion

### RECOMMENDATIONS

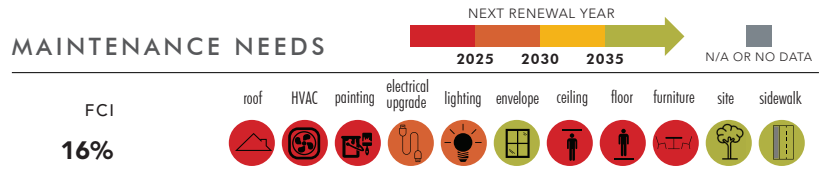
Vision 2040 recommendations for Zone E libraries include:

- Relocate and replace the Oak Park Library with a new branch of at least 20,000 square feet. Design of a new Oak Park Library in Chollas Lake Park is underway.
- Replace the Paradise Hills and Kensington-Normal Heights libraries with new branches of at least 25,000 square feet. Further study is needed to determine whether either or both of these libraries can be replaced on their current sites or should relocate.
- Renovate and expand the Mountain View/Beckwourth Library in collaboration with the site's owner, the San Diego Community College District.
- Address maintenance needs and modernize space and service at the City Heights/Weingart and Valencia Park/Malcolm X libraries to realign with community interests.
- Address maintenance needs at Logan Heights and Skyline Hills, and consider opportunities for focused improvements to keep spaces and services fresh and up to date.
- Continue proactive maintenance at College-Rolando to keep spaces and services fresh and up to date. Continue to advocate for preserving vehicular access to the site and parking from Montezuma Road.



**ZONE E**

**CITY HEIGHTS/ WEINGART**



**CITY HEIGHTS/WEINGART LIBRARY TODAY**

The City Heights/Weingart Library was built in 1998 by the City in partnership with a non-profit organization. It is co-located in City Heights Community Park with the performance annex (black box theater), recreation center, and pool. The 12,600 square foot facility received some maintenance updates in 2016 but has not been renovated to modernize library services and operations since it opened 25 years ago.

The community relies heavily on the City Heights/Weingart Library for technology. Community members highlighted how much they loved the IDEA Lab and media arts programs. A \$3.3 million grant from the State of California and \$1 million from U.S. Department of Housing and Urban Development (HUD) has been awarded to fund improvements to the City Heights Multi-Media IDEA Lab and Performance Annex.

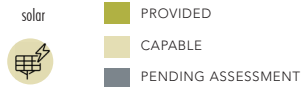
Staff reported that the outdoor porch area served as a temporary computer lab during the pandemic and continues to be popular for storytimes. Patrons suggested enhancing the City Heights/Weingart Library to reflect the community through décor and murals.



SERVICE SCORE



CLIMATE ACTION



RECOMMENDATIONS

The City Heights/Weingart Library is recommended for an interior and furniture **Makeover** to improve service and the customer experience. Ongoing proactive maintenance will keep the facility performing well and maximize its longevity for future service.

LOVE IT

- IDEA lab
- Media arts programs and resources
- Voter registration drop box
- Programs for teens and children
- Convenient location

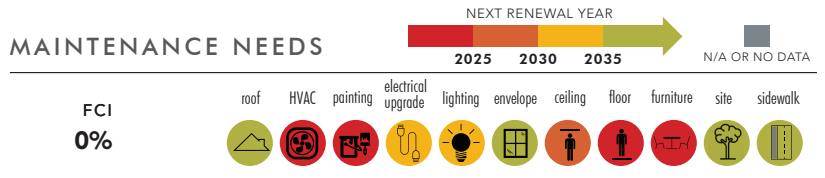
CHANGE IT / ADD IT

- Expanded resources and programs in multiple languages for diverse community
- More art / creativity spaces
- Updated decor and displays
- Indoor / outdoor spaces
- Playspace for children
- Additional media technology
- Improved accessibility



ZONE  
E

# COLLEGE-ROLANDO

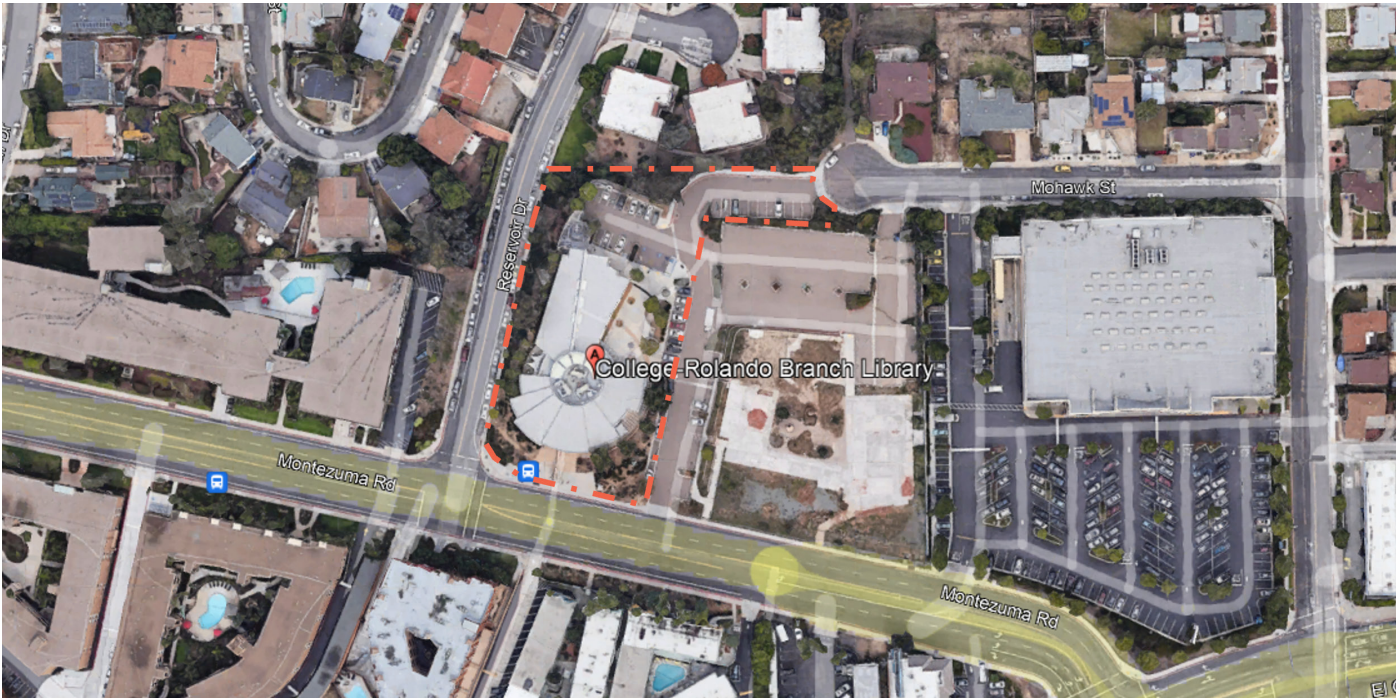


## COLLEGE-ROLANDO LIBRARY TODAY

The College-Rolando Library was expanded to 15,500 square feet in 2005 as recommended in the City’s 2002 Library Building Plan. It was designed to meet neighborhood needs including an expanded children’s area, enhanced computer space, and a community room with kitchen facilities – all of which are well used by the community.

College-Rolando community members love the many amenities and resources at this library – from the seed library and media collection to voter resources and a vibrant children’s area. A few respondents noted that the library is the only community space available in the College Rolando neighborhood. Some also identified opportunities to enhance usability of outdoor spaces with landscaping, shade structures, site furniture, and play areas.

