



Library Strategic Plan and Facilities Master Plan

Item # 4
RTC # 26-16610

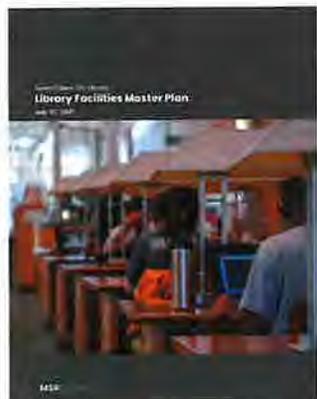
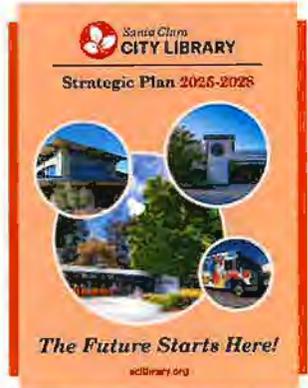
February 10, 2026

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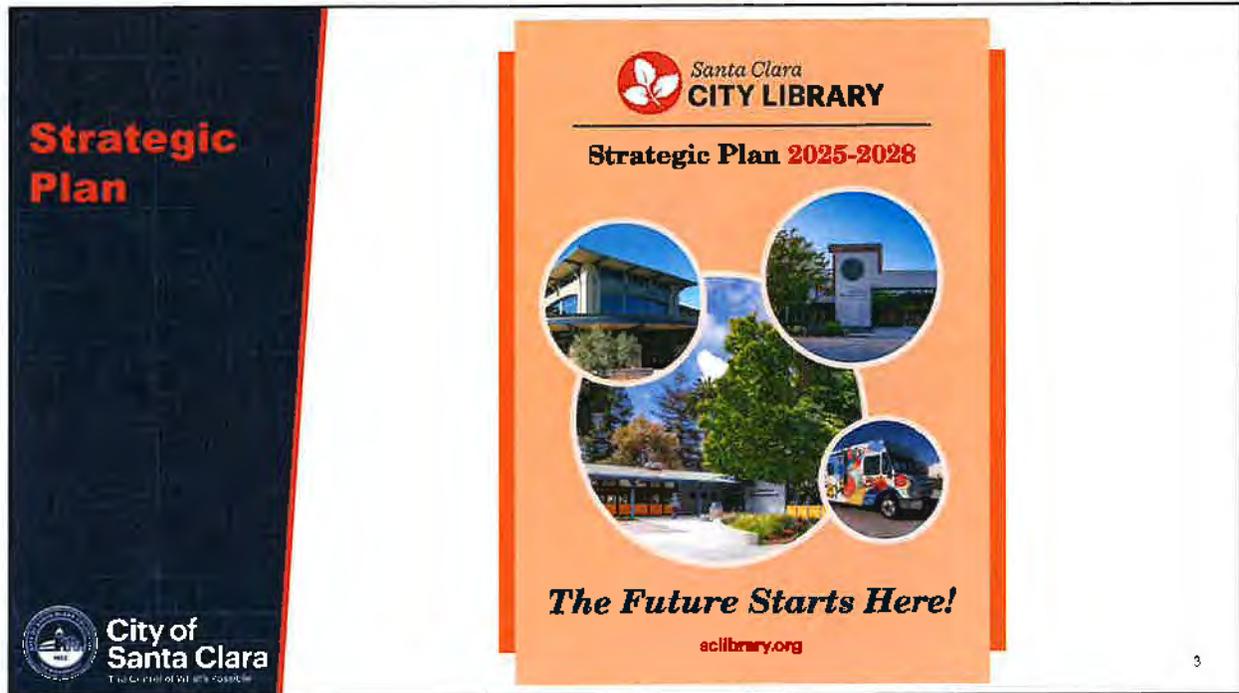
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Library Strategic Plan and Facilities Master Plan



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 **City of Santa Clara**
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Library Strategic Plan

- 3-year Strategic Plan: 2025-2028

Mission

Enhance lives and strengthen our diverse communities by providing the best in information, cultural and technical enrichment, a wide range of programs and services, and opportunities to achieve dreams.

Vision

Discover what's possible

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Based on data and community engagement

- Organizational priorities and objectives were developed from
 - Community survey with 1,543 responses in 5 languages (1.2% of Santa Clara population)
 - Demographic data
 - Focus groups (13) and interviews (19) representing organizations, stakeholders and individuals from diverse local communities
 - Strengths, Opportunities, Aspirations, and Results (SOAR) analysis and meetings with Board and staff
 - All Staff surveys
 - National and local library best practices and trends analysis

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Key points from data analysis and community engagement

- High satisfaction with staff and services
- Desire for greater access to library spaces
- Need for greater awareness of services
- Desire for library to represent diverse cultures and languages in the community
- Interest in innovative technology and digital literacy
- Library as a community resource, a place to connect to community, social and civic services, life needs related to career, immigration, housing, health and parenting

