

# **ATTACHMENT A**

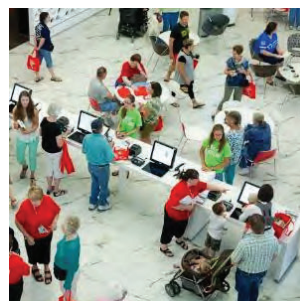
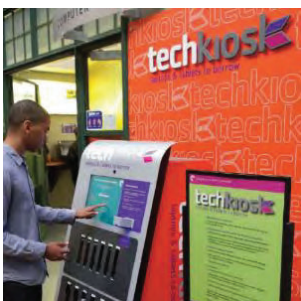


*Closing the Gap  
A Library Master Plan  
Executive Summary  
for the  
City of Victorville*



*April 17, 2021*

*prepared by*



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## Section 1: Introduction

# Victorville City Library Master Plan Executive Summary

### Understanding of the Project

In June of 2019, the Victorville City Council appropriated funds to seek consultation on library services and facilities to identify how the Victorville City Library (also referred to as VCL or the Library) could best serve the community by providing access to educational programs and materials, literacy services, and technology. The firm of Godfrey's Associates, Inc. Library Planners & Consultants (also referred to as Godfrey's or the Consultants) responded to a Request for Proposals (RFP) issued for a Library Master Plan by City of Victorville government (also referred to as the City). Godfrey's was selected for the project which required a comprehensive approach: researching library services, and programs; short- and long-term planning for facilities; and developing recommendations for all aspects of the Library's operation.

**Scope of Work.** The Consultants devised a methodology and Work Plan to address all requirements of the RFP, organized in three phases:

- **Project Administration**, including public engagement, progress reporting, and deliverables.
- **Needs Assessment**, including analyses of library operations, programs, services, facilities, and mapping library service areas.
- **Recommendations**, including draft recommendations, an implementation plan, and a final comprehensive Library Master Plan document.

**Victorville & Its History.** Victorville is located in the Victor Valley area of the High Desert of San Bernardino County, California. The town developed into a city due to its location on Route 66 connecting Las Vegas, Nevada and Los Angeles, California. Almost 75% of Victorville residents work in the southern California metropolitan areas of Riverside, San Bernardino, and greater Los Angeles.

The Victorville City Library has one location, at 15011 Circle Drive in the Old Town portion of Victorville, in close proximity to Route 66. The total square footage for the Library has been reported to the California State Library as 8,023, but construction drawings measure it at 8,229 square feet. The San Bernardino County Library System previously operated VCL. In 2006, the City of Victorville acquired operation and ownership from the County.

### Contents of the Full Master Plan Report

The ten Sections of the complete Library Master Plan delineate the rationale for this project's many decisions. These Sections provide readers with the several findings, conclusions, and recommendations the Consultants believe are important for a modern public library that strives to be functional and cost efficient to operate. These Sections are summarized within this document, presented in the same order as the Master Plan:

- Section 1: Introduction.** A brief presentation of the context for the project and its scope of work.
- Section 2: The Modern Public Library.** A survey of its relevance, industry best practices, and standards.
- Section 3: Peer Library Analysis.** A comparison of VCL with its library peers in California.
- Section 4: Population & Demographics.** A summary of demographics of Victorville and nearby communities.
- Section 5: Public Engagement.** A summary of wants and needs expressed by city residents and VCL users.
- Section 6: Assessment of Current Conditions.** Documentation of the evaluation of various aspects of VCL in light of library best practices and peer benchmarks.
- Section 7: Summary of Needs.** Documentation of findings of importance to the future success of VCL.
- Section 8: Recommendations.** Specific recommended responses to identified community needs.
- Section 9: Implementation Plan.** Prioritized objectives with a recommended implementation timeline.
- Section 10: Appendices.** Supporting data for Sections 1 through 9, under separate cover.



## Section 2: The Modern Public Library

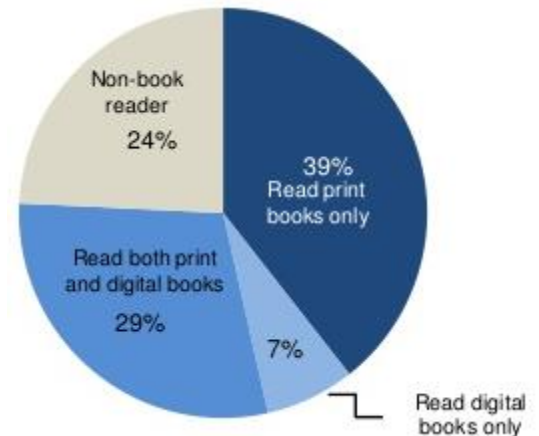
Eric Klinenberg, in his book, *Palaces for the People: How Social Infrastructure Can Help Fight Inequality, Polarization, and the Decline of Civic Life*,<sup>1</sup> defines social infrastructure as the physical places and organizations that shape the way people interact. He concludes stores and coffee shops – and especially libraries – are vital to promoting civic engagement and maintaining the society we live in. Klinenberg goes on to point out that public libraries are more than just welcoming physical places. They can be used flexibly, programmed and staffed by librarians and information specialists dedicated to helping people discover what they are looking for without judgment or surveillance. Public libraries truly are “Places for the People.”

Today, public libraries have a unique opportunity to take advantage of the urbanization of America. Recent decades have seen a rebirth in U.S. cities following decades of disinvestment. Millennials, non-traditional households, retirees, and others are rediscovering the value of vibrant walkable cities and towns. There is a keen interest in living more sustainably, and game-changing new technologies have altered how we travel, communicate, socialize, and learn.

As a beloved and trusted institution, the public library can be a significant player in an ongoing urban renaissance, becoming the ‘third place’ open to all, providing a central role in community residents’ life-long learning. The most recent Gallup poll (2019) found U.S. adults averaged 10.5 trips per year to their public library, a frequency doubling participation in activities like going to the movies, concerts, sporting events, museums, or zoos.<sup>2</sup>

**The Relevance of the Modern Public Library.** The Pew Research Center reported the following in 2018:<sup>3</sup>

- People think libraries are important, especially for communities.
- People like and trust librarians.
- People think libraries level the playing field for those without vast resources.
- People believe libraries have rebranded themselves as technology hubs.
- People still read books:
  - The typical American adult reads four books annually.
  - All readers average reading 12 books per year.



**Why Public Libraries are Important.** To fulfill this role, public libraries must do two things simultaneously:

- 1) Break new ground and appeal to new audiences, while
- 2) Maintaining their traditional roles and existing customer base.

Public libraries must be appealing alternatives to shopping or staying at home and browsing the Internet. They must offer comfort, convenience, conversation, and community. An improved Victorville City Library can be an outstanding example of forward-thinking design and operation along these lines. Understanding the Library in the context of the larger city means there are opportunities to leverage resources unique to Victorville – including partnerships with local institutions, employers, and industries.

We might envision a broader role for public libraries. In some countries, libraries are often mixed with theaters,

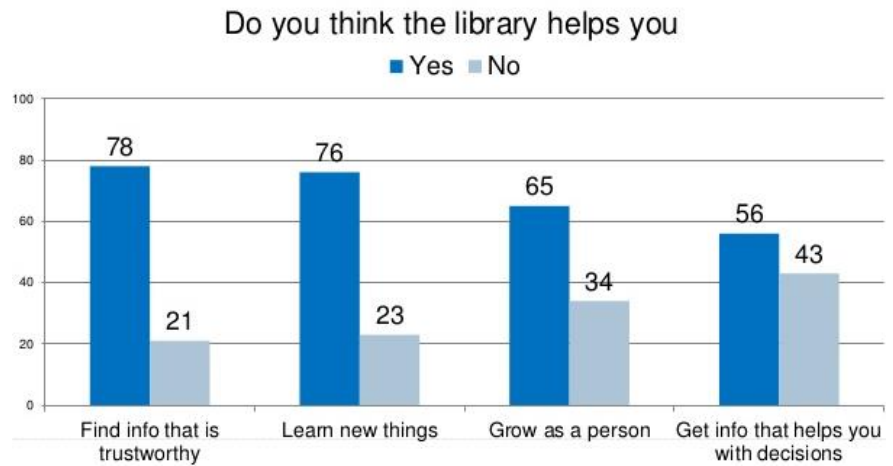
<sup>1</sup> Crown, c2018.

<sup>2</sup> <https://news.gallup.com/poll/284009/library-visits-outpaced-trips-movies-2019.aspx>

<sup>3</sup> Raine, Lee. “The Information Needs of Citizens.” Pew Research Center, March 23, 2018.

art galleries, shops, or government offices. With co-located uses, the rationale for a visit is multiplied. This idea could work in Victorville.