Many customers praised the walkability and convenience of the College-Rolando Library. However, there is a lot of community concern about reduced parking access and/or capacity that may result from future development on the adjacent lot along Montezuma Road. (The library experienced a significant drop in use when the driveway from Montezuma Road was temporarily



SERVICE SCORE



CLIMATE ACTION



blocked in 2017). At the time of this report, the City is considering a developer proposal for a new hotel on the adjacent lot that would maintain driveway access from Montezuma Road and designate 25 shared hotel-library parking spaces; it is not known whether or when resolution will be achieved.

RECOMMENDATIONS

Over the 2040 planning horizon covered by this plan the College-Rolando branch will need proactive **Capital Maintenance** to keep it welcoming and well-functioning. As new development happens in the vicinity vehicular access to the library site and parking from Montezuma Road should be preserved as much as possible.

LOVE IT

- Programs
- Community meetings
- Virtual activities
- Social media presence
- Non-profit partners

CHANGE IT / ADD IT

- Parking improvements
- Larger meeting space
- Landscaping improvements
- Better book return location
- General maintenance
- More technology
- Wellness classes
- Dedicated senior space
- Amphitheater
- Shade structures
- Community garden

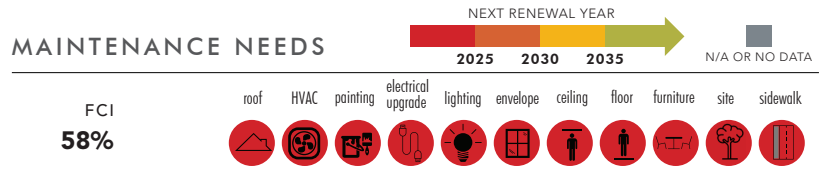
“College-Rolando is a beautiful library and helps strengthen our community. It attracts families, students, and other groups providing a safe, clean, and enriching space to learn”

— community survey respondent



**ZONE  
E**

# KENSINGTON-NORMAL HEIGHTS



## KENSINGTON-NORMAL HEIGHTS LIBRARY TODAY

The 2,300 square foot Kensington-Normal Heights Library is the smallest library branch in San Diego. It is also one of the oldest – it originally opened in 1937 and was remodeled and expanded to its current size in 1962. And in the City’s 2016 FCA study, Kensington-Normal Heights was found to be in the second-worst condition of any of San Diego’s library buildings.

Community members love the central location of this branch within the neighborhood as well as its park setting and proximity to play area. Customers praise the popular programs at this branch – such as storytimes and music events – that SDPL provides outside in the park when weather is pleasant.

Kensington-Normal Heights Library users are very conscious of how the lack of space limits programs and services. They would like to see places for community gathering, collaboration, and individual and group work. They would also like more comfortable seating in diverse settings, from quiet to social.





SERVICE SCORE



CLIMATE ACTION



LOVE IT

- Location
- Outdoor space
- Diverse programming
- Children’s books and space

RECOMMENDATIONS

The Kensington-Normal Heights Library should be **Replaced** with a new facility of at least 25,000 square feet. Kensington Park is a valued green space in the neighborhood. Further study and community outreach is needed to determine whether the park could (or should) accommodate a larger library building. If not, the library should relocate to an alternate site that could be part of a mixed use development with housing or other uses. If an alternate location happens, the existing facility is an opportunity for future community uses.

CHANGE IT / ADD IT

- Larger space / more square footage for the overall library
- More comfortable seating and tables
- More study rooms
- More cheerful decor
- Somewhere to work and eat
- Homework tutoring
- New computers
- Art displays in the library

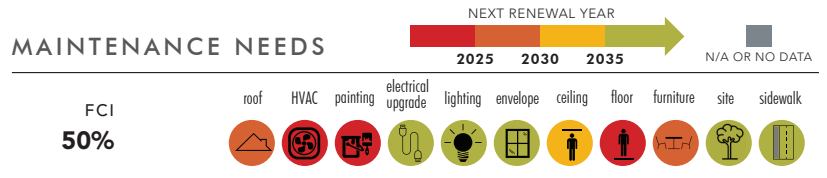
*“Kensington is a particularly small branch.... It might not make sense to have this branch try to completely re-open and function as a library with full services available. Instead, Kensington might work better as a hold pick-up location only.”*

— staff survey respondent



**ZONE  
E**

# LOGAN HEIGHTS



## LOGAN HEIGHTS LIBRARY TODAY

The current Logan Heights Library was built in partnership with the San Diego Unified School District (SDUSD). The 25,000 square foot branch was recommended by the City’s 2002 Library Building Plan to replace a smaller facility and opened in 2009. SDUSD later redeveloped the site, with significant changes to library entry and parking; community members noted how Logan Heights Library’s parking is now insufficient and that the building entry can be challenging to find.

Logan Heights Library customers appreciate the art and architecture of the building overall as well as spaces such as the community room, tutoring spaces, and IDEA Lab. Staff report that the tutoring/group study rooms are popular and often fully occupied. There appears to be more shelving in the adult section than needed for the collection; there may be opportunities to remove some shelving and create more tutoring and collaboration space.

Staff also report that the open, double-height “dome” spaces carry noise from both floors throughout the branch.



SERVICE SCORE



CLIMATE ACTION



RECOMMENDATIONS

Continued proactive maintenance is recommended for Logan Heights Library to ensure its longevity and value for the community. It should receive **Strategic Investments** to support customer and staff use today. The City should explore solutions for expanding access to parking, such as through joint-use opportunities with the school and/or on another nearby site.

LOVE IT

- Community room
- IDEA Lab
- Tutoring
- Library’s architecture
- That it’s a community / neutral space
- Classes and programs

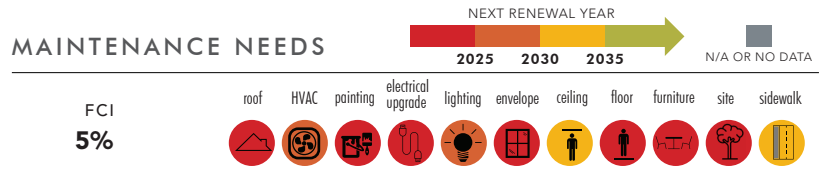
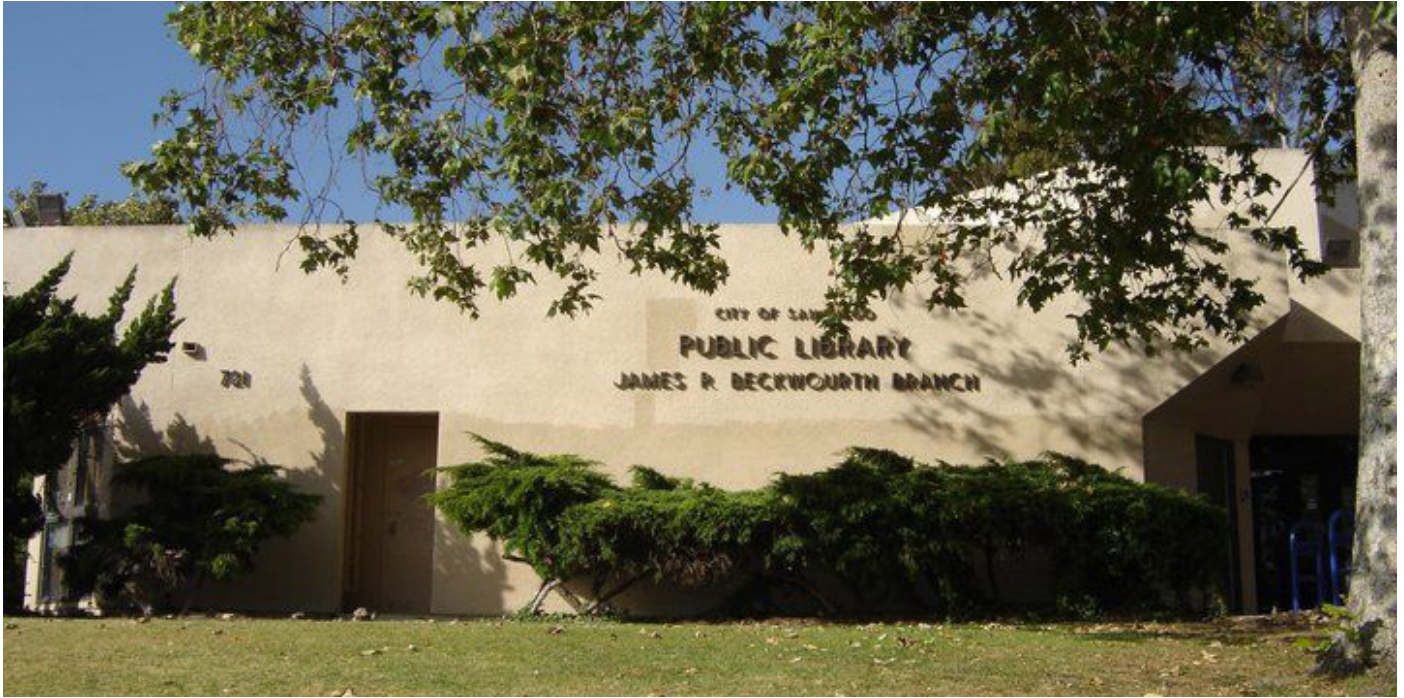
CHANGE IT / ADD IT