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Organizational Priorities

- **Priority Group #1: Increasing Community Connection**
 - External partnerships
 - Fundraising
 - Marketing and public relations
- **Priority Group #2: Improving Capacity**
 - Organizational structure
 - Policies
 - Volunteer and staff development
- **Priority Group #3: Building a stronger today for a better tomorrow**
 - Operational efficiencies
 - Measurement and evaluation
 - Library Facilities
 - Technology

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Priority #1: Increasing Community Connection

- **External partnerships**
 - Actively seek and strengthen partnerships with schools, organizations and institutions to expand service to library users.
- **Fundraising**
 - Partner with the Santa Clara Board of Library Trustees and the Santa Clara City Library Foundation and Friends to support and enhance library services.
- **Marketing and public relations**
 - Promote library services through a variety of print, electronic, and media opportunities.

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Priority #2: Improving Capacity

- **Organizational structure**
 - Establish and maintain an organizational structure that supports the Library’s service priorities.
- **Policies**
 - Operate within a policy framework that reflects the Library’s values and promotes effective and efficient service delivery.
- **Volunteer and staff development**
 - Expand recruitment, training, and deployment of volunteers and staff that provide and support quality customer service for all library users.

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Priority #3: Building a stronger today for a better tomorrow

- **Operational efficiencies**
 - Utilize technologies and processes that improve access to information, enhance customer service, and maximize efficient service delivery.
- **Measurement and evaluation**
 - Incorporate measurement and evaluation into operational practices.
- **Library Facilities**
 - Provide and maintain safe and attractive facilities and plans for the future.
- **Technology**
 - Deploy technology that enables library users to easily access information, collections and services, and enables staff to effectively and efficiently perform their assigned tasks.

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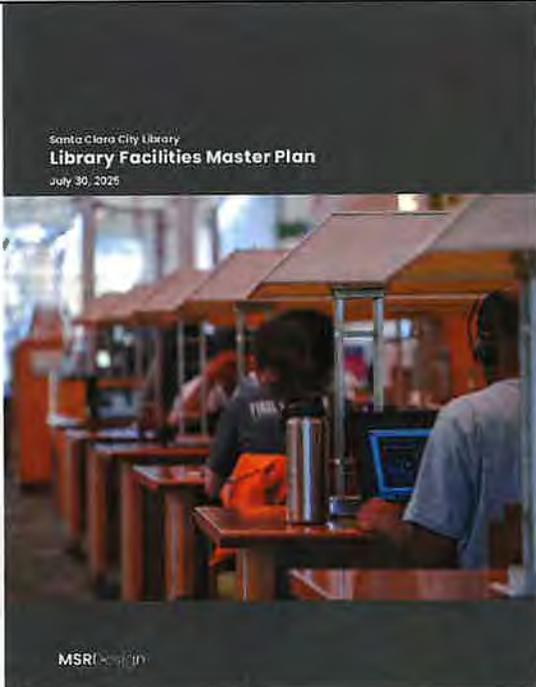
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Next Steps for Strategic Plan

- Library has developed specific, actionable initiatives, included in the Strategic Plan
- Next steps are reviewing plan with staff and developing processes to monitor and report on progress
- Future goals to establish regular community surveys, annual report, and refresh plan regularly

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Facilities Master Plan

Santa Clara City Library
Library Facilities Master Plan
July 30, 2025

MSRdesign



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Library Facilities Master Plan

- 20-year Facilities Master Plan: 2025-2045
- Includes:
 - Property condition assessments and recommendations for all existing Library facilities, as well as long-term needs to accommodate growth
 - Estimated pricing and funding strategies
 - Recommended uexus language to update Library section in General Plan

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Based on data and community engagement

- Recommendations developed from
 - Community engagement at the Library, Art & Wine Festival 2024, and Comic Con 2024, with over 620 participants in 4 languages
 - Demographic data
 - Staff and stakeholder engagement and surveys
 - National and local library best practices and trends analysis, peer library data
 - Facility and service reviews and observations

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Key points from data analysis and community engagement

- Community feedback shows a desire for
 - More meeting rooms, gathering and study spaces
 - More access to technology
 - Materials and services in all languages
- Demographic data shows
 - 68% non-white population
 - 56% speak language other than English at home
 - Over 95% of the community have computers at home