Consumers of information are bombarded with information from many sources. The concept of “fake news” has entered our vocabulary. Pew finds the public library is the most trusted source of information. The general public indicates they trust the information they receive from their local public library – more than twice the trust of news media, and more than 90 percent more trustworthy than social media. More than three of every four U.S. residents think libraries help them and provide the resources they need.



**Public Libraries & Their Return on Investment.** Over the past 20 years there have been return on investment (ROI) studies demonstrating the economic return is \$4.00 to \$10.00 for every \$1.00 of taxpayer money spent for public libraries. A selection of some of those studies is presented below.

study	scope	location	ROI
Taxpayer Return on Investment in Florida Public Libraries	Statewide	Florida	\$10.18
Reinvesting and Renewing for the 21st Century San Francisco Public Library's Branch Library Improvement Program	Individual Library	San Francisco, California	\$5.19 to \$9.11
Taxpayer Return on Investment in Pennsylvania Public Libraries	Statewide	Pennsylvania	\$5.50
Texas Public Libraries Economic Benefit & Return on Investment	Statewide	Texas	\$4.64
Economic Impact of Public Libraries in South Carolina	Statewide	South Carolina	\$4.48

**Source:** Library Research Service (LRS), a unit of the Colorado State Library.

**Best Practices & Industry Standards for Public Libraries.** There are no national Public Library Standards. Several State Libraries have developed and/or adopted standards for their own public libraries. Many of these are tiered – basic, better, best – or essential, enhanced, exemplary. The exemplary levels are typically considered best industry practices. The Consultants have developed a set of library space standards that are predicated on providing space compliant with the Americans with Disabilities Act (ADA), easily adaptable to future change. Appendices 2.1 through 2.5 contain a series of Consultant-developed modern library planning/space standards, site evaluation criteria, and adequate parking calculations.

**Current Trends Shaping the Library Environment.** Predicting the near future through developments from the recent past, several trends have gained acceptance, such as:

- Strong support for public libraries is often matched by strong competition for local public funds – meaning public libraries that are able to move into a healthy future will be those successful in cultivating support from local stakeholders and governing bodies.
- The disruptive impact of technology causes job skills to quickly become obsolete, employment is increasingly transient, and jobs only last a few years instead of career-long. To flourish in today's knowledge economy, people need the ability to process information in different forms and learn in small, quick doses.
- Libraries encourage creativity and content creation within the local community through makerspaces with tools for crafting physical objects, or digital labs for creating and editing media.





### Section 3: Peer Library Analysis

For decades, peer library analyses using a common set of industry benchmarks have been relied on to measure and verify performance in delivering constituent services. Benchmarking is a tool that libraries use to set goals, assess performance, serve as a wellness examination, and/or diagnose potential problems. The most indicative metric of library use is population since the demand for library service is closely proportional to the number of people served. Therefore, comparisons with recent historic population figures are important, as are comparing communities that are roughly equivalent to future population projections.

The Consultants used data collected by the California State Library for the peer analysis. Three different groups were analyzed – High Desert Libraries, aspirational peer Libraries, and single facility Libraries. The group considered most relevant was seven southern California libraries, each with only one facility. A telling metric of this group is the size of their facility, as shown in Table 3.0.

**Table 3.0** (this table only appears in the Executive Summary)  
Victorville City Library Compared with Single Facility Peer Libraries

location	service area population	facility square feet	square feet per capita	total FTE* staff	annual hours open
Palmdale City Library	157,854	12,787	0.08	12.00	2,968
Sunnyvale Public Library	155,567	60,800	0.39	47.74	3,290
Pomona City Library	154,310	57,000	0.37	12.45	1,508
Fullerton Public Library	142,824	62,553	0.44	34.00	2,877
Simi Valley Public Library	127,716	35,000	0.27	16.70	2,860
Victorville City Library	126,543	8,023	0.06	11.18	3,100
Murrieta Public Library	118,125	25,000	0.21	18.50	2,303
Downey City Library	114,212	27,400	0.24	22.30	1,898
TOTALS	1,097,151	288,563		174.87	288,563
Averages	137,144	36,070	0.26	21.86	2,601
<b>VCL as % of peer average</b>	<b>92.3%</b>	<b>22.2%</b>	<b>24.1%</b>	<b>51.1%</b>	<b>119.2%</b>

**Note:** \*FTE = full-time equivalent.

These findings show that Victorville is close to the population size of the communities, but VCL is last in total square feet of library space and library space per capita. The totality of these metrics suggests that such a serious shortfall in library space is compromising VCL's ability to deliver a comprehensive range of library services and programs.



### Section 4: Population & Demographics

This Section analyzes specific demographics and population trends of Victorville and the Victor Valley:

- Victorville population trends for purpose of establishing future population projections.
- Victorville demographic traits.
- Predictive demographics as indicators of library use.
- Detailed demographics of nearby communities.
- An analysis of neighboring community libraries.

Local population dictates the workload of a public library because a percentage of the population regularly use libraries. Demographic traits suggest ways a public library can best serve its community.

### Victorville Population Trends

The Consultants reviewed population projections for Victorville from many sources, settling on a forecast for San Bernardino County through the year 2040 prepared by the California Department of Finance Demographic Research Unit in January of 2020. Table 4.1 summarizes the projections.

**Table 4.1**

City of Victorville Population, Past and Projected, 2000 to 2040

<i>year(s)</i>	<i>population</i>	<i>change</i>	<i>% change</i>
2000	64,029		
2010	115,899	+51,870	+81.0%
2019	122,385	+6,486	+5.6%
2020	122,568	+183	+0.1%
2024	127,247	+4,679	+3.8%
2028	131,651	+4,404	+3.5%
2032	135,795	+4,144	+3.1%
2036	139,443	+3,648	+2.7%
2040	142,548	+3,105	+2.2%
2000 to 2020		+58,539	+91.4%
2020 to 2040		+19,980	+16.3%

By extrapolation, the Consultants forecasted a greater increase in Victorville City (16.3%) than in San Bernardino County (14.1%), extending the recent trend of migration from rural areas to more urban areas in the United States. The Hispanic/Latino cohort is the current majority of the population, and forecasts show an increase in that majority in Victorville as well. See Appendix 4.1 for the Consultants' complete bi-annual population projections for the years 2020 to 2040.

### Victorville Demographic Traits

The Consultants reviewed figures from U.S. Census *QuickFacts* for July 1, 2019 to compare and contrast recent city-wide data, with similar information for California and the nation. Data observations offer preliminary conclusions about opportunities VCL may have to address education and job skills training, in efforts to improve the learning and earning potential of Victorville residents. Table 4.2a highlights poignant findings.

**Table 4.2a** (*this table presents select statistics from Table 4.2 & only appears in the Executive Summary*)

City of Victorville Demographics Comparisons, 2019

<i>locale</i>	<i>under age 18</i>	<i>no diploma, high school</i>	<i>college degree</i>	<i>employed, age 16+</i>	<i>median income</i>	<i>retail sales</i>
U.S.	22.3%	12.3%	31.5%	62.9%	\$60,293	\$13,443
California	22.5%	17.1%	33.3%	63.1%	\$71,228	\$12,665
Victorville	32.5%	20.9%	12.7%	55.4%	\$50,691	\$14,217

- **Age Cohorts.** There are substantive differences between city, State, and U.S. populations concerning age. Ages 0 to 4 comprise 9.0% of Victorville – or 50% more young children than the State and the nation. Similarly, ages 0 to 17 are +/-45% higher in Victorville than the State and nation.
- **Education.** For ages 25 and older, the percentage of high school graduates is lower than State and national levels – and much lower for college – approximately 60% less than California and the U.S. levels.
- **Employment.** City employment is about 7.5% lower than both the State and national levels.
- **Income.** Victorville's median household income is lower than California and U.S. averages – at 71.2% of the State income average per household.
- **Retail Sales.** Total sales per capita in Victorville are higher than California and the U.S. by \$1,552 and \$744 respectively.

Victorville has a much higher rate of persons in poverty (22.8%) in comparison with California (11.8%) and the U.S. (10.5%) – or almost double the State average. The average travel time to work for Victorville workers ages 16 years+ is 34.6 minutes, or 5.3 minutes more than California workers, and 8.0 minutes more than nationally.

Extrapolated over an entire year, Victorville residents commute to work more than the State average by an extra 2 million hours annually. Appendix 4.2 contains a complete set of *QuickFacts* statistics comparing figures for Victorville, California, and the United States.

### Predictive Indicators of Library Use

Public library use in a typical community can be linked to characteristics of the general populous. The Consultants have consistently found three demographic indicators that predict higher levels of library use:

- **Education Attainment Level.** The number one predictor is educational attainment. The more educated the community, the greater the use of the public library.
- **Presence of Children in the Home.** Number two is household type, specifically families with children living at home. For Victorville families with children, this holds true.
- **Homeownership.** The third indicator is homeownership. Persons who own their home make more use of the public library than those who rent due to the belief that, as taxpayers, their property taxes support the public library. For Victorville, this appears to be accurate as well.