- Bigger parking lot
- Faster and newer laptops
- Updated landscaping
- Partnerships with local schools
- Outdoor space for programs
- Programs such as financial literacy, college prep, CPR classes, family career exploration
- Food programs for children
- Fitness classes
- Nature and environmental classes



**ZONE  
E**

# MOUNTAIN VIEW/ BECKWOURTH



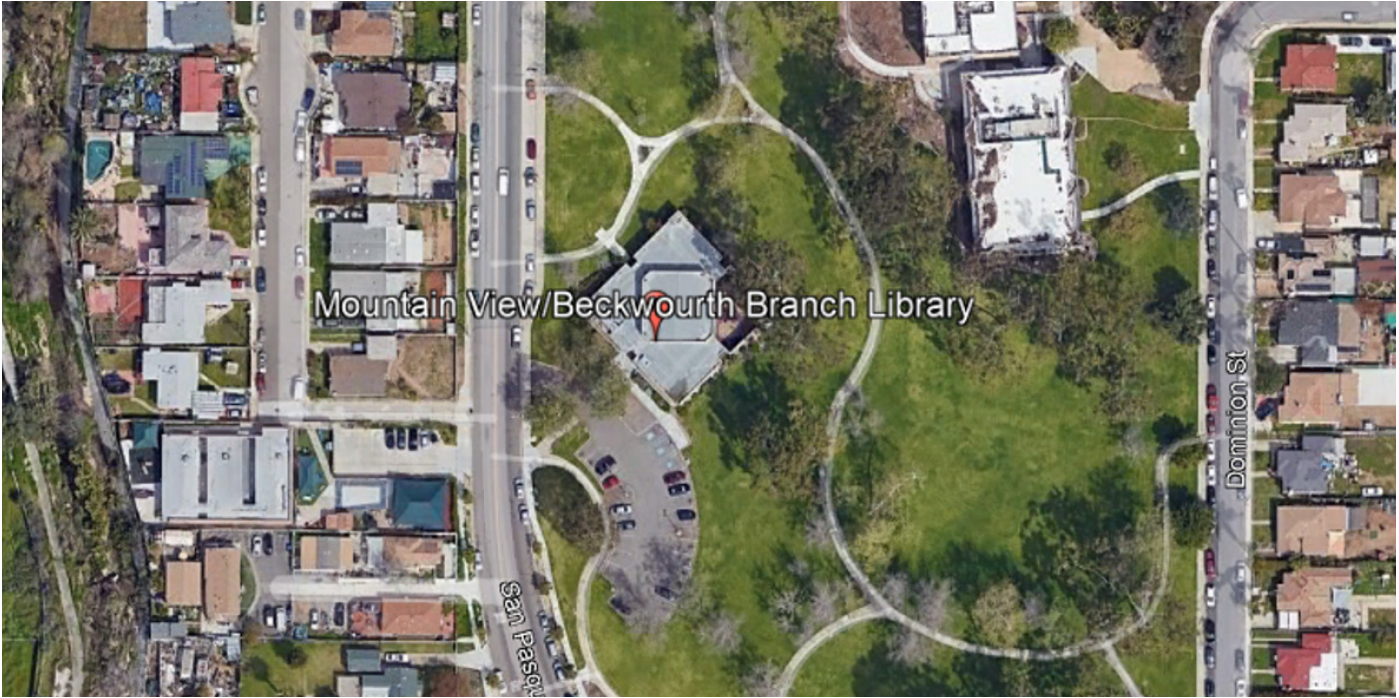
## MOUNTAIN VIEW/BECKWOURTH LIBRARY TODAY

The 8,000 square foot Mountain View/Beckwourth Library opened in 1976. The building and site are owned by the San Diego Community College District. The City's 2002 Library Building Plan did not include recommendations for this branch. In 2016, the City's FCA study rated the building as being in fair condition based on its maintenance backlog at that time.

Customers enjoy the atmosphere and general feel of the Mountain View/Beckwourth Library building. Patrons are interested in more space for programming, teen space, and technology.

Furniture and finishes at this location are showing their age. Comfortable lounge seating is scarce; customers would like more choices than just work tables and hard-backed chairs. Users also highlighted opportunities to improve exterior elements of the library such as providing more patio furniture, parking, or landscaped areas.





SERVICE SCORE

delivery ease of drive-up

CLIMATE ACTION

solar

- PROVIDED
- CAPABLE
- PENDING ASSESSMENT

RECOMMENDATIONS

**Renovation and Expansion** of the Mountain View/Beckwourth Library to improve library service and spaces for patrons of all ages is recommended, if possible. This project should be developed in collaboration with San Diego College of Continuing Education; joint-use opportunities could be explored to enhance both library visitor and student experience.

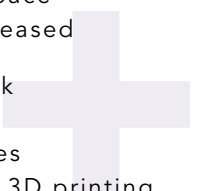
LOVE IT

- Cozy space
- Children’s programs
- Arts and crafts
- Book groups
- Nice overall atmosphere



CHANGE IT / ADD IT

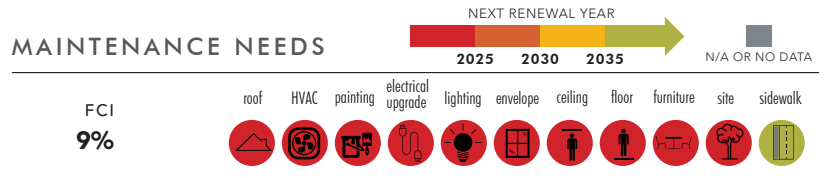
- Coordinate with community partners
- Dedicated teen space
- Dedicated homework center space
- Senior dedicated space
- More space for increased programming
- Coffee shop or kiosk
- More parking
- Adult literacy classes
- Technology such as 3D printing
- Patio furniture
- Outdoor sensory garden





ZONE  
E

OAK PARK



**OAK PARK LIBRARY TODAY**

The current 5,200 square foot Oak Park Library was built in 1968 in response to strong community advocacy. This branch was not addressed in the City's 2002 Library Building Plan. The City's 2016 FCA study found that the building had a low maintenance backlog at that time but that moderate to significant improvements would be coming due in the next five to 10 years.

When it opened more than 50 years ago, the new Oak Park Library was a big improvement over its predecessor – a popular bookmobile stop. However, over time the community's needs for library services outgrew this small building. In 2016, the community began advocating in earnest for a larger facility that could meet the community's needs and vision of modern, diverse library programs, services, and technology.

In 2022, the City announced a plan to build a new 20,000 square foot Oak Park Library in Chollas Lake Community Park. According to the City's website, the vision for the Oak Park Library includes "a large community room, children and teen areas, study rooms, a computer area and well-developed exterior spaces.



SERVICE SCORE



CLIMATE ACTION



The new facility will allow for expanded programs and services, music and art events, room for used book sales, nature studies, STEAM projects, IDEA Lab and other creative projects.”

The City is also planning to co-locate a new SDPL materials sorting facility with the new Oak Park Library at the Chollas Lake Park site.

RECOMMENDATIONS

The City has envisioned a **Replacement** of the Oak Park Library for many years. A location in nearby Chollas Community Park is the proposed site for relocation. The City is intending to build a new 20,000 square foot library. The vision for this library facility includes a large community room, children and teen areas, study rooms, a computer area, IDEA Lab, and well-developed exterior spaces.

As part of this project a central book sorting facility is also being considered. Design is intended to start in the winter of 2023 with anticipated opening in 2027.

LOVE IT

- Walkable
- Cozy
- Community connections
- Gathering opportunities
- Safe and inclusive for families



CHANGE IT / ADD IT

- More space square footage
- Improve design and interior finishes
- More parking
- Senior programs and areas needed
- Study rooms
- Community rooms
- Outdoor space
- Food options
- Mental health resources
- Library of Things
- Modern crafting technology
- Music programs



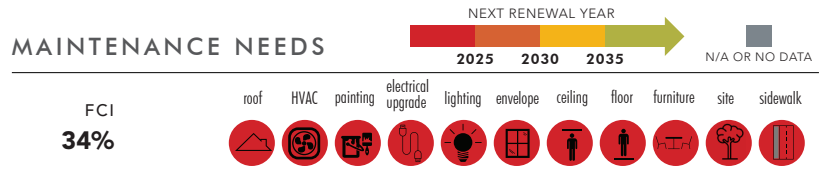
“Oak Park is an example of a community supported facility that is struggling to provide much needed services and programs in inadequate space with decrepit equipment.”

— community survey respondent



**ZONE  
E**

**PARADISE HILLS**



**PARADISE HILLS LIBRARY TODAY**

The 3,900 square foot Paradise Hills Library is one of the smallest and oldest branches in San Diego. It was built in 1964 with the help of private donations and community fundraising. The City's 2002 Library Building Plan recommended replacement with a new 15,000 square foot facility, but this project was not implemented.

In 2016, the Paradise Hills Library received the worst rating of any library facility in San Diego in the City's FCA study. Customers report a wide range of maintenance issues both inside and outside the building, including the HVAC system, restrooms, and outdoor areas.

Despite its condition, Paradise Hills community members love the resources that are available at their quaint neighborhood branch. Users love the children's area and outdoor patio space. Community members are interested in more youth-friendly spaces and a homework help center.

The Paradise Hills Library lacks a community room or gathering space, and utilizes its outdoor patio for programs and





SERVICE SCORE



CLIMATE ACTION



performances when weather permits. Customers who request a study room are directed to other libraries.

RECOMMENDATIONS

Due to the building’s inability to provide effective and resilient library services, it is recommended to **Replace** the Paradise Hills Library with a new library of at least 25,000 square feet. To reach that capacity a two-story library will be needed where community meeting room and staff spaces may be best on a second floor. Like Mission Hills under building parking may be needed to support the anticipated increase in use of the proposed larger facility.

Further study is required to evaluate the feasibility of rebuilding on the Library’s current site or if it would be better placed at an alternative location.

LOVE IT

- Express book collection
- Warm place to read
- Outdoor patio space

CHANGE IT / ADD IT

- Larger library
- HVAC needs to be updated
- Bathroom makeover
- Partnership with church for parking lot use
- Updated exterior
- Community rooms
- Space that is youth friendly
- Literacy programs for children
- Homework center

*“As a youth I lived in Paradise Hills. I was in that library practically every day during the school week. I love the resources that the library is known for and the community connections it provides for — many different cultures allowing us to share the differences that bring us together as a community. Many times these gatherings lead to a better understanding of the make-up of our communities.”*

— community survey respondent



**ZONE  
E**

**SKYLINE HILLS**



**MAINTENANCE NEEDS**

*As a newer facility, the current Skyline Hills Library was not assessed during the City's 2016 FCA study.*

**SKYLINE HILLS LIBRARY TODAY**

As recommended in the City's 2002 Library Building Plan, in 2016 a 15,000 square foot Skyline Hills Library replaced the outdated and too small previous library.

Skyline Hills visitors love the modern, light-filled library and its accessibility by public transportation. One survey respondent specifically mentioned Skyline Hills Library's ADA room, which offers accessible technology for equitable access to library resources. Many visitors are referred to Skyline Hills Library by other SDPL branches when they are in search of group study rooms.

Community listening session and survey respondents suggested a variety of possible improvements, particularly for outdoor spaces; creative ideas included adding site furniture to patio spaces, providing shade structures and trees, planting native plants and a community garden, creating an outdoor amphitheater, and adding a play structure.



SERVICE SCORE



CLIMATE ACTION



LOVE IT

- Bus line accessibility
- New and improved building
- ADA room

RECOMMENDATIONS

Continued proactive **Maintenance** is recommended for the Skyline Hills Library to ensure its longevity and value for the community. It should receive Strategic Investments to support customer and staff use today.

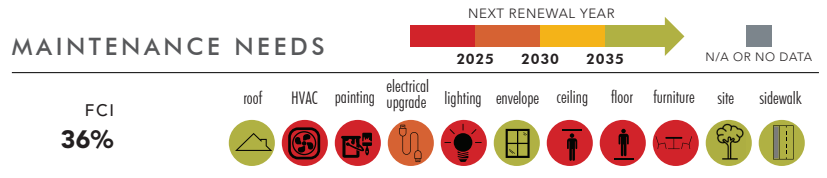
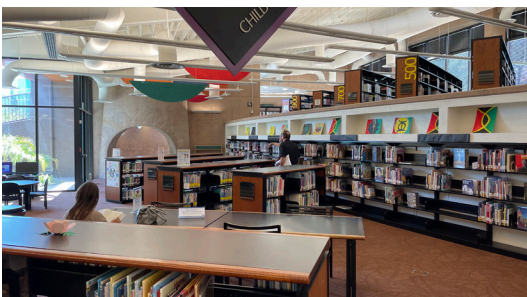
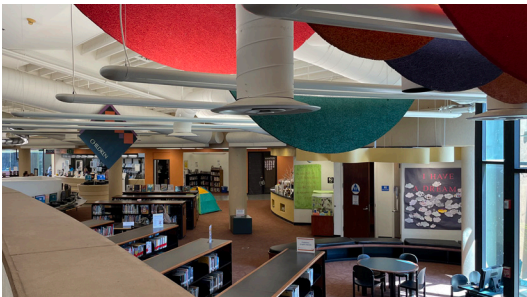
CHANGE IT / ADD IT

- Divisible community room for flexibility
- Trash collection at the front of the library
- Trim trees that block security cameras
- Touch screen computers
- Shade for outdoor area
- More social media presence
- Walking path from bus stop to library
- Library of Things
- Water bottle refill station
- Community garden and site improvements
- Separate front patio from bus stop with landscaping



**ZONE  
E**

# VALENCIA PARK/ MALCOLM X



## VALENCIA PARK/MALCOLM X LIBRARY TODAY

At 26,000 square feet, the Valencia Park/Malcolm X Library is the largest branch in the SDPL system. In a 2016 renovation, an underutilized space was converted into a vibrant, technology-rich teen IDEA Lab that offers training programs and classes for youth.