Families that use the public library give their children a head start when beginning their formal education process – an extension of the high regard for education in Victorville.

### Detailed Demographics of Nearby Communities

The Consultants commissioned data from a third-party for the population living within the city limits of seven communities. Highlighted findings are:

- Adelanto has the highest average number of persons per household (3.72) and highest unemployment rate.
- Apple Valley ranks second in college degree attainment.
- Hesperia's number of children in the home and Hispanic population are both second to Victorville.
- Lucerne Valley has the lowest household income and lowest average number of vehicles per household.
- Oak Hills is the wealthiest of the eight communities by a substantial margin.
- Phelan ranks second highest in percentage of owner-occupied homes.
- Wrightwood ranks highest in college degree attainment.

Victorville has a much higher number and percentage of families with children than the other communities and the highest quantity of owner-occupied homes. Complete data are presented in Appendix 4.3. Reports for each community are contained in Appendices 4.4 through 4.6.

### Analysis of Neighboring Community Libraries

Six of the seven communities have branch libraries as San Bernardino County Library System members. Oak Hills is the one exception. Table 4.5-6 highlights the findings.

**Table 4.5-6** (this table combines stats from Tables 4.5 & 4.6 and only appears in the Executive Summary)

Comparisons of Public Libraries in Neighboring Communities

locale	building size (square feet)	square feet per capita	days open per week	hours open per year	distance from VCL	drive time from VCL
Victorville	8,229	0.06	6	3,172	n/a	n/a
Adelanto	4,200	0.12	4	1,976	10.2 miles	16 minutes
Apple Valley	19,412	0.26	4	1,976	7.3 miles	10 minutes
Hesperia	19,429	0.20	4	1,976	7.9 miles	12 minutes
Lucerne Valley	4,026	0.66	4	1,976	21.2 miles	24 minutes
Oak Hills	n/a	n/a	n/a	n/a	13.9 miles	17 minutes
Phelan	8,400	0.58	4	1,976	21.4 miles	25 minutes
Wrightwood	3,700	0.79	4	1,976	35.0 miles	37 minutes

**Note:** The center of Oak Hills' Census-designated place was used for the distance and time calculations.





## Section 5: Public Engagement

To promote the Library while gaining additional insight the Consultants engaged Victor Valley residents through a series of community forums, including:

- Stakeholder interviews of several City officials-and employees and other community leaders.
- Focus group discussions with a cross-section of Library users, business persons, educators, residents, and Library staff.
- A Community Meeting open to anyone.
- An online survey, in English and Spanish.
- A Community Services Advisory Committee (CSAC) Meeting to present the Draft Master Plan.

In Interviews, Focus Groups, and Community Meetings, it is important that though issues were identified, the Consultants heard no one express an opinion that Victorville did not need a public library nor that it was a mistake to leave the San Bernardino County Library System. Indeed, Library staff is viewed with much favor.

### Stakeholder Interviews

Two schools of thought clearly emerged regarding the Library facility:

- Construct and operate one new centralized facility located equidistant to the majority of Victorville residents.
- Construct a new central library while retaining the existing Library to serve Old Town residents.

The current facility serves a less affluent population of the city and is important to Old Town. In either scenario, the Central Library could be a joint-use facility housing City government functions or an academic institution.<sup>4</sup> Those favoring of present location cited the lack of electronic resources in many homes in the area. If the Library were to be re-located school-age children would be at a greater disadvantage.

It was recognized that having more than one facility would increase operational budgets, as compared to one larger Library. To what degree was not known at that time, as it would depend on services provided, hours open, staffing patterns, etc.

There was commentary about the perception of the present location being unsafe, focusing on the presence of the homeless.<sup>5</sup> Related issues mentioned were about restroom facilities, especially for children.

### Focus Groups & Community Meetings

The Consultants facilitated two Community Meetings and Focus Group discussions with five sets of Library constituents over a course of three weeks. Participation varied from five to 15 persons. Focus groups included:

- Library staff.
- Friends of the Library.
- Educators in the community.
- English-speaking Library users.
- Spanish-speaking Library users.

Input from participants in Focus Groups and Community Meetings mirrored opinions expressed by the Stakeholders. However, there were more comments about a need for a larger and more centralized Library, especially given the absence of abundant public transportation – and that the west side of Interstate 15 is experiencing more development than other sections of the city.

<sup>4</sup> There are several examples of public and academic libraries under one roof, with the location of the library typically on the campus of the academic institution.

<sup>5</sup> Most public libraries in the U.S. attract people who are homeless. From the homeless point-of-view, a public library is a safe place, a comfortable place, and there are things to do there.

Focus Group input stressed the importance of education. Parents expressed concern about the homeless and the safety of their child(ren) at the existing Library. Another concern was the road leading to the existing Library is in urgent need of repair. It was not common public knowledge that the street is not City property.

After each discussion, participants were asked to complete a paper survey, “*I Want My Library to ...*”, ranking five of 17 library services that each person believed most important for VCL to provide. Participants were also asked to look at the remaining 12 options and select two they believed VCL should not offer. The responses were tabulated for each forum and aggregated, as shown in Table 5.1.

**Table 5.1**

“I Want My Library to . . .”. Survey Results – All Participants Combined

<i>rank/library service offering</i>	<i>number of points</i>
1 Early Literacy	89
2 Business & Career Information	62
3 Computer & Information Literacy	59
4 Educational Support	48
5 Adult & Teen Literacy	46

The least favored services were Local History & Genealogy and Public Space, such as a Commons.

### Online Surveys

The Consultants administered two online surveys, with identical questions asked in English and Spanish. Each was hosted on the City’s webpage, asking 16 specific questions about the Library, such as frequency of use, services used, reasons for non-use, technology offered, and potential services offerings. Appendices 5.4 through 5.11 contain complete survey results and analyses.

The results from respondents were fairly consistent, as expressed in the quantitative and qualitative excerpts. Typically, each question asked respondents to indicate the importance of a given subject as being “Very,” “Somewhat,” “Slightly,” “Not At All” or “Do Not Know.” In addition to questionnaire responses, participants were asked to provide comments, most of which were positive. The small survey sample size did not meet scientific standards required to represent the entire City within an accurate factor of confidence. However, the qualitative value of this data is beneficial to the master planning process.

Three questions were significant predictors of library usage – Educational Attainment Level, Children Living at Home, and Home Ownership. The responses to these three questions strongly suggest the use of the Victorville City Library is strong – and most likely to be even stronger going forward.

One question with a significant impact on the size of a public library dealt with desired VCL services. The top two responses are the most common answers for public libraries nationally – check out books and/or other materials such as DVDs, audiobooks, music CDs, etc. Use of public computers and/or the computer lab were the third and fourth most frequent responses, suggesting the lack of computers and/or Internet access in homes in the vicinity of VCL. Attending story time or a program round out the top six prescribed responses.

The survey asked about the importance of VCL services provided. Responses were Very Important, Somewhat Important, Not too Important, Not at All Important, and Do Not Know. Over 90% of respondents pegged Library services at VCL as being Very or Somewhat Important.

Place of residence was also asked by ZIP Code™, 83.6% of survey responses coming from three ZIP Codes that cover the majority of Victorville city limits. More than half checked 92394 and 92392, both on the west side of Interstate 15. ZIP Code 92395 is east of I-15 and home to the current Victorville City Library.

# 6

## Section 6: Assessment of Existing Conditions

This Section evaluates all aspects of VCL operations in varying degrees of detail, depending on the component being evaluated. The primary areas of operations assessed were:

- Library Customer Base.
- Library Collections.
- Library Services & Programs.
- Library Space & Technology.
- Library Staffing.
- Library Budget.

### Library Customer Base Analysis

We begin with the most important component of public library operations – the customer. The City Library, being a function of Victorville municipal government, is tasked with serving all people in the city. Library planning is not just about books or location, it is about the customer, i.e. the users. Like any service business, convenience is critical in establishing and retaining membership.

*Is the Library easy to get to?*

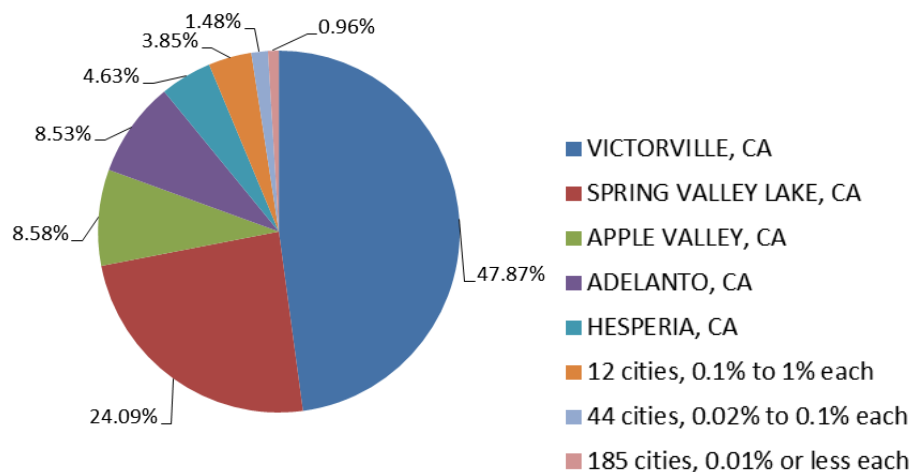
*Once there, is the facility easy to use?*

*Are the Library offerings what the customer wants or needs? Are the staff welcoming, friendly, and helpful?*

These questions reveal that it is all about the customer. Customer service is paramount.