Community members love how easily accessible the library is within the neighborhood and from the Euclid Avenue trolley line stop. Library users appreciate how much programs and services at the branch reflect community culture and needs. New and expanded program opportunities suggested by the community include block party activation, programs for immigrant communities, entrepreneurship camps, and black author programs – to name a few.

Community recommendations for improving the Valencia Park/Malcolm X Library include redesigning the lobby, developing a business incubator space, and providing space for seniors. Staff noted the need to improve acoustics in the community



SERVICE SCORE



CLIMATE ACTION



room to better preserve the quality of voice and instrumental performances and to reduce HVAC noise. The branch’s distinctive design and unique layout can be disorienting in places and could benefit from enhanced wayfinding strategies.

RECOMMENDATIONS

The Valencia Park/ Malcolm X Library should receive a **Makeover** to refresh interior spaces and furnishings to ensure that spaces are aligned with community needs and priorities.. At over 30 years old, the building is due for capital maintenance.

LOVE IT

- On Euclid Avenue trolley line
- Place for community gathering
- The library’s name and what it represents for the black community
- Reflects community needs in programming

CHANGE IT / ADD IT

- More direct connections to the surrounding community
- Use library space to display products from small businesses
- More financial programs
- Social worker position / case workers assigned to the branch
- Black author programs
- Programs focusing on BIPOC communities
- Linguistics program
- Family nights
- Community garden
- Dedicated senior space

“Discovered Malcolm X within the last 4-5 years. It’s large, has more books, more space indoors to sit, chill, read, write, think.”

— community survey respondent





# ZONE G









## SOUTH BAY/ BORDER

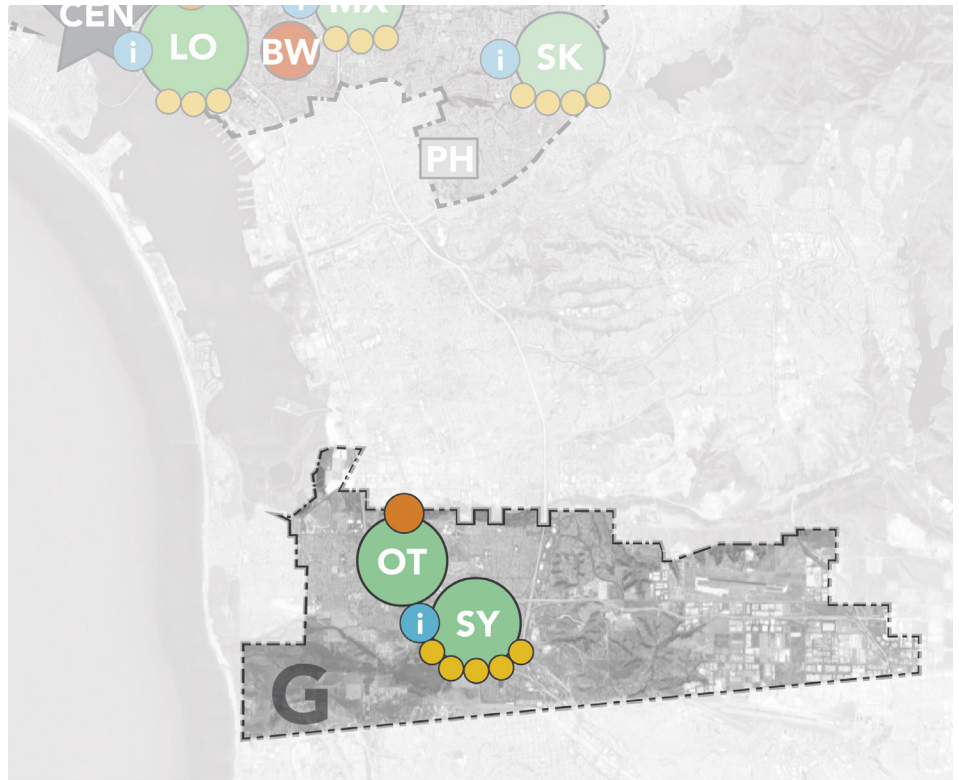




# ZONE G — SOUTH BAY/BORDER

## COLLABORATION + PROGRAM SPACE ANALYSIS

-  NONE
  -  **GROUP STUDY ROOM** 4-15 seats
  -  **SEMINAR** 16-30 seats
  -  **IDEA LAB**
- PROGRAM ROOMS**
-  **SMALL** 31-50 seats
  -  **MEDIUM** 50-100 seats
  -  **LARGE** 100 - 200 seats
  -  **BIG** 200+ seats



## ZONE G — SOUTH BAY / BORDER TODAY

Zone G is geographically separated from the rest of the City of San Diego. Bordering Mexico to the south, and surrounded by the cities of Imperial Beach and Chula Vista to the north and east, Zone G includes the planning areas of Otay Mesa, Otay Mesa-Nestor, San Ysidro, and the Tijuana River Valley. Significant portions of Zone G are designated by the City of San Diego as Communities of Concern.

Zone G is currently served by two libraries: San Ysidro and Otay Mesa-Nestor. The 2002 Library Building Plan recommended a third library in Otay Mesa/East, but this was never realized.

SANDAG projects that the population of Zone G — which currently has approximately 99,000 residents — will grow more than 11% by 2040. The demand for library service will put pressure on space in the two current library buildings, which falls short of the ~40,000 - 44,000 square feet that will be needed for the growing population.

### Baseline Patron Technology Needs

- Printing or Faxing
- Updated Equipment or Software
- Facilities



### Regional Patron Technology Needs

- Digital Navigators and Tech Training
- Library Services
- Printing or Faxing



2020

99,000 POPULATION  
30,000 BRANCH SF

~107,000 – 113,000 POPULATION  
~40,000 – 44,000 BRANCH SF MIN.

2040


### ZONE G BRANCHES



**OT** OTAY MESA-NESTOR LIBRARY  
Renovation



**SY** SAN YSIDRO LIBRARY  
Strategic Investment



**G+** NEW ZONE G LIBRARY  
New Branch on New Site

### RECOMMENDATIONS

Vision 2040 recommendations for Zone G include:

- Renovate the Otay Mesa-Nestor Library to address deferred and lifecycle maintenance needs and to modernize library services and operations.
- Continue proactive maintenance to keep the San Ysidro Library fresh, welcoming, and aligned with community interests.
- Provide a new third library of at least 25,000 square feet.

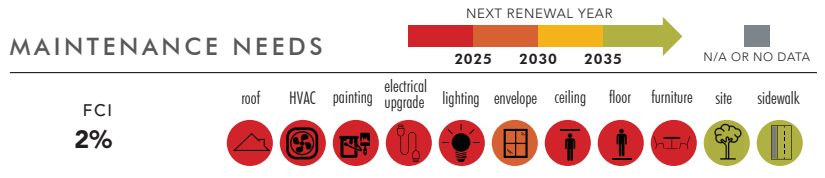
*“La biblioteca Otay Nestor es una magnífica opción para personas de todas las edades. Los felicito por su excelente servicio.”*  
— community survey respondent

*“At libraries like Otay Mesa, the space feels like it belongs to the people...”*  
— community survey respondent



ZONE  
G

# OTAY MESA-NESTOR



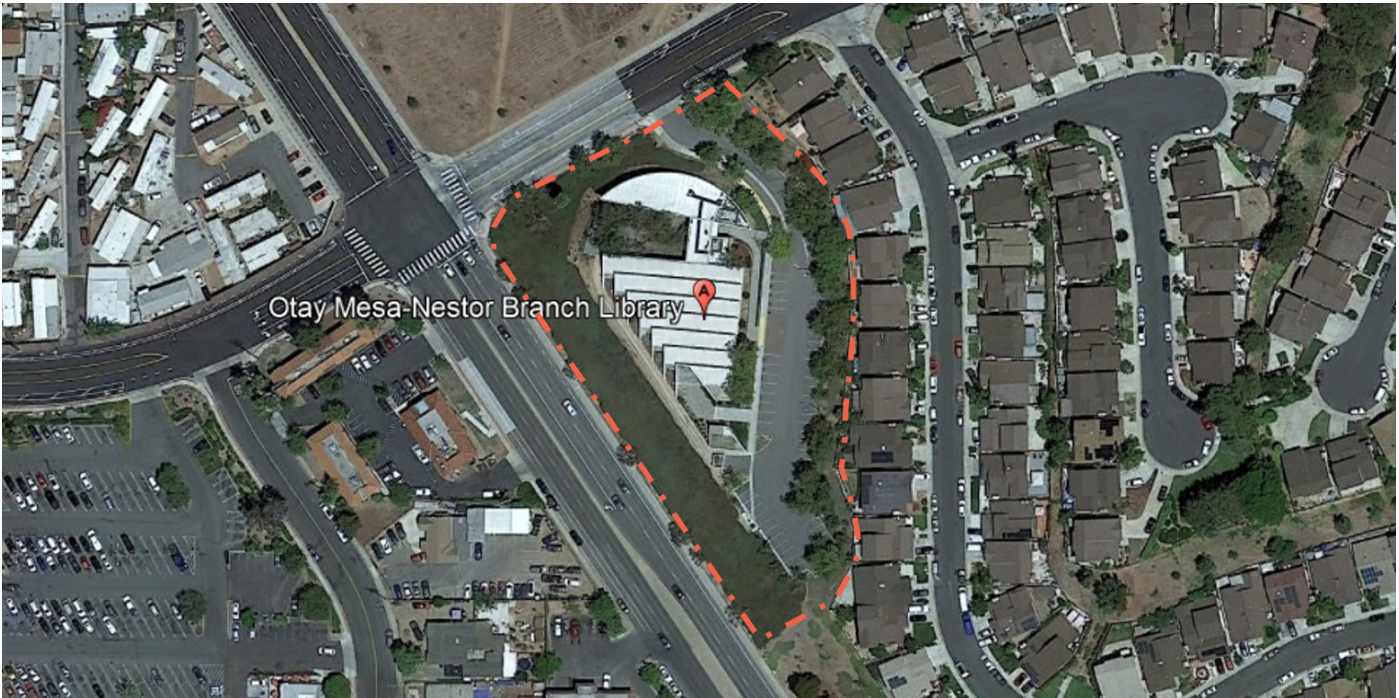
## OTAY MESA-NESTOR LIBRARY TODAY

The Otay Mesa-Nestor Library originally opened in 1986. Twenty years later, in 2006 it was renovated and expanded to 15,000 square feet as recommended in the City's 2002 Library Building Plan. The new wing added a large community room, a conference room, and computer lab. The expansion project also closed the original building's main entrance on the south side and created a new entry on the north side.

Asked what they love about the Otay Mesa-Nestor Library, customers highlighted how the library particularly serves adults, seniors and children with great reading programs, yoga classes, and Spanish book offerings. Patrons also appreciate the attractive architecture, the light and views through the many windows, and the outdoor patio. There is interest in adding amenities such as musical studios, a teaching kitchen, or teen space.

Pedestrian access from the street can be challenging – requiring visitors to climb up a steep hill and then descend back down a long ramp to the library's main entrance. Customers in the community listening sessions noted similar challenges with





SERVICE SCORE



CLIMATE ACTION



access to the main entry from the parking lot as well as the need for improved lighting. Interior design improvements suggested by the community include better lighting, improved public restrooms, and new interior finishes and furniture. Some customers even suggested starting over with a new, larger library.

RECOMMENDATIONS

A **Renovation** is recommended to reimagine and refresh the existing Otay Mesa-Nestor Library space. Renovation potential includes improving pedestrian access to the library, refreshing finishes, and addressing maintenance needs.

LOVE IT

- Yoga and art classes
- Outdoor patio space
- Books and online courses
- Reading programs
- Spanish book collection

CHANGE IT / ADD IT

- Expand teen space
- More study rooms
- Update interior finishes
- Better lighting inside
- New furniture
- A new library to replace the current one
- IDEA lab with 3D printer
- Teen-specific programs
- New restrooms
- Volunteer programs for teens
- Address capital maintenance

*“Otay Nestor Library needs more charging stations, and new computers. It would be nice to have an IDEA Lab.”*

— community survey respondent



# ZONE G

# SAN YSIDRO



## MAINTENANCE NEEDS

*As a newer facility, the current San Ysidro Library was not assessed during the City's 2016 FCA study.*



## SAN YSIDRO LIBRARY TODAY

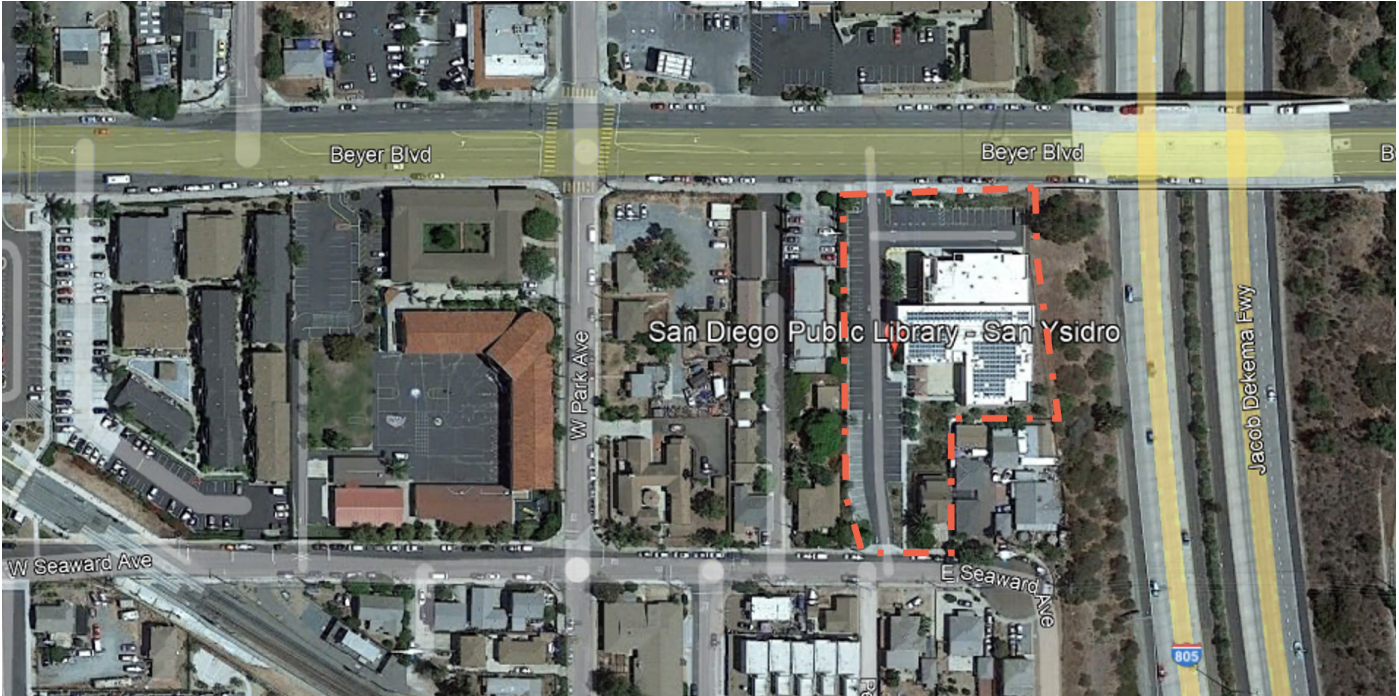
The new 15,000 square foot San Ysidro Library opened in 2019, replacing an older and much smaller library. The new library was designed with input from the community, which is reflected in both the architecture and the destination amenities provided – including an IDEA Lab, multipurpose gathering space, and outdoor movie screening area. In the six months it was open prior to COVID, San Ysidro Library had the highest visitor count of any SDPL branch.