Consultant analysis of VCL cardholder data revealed residents from 245 different municipalities have VCL borrowing privileges, partially corroborating the City's statement that people from neighboring communities are drawn to Victorville for various services.

**Cardholders by City**



### Library Collection Analysis

Research shows that checking out books and other materials is the primary reason people use a public library – even though a library is much more than a book warehouse. The Consultants believe 'less is more' concerning public library collections. Bigger collections are not necessarily better. Best practices track three metrics in evaluating library collection quality and usage:

- Collection items per capita, or the ratio of the number of items in the collection to the population served.
- Circulation per capita, in terms of the number of books or media checked out by customers in a given year.
- Collection turnover rate, in terms of how many collection items are circulated annually.

Expenditures for library collections are also important.

VCL shelves are full, with little if any room for more items. A shelf of books, typically 36 inches in length, should only be 80% full. The empty 20% is needed for re-shelving of borrowed and returned items.

## Library Services & Programs Analysis

Children's Services at VCL are strong. Story times are very popular and well-attended. The number of children who are registered borrowers is deficient, given the population of Victorville. Services for Teens and Tweens are limited, with only two regularly-scheduled programs. Services for adults primarily focus on checking out items from the collection and use of the computers. The absence of a meeting room precludes holding classes, programs, performances, and presentations – a staple in most public libraries.

**Services for Latino & Spanish-Speaking Communities.** Programs for the Latino and Spanish-speaking communities are successful, e.g. a basic computer skills class taught in English and Spanish. There is good participation in story times, with parents and kids attending the bilingual story time, and then attending the two English story times after – which helps build their English language skills.

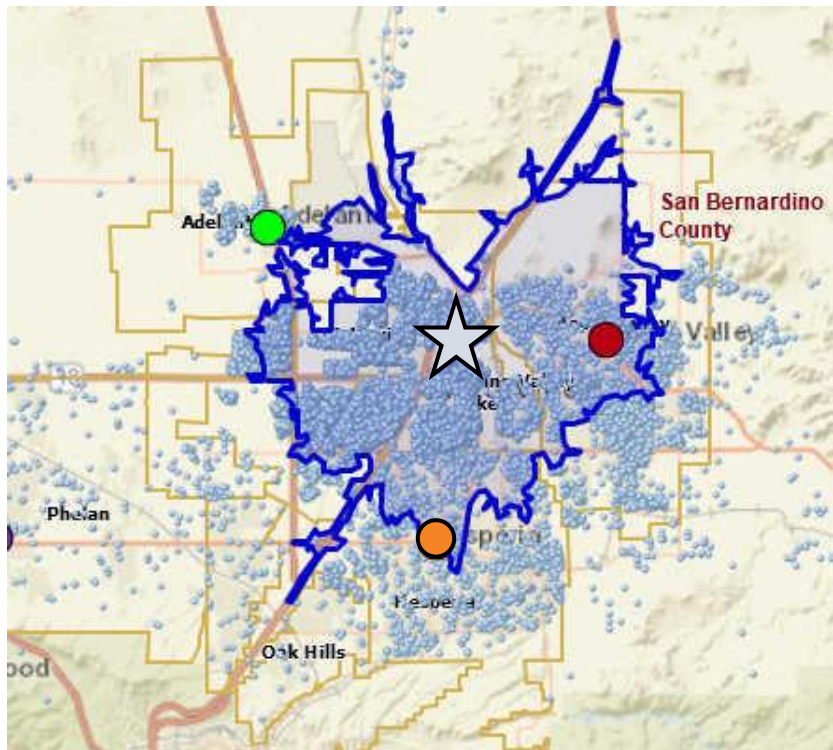
**Services for All Ages.** Recognizing the absence of even a small gathering space in the present facility, it is difficult to accommodate a tutor and his or her tutees. Informal tutoring is possible but difficult, as there is no space for visual or auditory privacy.

**Passport Services.** The Victorville City Library is a designated Passport Acceptance Facility, giving the Library authority to officially process applications for new and renewed U.S. passports. This service is beneficial, providing a needed service to the community and generating revenue in the process.

Given the size of the Library, it is unrealistic to expect a meaningful increase in service delivery.

## Library Space Analysis

The most important best practice metric in public library space planning is the amount of square footage per capita (sfpc). The long-held minimum standard, dating to 1960, is 0.60 sfpc. As of 2018, Victorville had one-tenth of that at 0.06. To perform the functions VCL normally does – without adding any new or trending functions, programs, or services – the Library should have 14,990 building gross square feet (bgsf). This equates to 6,761 more square feet than is currently in place, or **about 82% more space**. If it is assumed VCL should and would have a meeting room seating up to 60 people (a function all modern public libraries enjoy), the space shortfall increases to 8,339 square feet, or 101% more than VCL currently has.



**Figure 6.3** Victorville City Library – 14-Minute Drive-Time Service Area

**Service Area Coverage.** The definition of a retail-like service area for VCL was predicated on three-quarters (74.6%) of current Library cardholders residing within 14 minutes of driving time from the Library location on Circle Drive in Old Town. This 14-minute parameter is customer data-driven. Figure 6.3 shows the VCL drive-time service area simultaneously fails to cover all of Victorville's city limits while extending into the city limits of



neighboring Apple Valley, Hesperia, and Adelanto. The VCL service area completely encompasses Spring Valley Lake and Mountain View Acres – pockets of San Bernardino County within Victorville’s city limits.

**Functional Assessment of the Library.** To evaluate VCL’s capacity to deliver modern library services, the Consultants used a functional evaluation process to rate 92 distinct library characteristics. Multiple consultants rated each characteristic with results averaged together into a composite score of 1.67 on a 5.00 maximum scale – characterized functionally as being in Fair condition. Detail ratings are presented in Appendix 6.3 of the Library Master Plan Report.

**Physical Assessment of the Library.** While on-site, the Consultants also performed a physical evaluation of the existing building. While the building is well-maintained for the most part, it rated 3.47 on a 5.00 scale, equating to \$816,574 in remedial work and/or repairs needed to bring the physical plant and site up to a modern library baseline. Appendix 6.4 tabulates a Retrofit Cost Model, rating each component of each building system required and/or present for a modern public library.

### Library Technology Assessment

The impetus for many of the changes public libraries have experienced over the past three decades has been never-ending technological advancement. Technology creates indispensable tools for efficiently delivering service and an enjoyable customer experience.

At the time of the assessment, VCL provided 32 public desktop computers plus computer-related activities and classes. VCL also provided Spanish language support for technology. A sample of acquired technology for public use included *ABC Mouse*, a technology learning class; *Read Squared for Summer Reading*; *RB Digital* provided access to e-materials; and *EnvisionWare* provided PC and copier management. A wireless access point provided public Wi-Fi service. Staff technology included desktop PCs, laptops, *Chrome Books*, a *Macbook*, and tablets. A *Canon Selphy Printer* and *Powershot Camera* were used in the Passport Office to take passport photos, and *Acuity Scheduling* was used for customers to book appointments. Observations confirmed that VCL’s information technology is sound and much appreciated by the customers.

### Library Staffing Analysis

The largest budget line item for any public library is personnel. At the time of the assessment, VCL had a staff of 17 that included a full-time City Librarian and two full-time Library Coordinators. Part-time staff were 14 – four Library Clerks and 10 Library Aides – most of who work 28 hours per week. The cumulative working hours were 487 per week, which translates to 25,234 hours per year, based on 52 weeks but without allowance for holidays recognized for City of Victorville staff.

There were two public service desks and one Passport Office, staffed as follows:

- Circulation Desk, three staff.
- Reference Desk, two staff.
- Passport Office, two staff.

The staffing pattern per service point requires 507 hours per week, so annually, 26,364 hours are required. The total staff hours for all positions is 25,325, leaving a shortfall of 1,039 hours. In practical terms the shortfall is much greater since no one position can realistically spend 100 percent of working time at a service point. It is not practical for the City Librarian or the Library Coordinators to spend more than a few hours a week working at a service point. VCL added one full-time staff person in March of 2020 and another in December 2020.