Community survey participants' favorite aspects of the new San Ysidro Library included the group study rooms, IDEA Lab, and tutoring space – to name a few. They also appreciate that it is a clean, well maintained, and peaceful space. They are interested in expanded IDEA Lab programming, more art displays and decorations, and more flexible spaces and furniture.



# VISION 2040

## STRATEGIC INVESTMENT



### SERVICE SCORE



### CLIMATE ACTION



### RECOMMENDATIONS

This new San Ysidro Library has significantly expanded and enhanced access to library programs and services in the South Bay / Border zone. Ongoing preventive maintenance will ensure that the building continues to perform well and provide a welcoming experience for customers. Over the 2040 planning horizon of this master plan, library services and customer use patterns will continue to evolve, and **Strategic Investments** will be needed to align the facility with those new demands.

### LOVE IT

- IDEA Lab
- Study rooms
- Safe and clean space
- Comfortable seating
- Peaceful library

### CHANGE IT / ADD IT

- More art displays
- More bookstore hours
- More decorations
- More MANGA
- More STEM programs for children
- More adult programs
- Expand IDEA lab programs
- Health workshops for all ages
- Mobile furniture
- Flexible spaces
- Shade structures
- Larger parking lot
- Acoustic separation between kids and adults

*“The new library in San Ysidro is a great and beautiful improvement from the old one!”*

— community survey respondent



ZONE  
G



San Ysidro Library



San Ysidro Library

**NET NEW ZONE G LIBRARY RECOMMENDATION**

An additional new library of 25,000 square feet or more is anticipated to be needed in Zone G to meet the library needs of an increasing population and bring the zone’s branch library space per capita into the target zone.

SANDAG projections anticipate moderate new residential growth in Zone G in general, particularly in newly developing “village” neighborhoods in the Otay Mesa planning area. Because of its strong Hispanic/Latino culture and proximity to Mexico, access to open spaces and the coast, diversity of housing and jobs, and transit access, this area’s communities are bustling. At the same time, substantial portions of Zone G are characterized by the City’s Climate Equity index as having high pollution due to cross-border vehicle traffic and low access to opportunity due to households experiencing lower incomes and related challenges.

The General Plan’s “City of Villages” Strategy and the Otay Mesa and San Ysidro Community Plans envision the development of Urban Villages – livable and resilient communities with high-quality transit, bicycle, and pedestrian networks, housing, jobs,





San Ysidro Library

commercial areas, and public facilities including libraries. The existing Otay Mesa-Nestor and San Ysidro Libraries are located near housing, parks, and transit routes, and west of I-805. A future library should ideally be located in another urban village setting, close to transit, where it could expand the reach of library services within Zone G.

The new library could be included in a mixed-use housing or commercial development, or located in partnership with a park or recreation center. A prime location with high visibility, access to transit, and ample space for parking are all prerequisites for a future library site. A net new library presents an opportunity to provide the full range of library services to make this new facility a regional destination. Flexibility should be built in to its plan and design, so that the new facility can be adapted over time in response to changing community needs and evolving services.



San Ysidro Library



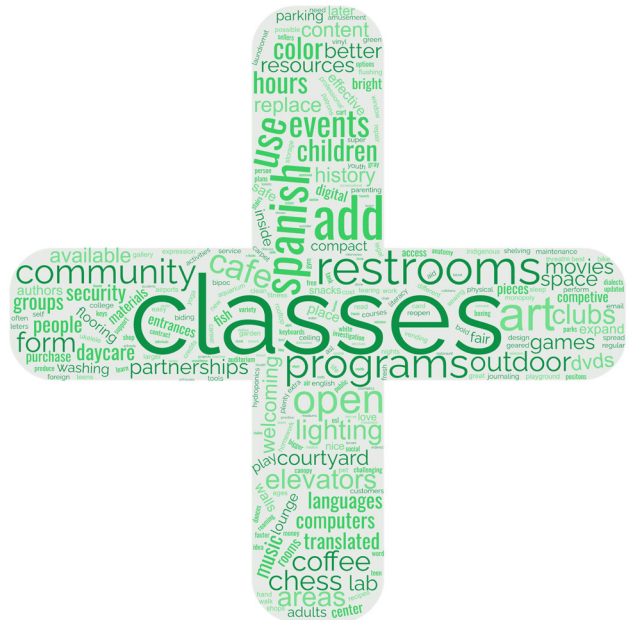
# LOVE IT



# CHANGE IT



# ADD IT



# *SYSTEM-WIDE RESOURCES*

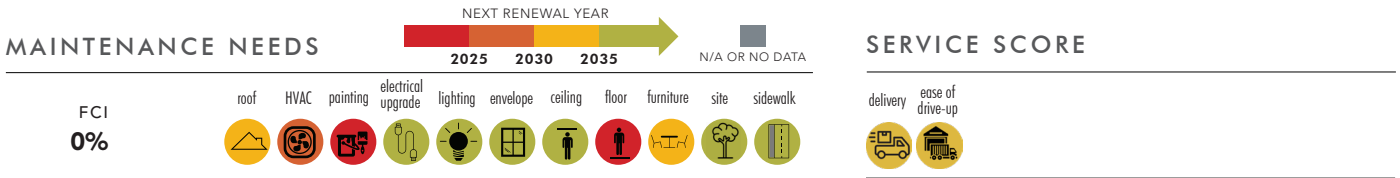
## *CENTRAL LIBRARY + SORTING CENTER*





SYSTEM-WIDE RESOURCES

# CENTRAL LIBRARY



## CENTRAL LIBRARY TODAY

San Diego’s Central Library @ Joan A Irwin Jacobs Common truly represents the community’s own vision of modern library service — not least of all because it was realized through a great deal of community support. The dream of a new downtown library took shape in the early 1990s, when a study found that San Diego’s existing post-war main library could neither meet the needs for direct public service nor adequately support SDPL’s growing branch library network.

In 2002, San Diego’s mayor announced a “21st Century Library Building Plan” that proposed more than \$315 million in library improvements over the next decade — including construction of a new landmark Central Library more than double the size of its predecessor. Funding for the \$185 million project included \$65 million in donor and community contributions to a campaign led by the San Diego Public Library Foundation (with an additional \$10 million from private donors to defray five years of operating costs); a \$20 million California State Library grant; \$20 million from the San Diego Unified School District; and \$80 million from the City redevelopment tax revenues and other special funds.

*“The Central Library is what other cities dream of having with all its amenities, services, and exhibits.”*

— community survey respondent



The new Central Library opened in 2013 to enthusiastic praise for its distinctive design as well as for its modern, technology-forward services, and people-oriented spaces. Among the accolades was the Urban Libraries Council’s recognition of SDPL’s innovative new service model that enabled the new building to be operated with the same number of staff as the previous, much smaller library.