Library staff who speak Spanish work with the public. One of three currently with VCL is very engaging with Spanish-speaking customers, creating positive interactions with the Latino/Hispanic community. VCL sends staff to the Family Resource Center, operated by the Victor Elementary School District (VESD), for Spanish-speaking parents, creating positive results.



In the staffing assessment, VCL did not compare well to peer libraries – just slightly better than one-third of the seven Single Facility peer average, as recapitulated in Table 6.9. Quality library service is not possible without adequate personnel, and as many full-time staff as possible.

**Table 6.9**

Victorville City Library – Total & Professional Staff Metrics of Peer Libraries

<i>metric</i>	<i>total FTE* per 1,000 pop</i>	<i>professional % of total FTE*</i>
Combined peer 75 <sup>th</sup> percentile	0.401	31.3%
Aspirational peer average	0.326	26.6%
Single Facility peer average	0.243	24.3%
VCL statistics	0.088	8.9%

**Note:** \*FTE = full-time equivalent.

### Library Budget Analysis

The Consultants studied revised totals for annual budgets from FY2015 to FY2020. The analysis indicated VCL's budget increased \$241,854 (30.8%) over that period. Personnel accounted for 64.7% of the total, and Contract Services 21.3%. Of the seven expenditure categories, five increased and two declined. Decreased percentages were Materials (books, etc.) down 14.4% and Maintenance down 43.7%. As previously stated, there is no room in the current facility for an increase in total collection size.

Additional funding for VCL from public and private sources include several possibilities. Private sector money could be a significant source of dollars for funding a new VCL facility:

- The Friends of the Victorville City Library contribute significantly to the Library's bottom line.
- A 501(c)(3) Library Foundation has the potential to obtain large sums for VCL, especially capital funds.
- There are thousands of foundations and corporations with grant or giving programs. Some are national in scope, others regional or local. Some are very specific in what they fund, others not so, and some specifically list public libraries as an organization type they fund. The Foundation Center publishes *The Foundation Directory*, which provides information on how to access foundations, their giving preferences, and their history.

**Summary of Peer Library Parameters.** Table 6.0 presents several public library benchmarks the Consultants used to gauge VCL's standing compared to peer group averages. VCL is behind the curve on each of these important parameters.

**Table 6.0** (this table only appears in the Executive Summary)

Victorville City Library – Peer Parameters for Key per Capita Metrics

<i>FY2017/2018 per capita metrics</i>	<i>aspirational peers</i>	<i>Inland Libraries</i>	<i>Single Facility</i>	<i>Victorville City Library</i>
Square feet	0.46	0.49	0.26	0.06
Income	\$45.67	\$31.03	\$20.62	\$7.21
Expenditures	\$42.14	\$27.67	\$19.19	\$5.61
Print collection items	1.56	2.54	0.99	0.54
Collection use	5.67	4.04	3.38	0.92
Library Visits	3.18	3.20	1.97	1.31



## Section 7: Summary of Needs

This Section summarizes findings organized along similar areas of VCL operations as was documented in Section Six:

- Library Customers & Potential Customers.
- Library Facilities.
- Library Technology.
- Library Collections.
- Library Services & Programs.
- Library Staffing.
- Library Funding.

### Library Customers & Potential Customers

Statistics and traits of Library users and non-users residing in Victorville indicate areas of need that the Victorville City Library can potentially fill, including but not limited to:

- Almost 93% of Cardholders reside in six ZIP Codes, with 72% living in the three ZIP Codes 92392, 92394, and 92395. These cardholders total 26,482 people – 21.6% of Victorville's population.
- Only 33% of Victorville residents are VCL registered cardholders.
- 74.5% of VCL Cardholders live within a 14-minute drive of the current VCL location.
- VCL users frequent other public libraries in the Victor Valley – especially Hesperia and Apple Valley, often cited because those two facilities are larger and most recently updated.
- Victorville is younger than the average community in California or the U.S. with 31.4% of the population under the age of 19, and 89.7% of the population under age 65.
- 54.1% of the population is Hispanic, and a language other than English is spoken in 34.8% of Victorville homes.
- Almost 21% of residents over age 25 have not earned a High School diploma, and 87.3% have not earned a college degree.
- Just over 55% of people living in Victorville age 16 and up are employed, and the average commute to work is five minutes more than the California average each way, each day – totaling over 2 million extra hours of commuting time each year for Victorville residents – hours that could be spent better in Victorville.
- Victorville's median household income is \$20,000 less than the California average, and almost \$10,000 less than the national average.
- Lower incomes contribute to the fact that 22.8% of persons and 30% of children in Victorville live below the poverty line. The percentages of children living in poverty by race are:
  - African-American 32%
  - Spanish-speaking 25%
  - Asian 15%
  - White 14%

**Customer & Community Opinions.** The Consultants heard that for many Victorville residents, literacy is very important. Three library services with a literacy bent – Adult & Teen Literacy, Early Childhood Literacy, and Computer & Information Literacy rated the highest in surveys. The next closest rating was for Business and Career Information – the number one choice for Spanish language respondents.

## **Library Facilities**

Victorville City Library's location, building, and infrastructure conditions that warrant consideration include:

- Many State Libraries in the U.S. have set 0.60 to 1.00 square feet per capita as a minimum standard for their public libraries. VCL has 0.06 square feet per capita – 8,229 square feet in total.
- The significant shortfall in space prohibits VCL staff from meeting current community needs.
- Gathering spaces are needed, such as a Multi-Purpose Meeting Room, Group Study Rooms of two or three sizes, a Story Time Room, and an outdoor amphitheater.
- Two neighboring libraries have approximately 20,000 square feet of space, both newer than VCL, making them attractive alternatives.
- There are significant overlaps in the geographic coverage by neighboring library service areas, based on projected 14-minute drive-time service areas for each, with few gaps in service existing.
- The existing Library location has limitations – little land for building expansion, perception of being in a bad neighborhood, difficult to access from west Victorville, etc.
- Consultant assessment of the current physical plant shows a need to invest at least \$816,571 to bring the building infrastructure up to modern public library standards, in addition to the cost to add space to the 8,229 square foot building.
- The City of Victorville estimates it might cost \$600,000 or more to remedy the Circle Drive roadway problems that inhibit vehicular access to the Library.
- If VCL relocates, land and/or shell space for future expansion to meet long-term growth will be needed.

## **Library Technology**

VCL currently employs most of the basic technologies that other public libraries offer and that customers expect to find there, but not the full complement that other public libraries have. Many library customers expect to find technology at the Library equal to or better than what they have at both home and work, prompting needs such as:

- Proven technologies supporting customer self-service to improve the customer experience, such as radio frequency identification (RFID) tags added to all collection items for inventory control and to support the use of self-check-out stations; smartphone self-check-out, printing, and payment apps; laptop dispensers for loaning computers to customers; and secure lockers for customers to pick-up and return borrowed items after business hours.
- Widely-used technologies that automate and/or improve staff workflow would allow VCL to reallocate personnel to public service positions. These include RFID, self-check, automated materials handling systems (AMHS) to sort borrowed items upon their return, and an automated room reservation system similar to the existing computer reservation system currently in use at VCL.
- Audio- and video-recording space, equipment, and software.

## **Library Collections**

Because borrowing books remains the primary reason most people use the public library, maintaining a healthy collection is a primary VCL concern, which should consider:

- Existing shelving for collections at the Victorville City Library is beyond capacity. Library staff has initiated the process of selecting older items for removal from the collection – an ongoing exercise.
- User-friendly housing of collections is needed, with reachable shelves, wider aisles, and tilted bottom shelves to fully comply with ADA while implementing retail sector practices to merchandise new books and circulate more inventory.
- Data mining techniques similar to retail consumer marketing efforts should be employed for selecting new items.

- The Spanish language collection numbers about 2,000 items in all formats – less than 4% of the total collection – and should be expanded to meet the needs of the community.
- VCL could consider building special circulating collections – the Library of Things – such as cake pans or DIY tools that respond to community interests, as other public libraries have done.

### **Library Services & Programs**

Trying to be ‘all things to all people’ is not a sustainable business model for any public library. However, with additional space, VCL can address a wide array of community needs, including:

- There is a need to reinforce Children’s Services to maintain VCL’s current customer base. Better education leads to higher wage-earning potential.
- Passport services have proven to be beneficial. Additional space and staff would allow the Library to book more appointments and generate more revenue.
- Multicultural services are limited so more cultural diversity is needed to serve the full spectrum of Victorville residents. Because of the lack of space, VCL could embark on an increased community presence through outreach services.
- With a larger Library, opportunities to promote programs and offer a venue for hosting events are possible. VCL can be a hub of the community, partnering with institutions to connect people with helpful services.
- Space and services for Teens and Tweens are very limited and need to be bolstered significantly.
- More locally-owned businesses are needed to keep jobs and income in Victorville. Additional small business support is needed to incubate more local businesses.
- Job skills and career services are limited, so computer literacy/employment training is needed for all ages.

### **Library Staffing**

A well-trained staff with a wide range of capabilities is an important tool in public library service delivery. Specific needs include:

- Existing staff levels should be maintained and employees trained to meet future community needs.
- Both the total number of full-time equivalent (FTE) staff and the number of Librarians with Masters Degrees in Library and Information Science on staff at VCL are below average.
- There is a need for specialized capabilities for Children’s, Teens/Tweens, and Spanish language services. Three of 17 total individuals on the VCL staff speak Spanish and work with the public. No current personnel specialize in serving youth.
- Procuring additional technology could improve VCL operations for staff and the public. With a full range of automation technology, it is probable VCL could operate a larger building without a proportional staff increase.

### **Library Funding**

The City of Victorville would be well-served to cultivate a strategy for funding immediate and ongoing Library improvements with confidence that people overwhelmingly think it is important to support their Library with their tax dollars. Specific needs that could ensure a better quality of life for residents include:

- Over 99% of VCL funds that come from government entities are provided by the City of Victorville, while nationally, less than 93% of public library funding comes from local government. Due to the COVID-19 pandemic, significant Federal dollars for library funding have been appropriated and are available to VCL.
- Funding from a variety of sources will be needed to support expanded VCL services.
- The Friends of the Victorville Library contribute to the VCL bottom line, as do Passport Services.
- Many public libraries are supported by foundations created and operated to support their local library.



## Section 8: Recommendations

The recommendations included in this Section of the Report are organized as follows:

- Aligning Library Goals with City Goals.
- Facilities Recommendations.
- Services and Programs Recommendations.
- Staffing Recommendations.
- Collections Recommendations.
- Technology Recommendations.
- Funding Recommendations.

### Aligning Library Goals with City Goals

Almost every one of the City Council's Goals and Strategies have a potential Library contribution. Here, the Consultants recommend how VCL might address many of Council's priorities, highlighted in **green text**.

- Goal A. Financial Sustainability: **Invest in cost-saving technologies that will result in customer service improvements and allow staff more time for interaction with Library customers.**
- Goal B. Public Safety: **Consider a partnership between the Library, City Police, and City Recreation to staff Teen/Tween Services after school, for homework help, physical fitness activities, etc.**
- Goal C. Community & Economic Development: **Design Library resources to emphasize early childhood education, digital offerings, job skills training, and business mentoring for existing and start-up businesses.**
- Goal D. Reduce Homelessness: **Bolster communications between the Homelessness Solutions Coordinator and Library staff to ensure VCL supports efforts of the Homelessness Solutions Taskforce and providing relevant information to homeless Library customers.**
- Goal E. Invest in Infrastructure: **One result of this Library Master Plan is a phased, multi-year Capital Improvement Program (CIP), with initial activities to program and design Library improvements.**
- Goal F. Communication & Outreach: **Design pop-up activities the Library can participate in to expand its outreach services.**
- Goal G. Organizational Effectiveness & Sustainability: **With accredited Master's Degree programs for Librarians in Los Angeles, San Jose, and online, VCL should establish internships as a way to develop homegrown, multicultural Librarians.**

### Facilities Recommendations

The Consultants recommend the City of Victorville moves toward a goal of providing 0.50 square feet per capita of Library space until the year 2040. Based on the 20-year population projection of 142,548 residents in Victorville, a new modern Library of over 70,000 square feet would be required to meet the 0.50 square feet per capita goal.

As the means to provide a significant amount of additional Library space, the Consultants analyzed a number of Library system facility configurations to determine the best approach to serving Victorville, including:

- A Single Building Option, operating one new, much larger Library, centrally located within the city.
- A Two Building Option, retaining the existing Victorville City Library and adding a new Central Library located west of Interstate 15.
- Multiple Building Options, operating three or more Libraries, including the current location.

The approach deemed most viable is the Single Building Option, as it can be the most operationally efficient scenario. Any alternative of two or more libraries creates resource redundancy – in staff, collections, and facilities – all requiring additional annual expenditures. As such, a Single Building Option is the most sustainable alternative and is in line with the City's Strategic Plan goals.



**Capital Cost Estimates, by Location.** As part of the process, the Consultants analyzed total project costs required to implement several alternatives, some for comparison purposes even if they were deemed not viable. Capital cost options, reflected in year 2021 dollars, are recapitulated in Table 8.1.

**Table 8.1**

Victorville City Library Master Plan – Capital Project Costs for Library Options

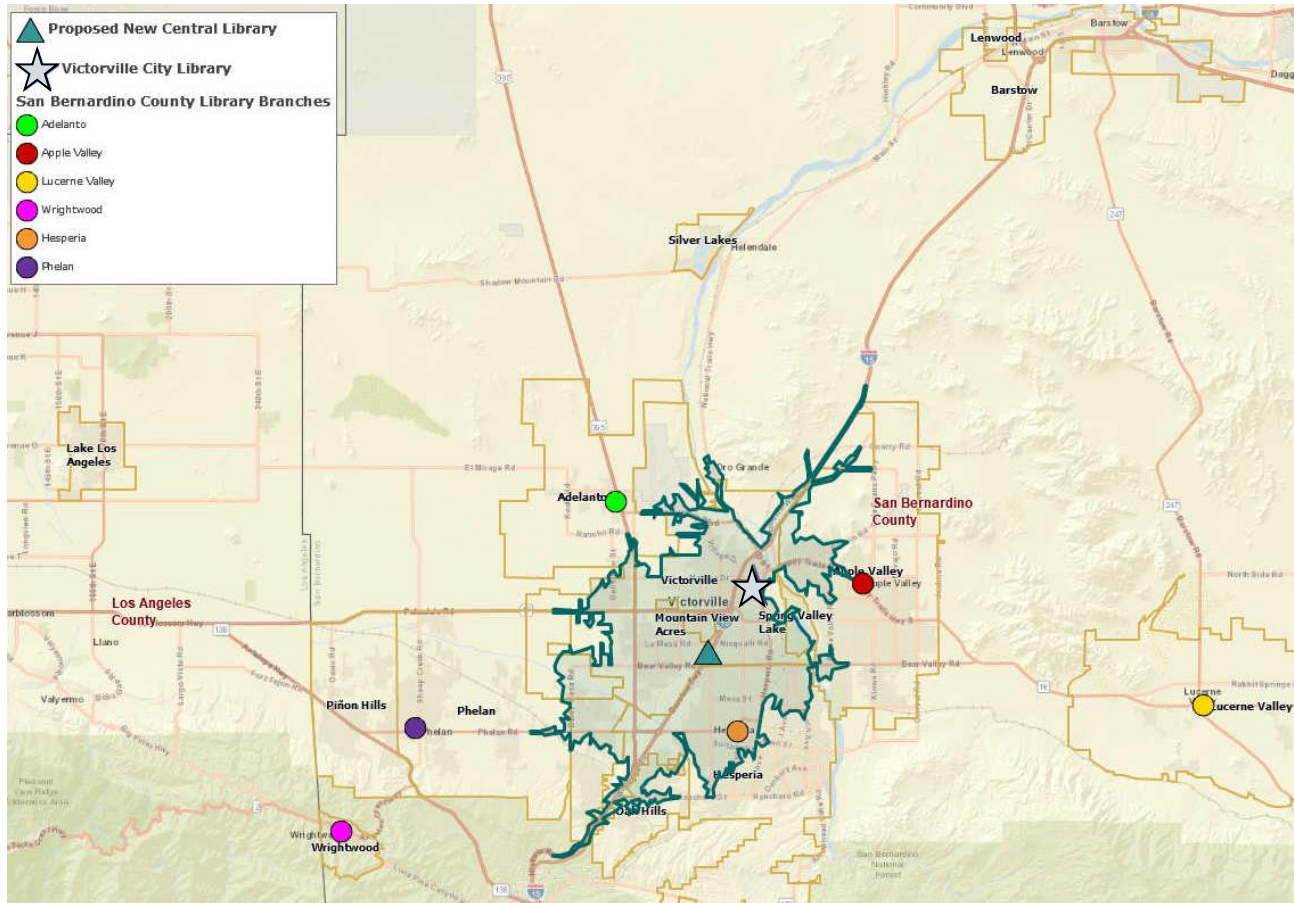
<i>option</i>	<i>NASF*</i>	<i>BGSF**</i>	<i>efficiency</i>	<i>project cost</i>	<i>cost/SF</i>
City Library Renovation Option	7,242	8,229	88.0%	\$2,475,138	\$300.78
City Library Expansion Option	22,995	28,229	81.5%	\$15,020,169	\$532.08
Interim Library Lease Option	21,250	25,000	85.0%	\$6,817,820	\$272.71
New 35,000 Square Foot Option	29,750	35,000	85.0%	\$21,971,569	\$627.76
New 73,200 Square Foot Option	58,560	73,200	80.0%	\$43,534,841	\$594.74
Future Expansion of the 35,000 Square Foot Library to 73,200	28,810	38,200	75.4%	\$22,345,546	\$584.96

**Notes:** \*NASF = net assignable square feet. \*\*BGSF = building gross square feet.

**Central Library Location.** One potential location for a new Central Library is depicted in Figure 8.1, delineating the coverage of the Victorville city limits assuming a 14-minute drive time.