By 2019, an average of nearly 300 people were walking into the Central Library every hour — drawn by the breadth, depth, and diversity of programs, collections, and technology. More than 25% of all SDPL public computer sessions were logged at the Central Library, where one in four patrons used a public computer during their visit. Materials circulation was higher than any other SDPL location except for the Carmel Valley branch. Central Library also offered the most programs and hosted the highest program attendance in the SDPL network.

In addition to the programs and services, Central Library visitors are also drawn by the richness of experiences — of learning, discovery, creativity, inspiration, and social connection. More than a third of community survey respondents listed the Central Library as one of their favorite SDPL locations to visit pre-COVID, for reasons including:

- “The Central Library is a favorite due to its extensive print collections, maker spaces, and meeting spaces.”
- “The Central Library has a wonderful Genealogy Center.”
- “I visited Central Library because of the Silhouette machine, sewing machine, and 3D printer.”
- “I attended a wedding at the Central Library which was an awesome idea!”
- “The Central Library has fantastic programming. Getting to see/hear Ransom Riggs with my teen was fun for both of us.”
- “The Central Library has a wonderful music collection.”
- “I appreciate the Central Library as a monument to learning and the greater San Diego community.”

*“[Central Library] is a beautiful building that provides access to not only materials and computers but to unique programs and activities for the community.”*

— SDPL staff survey respondent

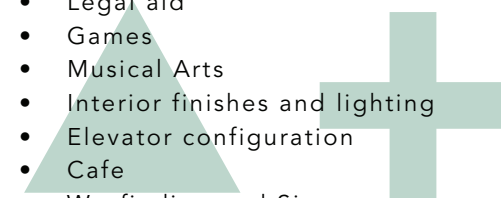
### LOVE IT

- IDEA Lab
- Downtown Location
- Walkable
- Dedicated teen space
- Views from upper levels
- Computer access
- Refuge
- Architecture
- Friends bookstore



### CHANGE IT / ADD IT

- Art Classes
- Legal aid
- Games
- Musical Arts
- Interior finishes and lighting
- Elevator configuration
- Cafe
- Wayfinding and Signage
- Native American Collection
- Play structure in Children’s area
- Compact storage
- Tool rentals
- Digital Content Access
- Auditorium improvements
- Green room





SYSTEM-WIDE  
RESOURCES

## CENTRAL LIBRARY



## RECOMMENDATIONS

Addressing current and upcoming maintenance needs will ensure that the Central Library can continue to be a welcoming and high-performing modern library serving all of San Diego.

A detailed operational assessment and conceptual planning for the next 20 years was not in the scope of this project. Input from the Community Listening Sessions and Staff workshop identified the following topics and opportunities in need of further exploration:

*“At Central we have a high school — we have a job search center — we have a literacy hub — we offer an art gallery as well as public exhibit space — we have a vets center — we have mental health office in the building — we offer online high school program for adults seeking their HS diploma ... we offer a lot.”*

*— SDPL staff survey respondent*

### PLAN FOR UPCOMING CAPITAL MAINTENANCE

- Half of all library space serving San Diego residents is in Central, and the FY15 Facility Condition Assessment projected ~\$75M in building maintenance costs were estimated to come due by 2032.

### IMPROVE CUSTOMER EXPERIENCE

- Relocate high use services / resources on first floor
- Improve wayfinding - with signage, roving staff, w/ mobile tech and communication tools
- Make Vertical Circulation more intuitive

### ACCESSIBILITY + INCLUSION

- Provide more services and spaces for community members in need
- Enhance approaches to crisis intervention, safety of customers and staff
- Improve restrooms

### IMPROVE COLLECTION ACCESS

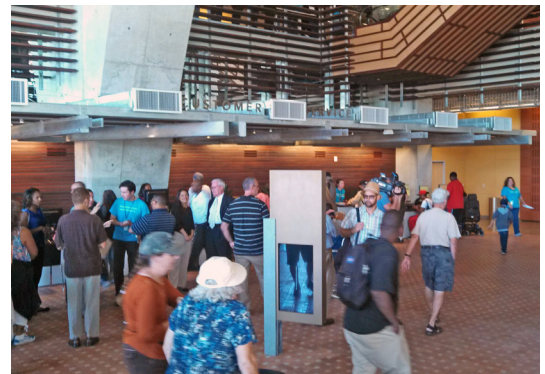
- Update/refresh collections
- Improve access to special collections - cataloging of rare books

### CONTINUE TO EVOLVE FOR NEW AND EMERGING SERVICES

- Expand IDEA lab/maker spaces
- Enhance children's spaces
- Provide more partner spaces
- Design improvements for flexibility and resiliency

### IMPROVE BASIC CUSTOMER EXPERIENCE

- Improve staff work environments - for improved productivity, collaboration, and efficiency





SYSTEM-WIDE  
RESOURCES

# SORTING + DISTRIBUTION CENTER



Sorting center today in the City's Chollas Yard

## RECOMMENDATIONS

This master plan estimates that approximately 12,000 to 15,000 square feet would support efficient and effective materials sorting operations for SDPL. Spaces would include:

- A large sorting room with clear, open space for:
  - An automated materials handling (AMH) system with separate bins for every SDPL location, including future branches (at least 38-40 bins).
  - Additional and overflow AMH system bins.
  - Stacked delivery totes
- Receiving and holding space for delivered equipment, supplies, and other items;
- Staff work, break, and support spaces; and
- Operations and building storage.

A sorting/ collection management center will be a busy site, with delivery vehicles entering, loading/unloading, and departing frequently throughout the day. Site requirements include:

- Sufficient parking for sorting center staff with safe and accessible path of travel to the building;
- Space for at least two courier trucks/ vans to load and unload directly into the main sorting space at the same time;





- Parking space for additional courier trucks/ vans waiting to unload/ load; and
- Vehicular circulation for trucks and vans that is safely separate from public pedestrian, bicycle, and vehicular routes.

At the time of this report, the City has identified an opportunity to provide 10,000 square feet of space for SDPL sorting functions co-located with the new Oak Park Library in Chollas Community Park – directly across College Grove Avenue from the Chollas Yard. Although this is a bit smaller than the ideal size, a well-designed sorting center facility at this location could be very successful.

**COLLECTION MANAGEMENT SERVICES**

Additional information on the value of centralized collection management services, additional functions beyond sorting and distribution of materials, and rationale for being under the Library Department’s management can be found in chapter 7. Effective Operations.



*Cincinnati Public Library’s Distribution and Sorting Center*



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## PLANNING FOR THE FUTURE

- ✓ Started in 2019
- ✓ More than 8,000 participants – community members, stakeholders, and SDPL and City staff and leadership

DID YOU TAKE THE SURVEY?



San Diego Public Library  
Master Plan Framework







## APPENDIX: ACKNOWLEDGMENTS

Over the past four years, more than 11,000 San Diegans have contributed to the vision of SDPL's future services and facilities. Listed below are just a few of the thousands of staff, stakeholders, and community members who participated in the development of this Library Master Plan.

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  - Natalie Ganz, Chief Philanthropy & Engagement Officer\*
  - Charlie Goldberg, Director of Marketing\*
  - Jeff Rowland, Chief Financial Officer
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  - Liz Richards
- Pat Wilson, President, Friends of San Diego Public Library\*
- James Lawson, Presidio Public Affairs Group
- Karim Bouris, Principal in Charge of Advocacy, Mixte Communications\*
- Hiram Soto, Mixte Communications\*

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- Jennifer Jenkins, Deputy Director, Customer Experience \*
- Curtis Williams, IT Program Manager \*
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