**Figure 8.1.**

Victorville City Library – One Potential Drive-Time Service Area for a New Central Library



**Additional Facilities Recommendations.** In addition to the primary facilities recommendations and library space and site planning guidelines in Appendices 2.1 through 2.5, the Consultants also recommend:

- Design all new Libraries to have large, open, barrier-free spaces, adaptable to future change with limited walls and doors, high ceilings, abundant natural light, and moveable furniture and equipment (F&E).
- Consider a Library kiosk at the current VCL location once the Library has relocated to a larger space – and at Victor Valley Mall, located in the mall entrance adjacent to Barnes & Noble, a potential kiosk sponsor.

### Services & Programs Recommendations

The Consultants recommend VCL strengthen its ongoing commitment to education and life-long learning via reinforcement of existing and new services:

- Improve services to youth via the 15 specifics detailed in Section 8 of the Library Master Plan Report.
- Add multilingual resources, including 17 near-term multicultural services specified in Section 8.
- Plan for an expansion of programs and services to meet future goals in a new Central Library.
- Support workforce development in Victorville through collections, classes, and partnerships with existing like-minded entities.
- Develop in-house services in support of entrepreneurship and small businesses and with partners.

### Staffing Recommendations

Additional Library space will require additional people to operate, though not a proportional increase, as outlined in detail in Section 8 of the complete Library Master Plan Report:

- Hire additional personnel at key positions. Appendix 8.2 includes detail on recommended staffing levels.
- Reorganize to accommodate the additional positions.
- Outsource the processing of new collection items as currently performed by Technical Services staff so items are delivered shelf-ready, thereby freeing up personnel to move into Public Services positions.

### Collections Recommendations

Based on occupying a new facility, some of these are applicable for the existing facility as noted:

- Address overcrowded shelving as part of ongoing Library collection development and maintenance procedures.
- Implement ADA-compliant, user-friendly housing of collections, with reachable shelves and wide aisles, applying a *less is more* approach to shelving.
- Leverage radio frequency identification technology by adding RFID tags to all collection items.
- Plan for an opening day collection comprised of a percentage of new items based on need, adjusting the capital funding line item estimates for collections in Appendix 8.1 accordingly.
- Model customer service practices along the lines of retail sector strategies by arranging collections in common genre classifications used in bookstores.
- Employ data mining techniques like those used for retail consumer marketing efforts to assist in selecting and acquiring new collection items, designing new services, and in facility space planning.
- Respond to local community interests by building circulating collections of items such as cake pans, fishing rods, bike locks, and/or automotive tools.

### Technology Recommendations

Most technology improvements will be moveable from an Interim Library to a new Central Library, such as:

- Update the VCL Technology Plan to reflect all adopted recommendations, as well as technology improvements supported by City of Victorville staff.
- Invest in self-check equipment and software, including a smartphone self-check app.
- Invest in automated materials handling systems (AMHS) equipment that automates the sorting process of books and media returned to the Library.
- Offer multiple payment options to customers for library and technology services.

- Provide laptops, tablets, and/or iPads for lending.
- Lend portable chargers for use with customer devices in-house.
- Employ a meeting room reservation system.
- Ensure complete Wi-Fi coverage in all locations.
- Provide two- to three-person collaborative computer stations.
- Install high-end software on select computers to support small business owners and job skills training.
- Provide state-of-the-market audio-video technology at all gathering spaces.
- Distribute public access catalog (PAC) computers with touch screen technology throughout the Library – near service points and on end panels of shelving ranges housing collections.
- Provide lending lockers or other amenities for unstaffed 24-hour customer service.
- Install electronic/digital signage on the exterior and interior of new Libraries.

### Funding Recommendations

Budget for the Victorville City Library that trends toward being in line with Victorville peers:

- Establish near- to mid-term goals for VCL expenditures per capita to reach \$17.72, based on the year 2024 population estimate of 127,247, up from the FY2020/2021 budget of \$8.52 per capita.
- Increase the Library budget of \$1,089,278 for FY2020/2021 to \$2,254,870 by FY2024 as VCL adds staff to move into a new Central Library by no later than 2026.
- Immediately seek available Federal funding from COVID-19 relief monies for public libraries and potentially from the Build American's Libraries Act (pending Senate Bill 127), for expenditures such as:
  - Funds to complete the acquisition of the property near City Hall as a site of a new Central Library.
  - Funds to prepare a detailed Building Program Statement for the new Central Library.
  - Funds to hold a Community Design Charrette to yield computer modeling of the new Library – highly useful for passage of a capital improvements bond issue and a private-sector fundraising campaign.
- Investigate other sources for funding Capital Improvements – traditional and non-traditional – such as grants, crowd-sourcing, naming rights, advertising, etc.
- Form a Victorville City Library Foundation as a 501(c)(3) entity to raise money exclusively for the Library.

**Operational Cost Estimate.** The proposed FY2024 Library budget of \$2.25 million includes all operational costs for the last year of operating VCL in 20,000+ square feet of leased space, as well as the opening day staff for a new Central Library, based on a goal of hiring needed staff so all personnel are fully trained ahead of the grand opening. See Section 9: Implementation Plan for specific timing of new personnel hires.



## Section 9: Implementation Plan

In this Section, the Consultants prioritize VCL recommendations for consideration by the City of Victorville. The dominating need of the Victorville City Library is to have more space. The recommended solution is to lease retail space as an interim location while planning, design, and funding for a new Central Library are assembled. The fastest timeline to achieve a significant increase in space would be to occupy the Interim City Library in 2022 under a five-year lease agreement, then move to a new Central Library by 2026 or 2027 – to act quickly to improve library service and to reduce capital costs due to inflation.

### Near-Term Priority Recommendations: Years 2021 to 2023

These near-term actions are a combination of urgent priorities, long lead-time projects, and/or opportunities to show early success and build momentum for the Library and its Master Plan. They include:

- As a critical long lead time item, commission a Building Program Statement for space to be leased as the Interim City Library, with an eye toward the decisions that are also applicable to the new Central Library.
- Fill all vacant and recommended new positions, stressing specialized, multilingual, and cultural skills.

- To address currently unserved and underserved communities while focusing on early childhood education, establish an Outreach Services Plan to be implemented when staffing levels are at full strength.
- Streamline collection processing through the purchase of shelf ready materials from established vendors in order to get books in the hands of customers more quickly and shift some staff to public service.
- To facilitate easier browsing and increase collection circulation and turnover, continue weeding the collections and incorporate wider aisles and lower shelves in the Interim City Library.
- Cultivate philanthropy in locales with the capacity to give and generate support for the Library by forming a 501(C)(3) Library Foundation, with an initial task to raise capital funds for the new Central Library.
- As a means to promote the good work of VCL and its staff, begin to develop a Marketing Plan that will be rolled-out once staffing, facilities, programs, and services are all in place to deliver new offerings.

Objectives for each VCL operational category are coded in priority sequence over the following pages.

### **Administration Near-Term**

- A1 to A3** Meet with Library staff, City staff, and CSAC about the new Library Master Plan so that all are aware of the data and familiar with Report findings. Staff support is vital to the success of new strategies.
- A4** Meet with the Friends of the Library (FOL) about the Master Plan and priority funding resources they might be interested in providing, such as 1) books or stipends for outreach to families with newborns; 2) materials for a Homework Center; and/or 3) potential technology upgrades.
- A5** Develop a Marketing Plan via collaboration by Library staff and the City's Public Information Office.
- A6** Develop a methodology for acquiring customer comments about the successes or failures of VCL programs and services, as judged by the participants.
- A7** Identify achievements of the Implementation Plan and the status of Library Master Plan recommendations.
- A8** Tell the Library story and collect public comments via a city-wide effort using all media and languages.
- A9** Assess the status of Plans for Staffing, Collection Development, and Technology. Make changes, additions, and incorporate new ideas. Inform all stakeholders.
- A10** Update the Implementation Plan as necessary. Incorporate changes, suggestions, and ideas from Library staff, City employees, CSAC members, the FOL, and the community.

### **Facilities Near-Term**

- F1** Begin planning the Interim Library by commissioning a Building Program Statement for leased space.
- F2** Form a Teen Advisory Board to assist with planning and design of Teen space, programs, and services.
- F3** Consider immediate library service expansion via Library kiosks in Old Town or Victor Valley Mall.
- F4** Identify long-term capital projects including the new Central Library and renovating the City Library.

### **Collections Near-Term**

- C1** Update the Collection Development Plan to reallocate the Book Budget toward new priorities of Spanish language, Teen resources, and Early Childhood priorities, and a potential Library of Things.
- C2** Outsource technical processing through the purchase of shelf-ready materials from established vendors.
- C3** Procure new industry-standard shelving for the Interim Library based on Library Master Plan guidelines.

### **Technology Near-Term**

- T1** Update the Technology Plan, meeting with technology vendors to negotiate new contracts, as needed.
- T2** Implement RFID following vendor contract negotiations, purchasing tags and equipment.
- T3** Implement improvements to technology upon relocating to the Interim Library. Purchase new equipment with capital funds, including but not limited to: 1) self-check equipment and software; 2) automated materials handling system; 3) lending laptops, tablets, and hot spots; 4) lending lockers for after-hours pick-up; 5) digital signage; and 6) collaborative computer stations.

### Customer Base Near-Term

- CB1** Inform residents about upcoming plans for new programs and services using all forms of media.
- CB2** Discuss a plan with local public schools to provide all Third Grade students library cards at the beginning of each school year. Consider issuing cards to all public and private school students via Library field trips.

### Staffing Near-Term

- S1** Develop a Staffing Plan to assess personnel talent, assets, impediments, potential reassignments, and public service/professional interests. Budget for professional development activities for all staff.
- S2** Staff to full strength by filling any vacant and recommended new positions, stressing age-specific expertise for youth and multilingual and cultural skills ahead of the move to a leased Interim City Library.

### Programs & Services Near-Term

- PS1** Focus on Early Childhood Education in-library and through an Outreach Services Plan to address unserved and underserved neighborhoods – implemented when staffing levels are at full strength.
- PS2** Establish an afterschool Homework Center with dedicated space in the Interim City Library.
- PS3** Establish a target list of potential service partnerships with entities such as County government, businesses, Chambers of Commerce, School District liaisons, and/or supporters of STREAM curriculum.
- PS4** Establish coding and robotics programs for youth at the Library with tech experts providing consultation.

### Budgeting & Funding Near-Term

- BF1** Develop a two-year Budget Plan for future needs, including technology improvements and staffing increases, while prioritizing use of Measure P funds.
- BF2** Implement changes in budget allocation toward Spanish language, Early Childhood, and Teen priorities.
- BF3** Identify and pursue additional funding sources: 1) request Victorville's two U.S. House of Representatives members help appropriate Federal funds intended public libraries to Victorville per COVID-19 relief and other legislation; 2) identify potential grants VCL would be well positioned to receive for new facilities and technology; and 3) consider non-traditional means of private-sector fundraising.
- BF4** Plan a new and improved Friends of the Library Bookstore for the Interim Library.
- BF5** Form a Library Foundation to financially support the Library through a non-profit 501-C-3 organization.

### Mid-Term Priority Recommendations: Years 2023 to 2025

The Consultants recommend these considerations by the Victorville City Library and the City of Victorville. These actions are largely in preparation for moving into the new Central Library.

### Administration Mid-Term

- A11** Refine an outcomes methodology to track VCL's performance trends in meeting goals via public feedback.

### Staffing Mid-Term

- S3** Establish an Internship Program to develop homegrown multicultural Librarians via accredited Master's Degree programs in Library Science.
- S4** Continue to staff up for the Central Library by filling all recommended positions ahead of the move, stressing multilingual and cultural skills.

### Facilities Mid-Term

- F4** Plan and design the Central Library based on a Building Program Statement and Design Charrette. Building a city-wide vision for the new Victorville City Library will also build anticipation – and support.
- F5** Consider long-term capital projects such as renovating the City Library for a Friends of the Library headquarters.



### Collections Mid-Term

- C4** Consider common bookstore genre classifications for non-fiction items in the Interim Library, as a pilot project prior to moving to the new Central Library.

### Technology Mid-Term

- T4** Continually update the Technology Plan, identifying resources, costs, budgets, and improvement areas.
- T5** Plan for improvements to technology by using pilot project data from the Interim Library to recommend purchases for the new Central Library.

### Programs & Services Mid-Term

- PS5** Continue to cultivate service partnerships as the needs of the community and existing partners evolve.
- PS6** Develop a response for the homeless in the Library in coordination with City resources and policies.
- PS7** Create a Small Business Center in the Interim Library.
- PS8** Create a Workforce Development Center in the Interim Library.
- PS9** Develop a Digital Arts Lab in collaboration with a local tech company or Victor Valley College.
- PS10** Explore an Artist-in-Residence program in partnership with the California Arts Council.

### Customer Base Mid-Term

- CB3** Inform residents about new programs and services using all forms of media.

### Budgeting & Funding Mid-Term

- BF6** Refine the two-year Budget Plan for continued service enhancements and future priorities.

### Long-Term Priority Recommendations: Years 2025 to 2030

By this juncture, the Master Plan will have shown its value for VCL. Introduce new offerings two months after the opening of the new Central Library to ensure all stakeholders and the public are informed about VCL – cultivating supporters and maintaining momentum for the new Central Library's first year.

### Administration Long-Term

- A12** Codify methodologies for determining VCL's performance in satisfying customer expectations via outcomes.

### Customer Base Long-Term

- CB4** Maintain an ongoing dialogue with residents to gain feedback on customer satisfaction regarding Library-provided programs and services – as a means for measuring outcomes while marketing VCL.

### Technology Long-Term

- T6** Update the Technology Plan through review of technology resources and areas for improvement.
- T7** Plan for relocation of technologies from the Interim to the new Central Library. Purchase recommended new equipment, including: 1) a meeting room reservation system; 2) collaborative computers with high-end software; 3) audio-video capabilities in all gathering spaces; and 4) update VCL's mobile Library app.

### Facilities Long-Term

- F6** Design and construct the new Central Library to include an outdoor teaching garden and amphitheater designed to host festivals – in addition to the amenities prescribed by the Library Master Plan and Building Program Statement.
- F7** Incorporate improvements to the Interim Library Makerspace into the new Central Library. Consider multiple spaces each geared to different tools and technologies.

**Staffing Long-Term**

**S5** Finalize staffing for the Central Library by filling all new positions ahead of the move, stressing multilingual skills.

**Programs & Services Long-Term**

**PS11** Seek a collaboration for an annual Victorville film festival held at the Central Library.

**PS12** Compile Local History & Archives, with video-histories of local residents of all ages and their stories.

**PS13** Collaborate with local restaurants and chefs on programs on history and stories about foods and their cultural origins – with areas for meals in the Library.

**PS14** Develop new programs with customers' input as more people are attracted to the new Central Library.

**Collections Long-Term**

**C5** Procure evidence-based collection selection software to help select materials in all formats.

**Budgeting & Funding Long-Term**

**BF6** Refine the two-year Budget Plan based on evolving City and community priorities, and trends in library service.

**BF7** Plan office space in the new Central Library for paid Library Foundation staff and volunteers.

**Capital Project Funding**

Here, the Consultants recap the primary facilities recommendations for VCL originally detailed in Section 8 but with cost escalation due to price inflation. Table 9.1 contains data originally presented in Section 8, escalated for inflation to the mid-point of construction.

**New Central Library.** The ultimate recommendation is to replace the Old Town Library with a new 73,200 square foot, two-story Central Library. The approximate cost is estimated to escalate to \$49.7 million by FY2025/6, assuming no site acquisition costs are required. The minimum lead time for this project would be approximately three years – one year for programming and design and two years for construction. Variations in the numbers in Table 9.1 compared to those in Section 8 are based on the specific timelines cited in this Section for bringing each project on line. Consultant estimates capture probable total project costs.

**Old Town Library.** A consideration for extending the life of the current Library is to retool it into a Friends of the Library administrative headquarters, a Library kiosk location, a youth activities and homework center, or another Library purpose – likely requiring additional investment to acquire and repair the private road leading to the property. Costs for retrofitting the current Library in 2023 would escalate to at least \$870,509.

**Table 9.1**

Victorville City Library Master Plan – Escalated Capital Project Costs

<i>option</i>	<i>NASF</i>	<i>BGSF</i>	<i>efficiency</i>	<i>project cost</i>	<i>cost/SF</i>
Interim Library <sup>1</sup>	21,250	25,000	85.0%	\$6,920,087	\$276.80
Central Library <sup>2</sup>	58,560	73,200	80.0%	\$49,715,892	\$679.18
SUBTOTAL				\$56,635,979	
Old Town Library <sup>3</sup>	7,242	8,229	88.0%	\$870,509	\$105.79
TOTAL				\$57,506,488	

**Notes:** <sup>1</sup> Lease finish-out project costs escalated to the time of building occupancy in 2022.

<sup>2</sup> New construction project costs escalated to the mid-point of construction in 2025.

<sup>3</sup> Building retrofit costs escalated to the earliest possible time of building occupancy in 2023.