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Service and Population

| | | | | | | | | | | | | | | |
|---|--|---------------|-----------|---------------------|-------------|----------------------------|------------|-------------------------|----|--------------------------------|--------|----------------------------------|----|---|
| <p>MISSION BRANCH LIBRARY In 2045, Mission Branch service area should have 17,518sf.</p> <p>As a site-challenged building, Mission Branch is currently, and will continue to be, undersized for the population served. However, a modest addition and its proximity to Central Park Library alleviates the undersizing issue. This will be discussed in the recommendations section.</p> | <table border="0"> <tr><td>Current SQ FT</td><td style="text-align: right;">7,770 sf</td></tr> <tr><td>Current pop served</td><td style="text-align: right;">18,548 ppl*</td></tr> <tr><td>Projected 2045 pop served:</td><td style="text-align: right;">23,567 ppl</td></tr> <tr><td>Existing Sq ft / capita</td><td style="text-align: right;">42</td></tr> <tr><td>Historic guideline SF / capita</td><td style="text-align: right;">6 - 65</td></tr> <tr><td>21st Century library SF / capita</td><td style="text-align: right;">75</td></tr> </table> | Current SQ FT | 7,770 sf | Current pop served | 18,548 ppl* | Projected 2045 pop served: | 23,567 ppl | Existing Sq ft / capita | 42 | Historic guideline SF / capita | 6 - 65 | 21st Century library SF / capita | 75 |  |
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| Existing Sq ft / capita | 42 | | | | | | | | | | | | | |
| Historic guideline SF / capita | 6 - 65 | | | | | | | | | | | | | |
| 21st Century library SF / capita | 75 | | | | | | | | | | | | | |
| <p>NORTHSIDE BRANCH LIBRARY Northside Branch area is projected to double by 2045. To accommodate this growth Northside Branch service area should have 39,345 sf</p> <p>Northside Branch is currently sized well for its service population, but will quickly be undersized.</p> | <table border="0"> <tr><td>Current SQ FT</td><td style="text-align: right;">17,355 sf</td></tr> <tr><td>Current pop served:</td><td style="text-align: right;">24,404 ppl*</td></tr> <tr><td>Projected pop served</td><td style="text-align: right;">48,480 ppl</td></tr> <tr><td>Current Sq ft / capita</td><td style="text-align: right;">71</td></tr> <tr><td>Historic guideline SF / capita</td><td style="text-align: right;">6 - 65</td></tr> <tr><td>21st Century library SF / capita</td><td style="text-align: right;">75</td></tr> </table> | Current SQ FT | 17,355 sf | Current pop served: | 24,404 ppl* | Projected pop served | 48,480 ppl | Current Sq ft / capita | 71 | Historic guideline SF / capita | 6 - 65 | 21st Century library SF / capita | 75 | |
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| 21st Century library SF / capita | 75 | | | | | | | | | | | | | |
| <p>CENTRAL PARK LIBRARY In 2045, Central Park Library service area should have 89,660 sf. However, administration and other main library functions are housed here, requiring more square footage</p> <p>Central Park Library is currently rightsized and will remain so with projected population growth.</p> | <table border="0"> <tr><td>Current SQ FT</td><td style="text-align: right;">80,000 sf</td></tr> <tr><td>Current pop served:</td><td style="text-align: right;">89,626 ppl*</td></tr> <tr><td>Projected pop served</td><td style="text-align: right;">92,734 ppl</td></tr> <tr><td>Current Sq ft / capita</td><td style="text-align: right;">42</td></tr> <tr><td>Historic guideline SF / capita</td><td style="text-align: right;">6 - 65</td></tr> <tr><td>21st Century library SF / capita</td><td style="text-align: right;">75</td></tr> </table> | Current SQ FT | 80,000 sf | Current pop served: | 89,626 ppl* | Projected pop served | 92,734 ppl | Current Sq ft / capita | 42 | Historic guideline SF / capita | 6 - 65 | 21st Century library SF / capita | 75 | |
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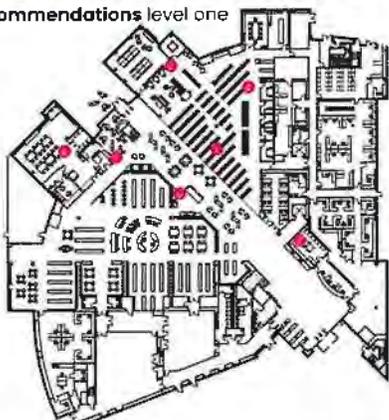
Recommendations: Central Park Library 1

Recommendations level one

Central Park Library Modernization / Renovation 51052833

- Construction Project Cost: \$9,307,760
- FTE: 5010 C01
- Additional Building Needs: \$1,058,537

Minimum additional staffing 6 FTE
Annual cost: \$745,348



1. **Collection**
large print
media
new books
periodicals
2. **International Hub**
community living room
area for learning/groups
expanded collection
3. **Library of Things storage**
move office to back of house
move business center to atrium niche
4. **Meetings/study rooms**
move fiction collection upstairs
5. **Business Center**
printers in niche
collaboration table
6. **Maker Space**
podcast room
activity area and storage
green screen
7. **Enhanced Cafe**
demonstration kitchen accessible from
maker space and cafe zone

Additional recommendations to be included in design planning:

8. Expand Library Café service out to the Park
9. Renovate public restrooms

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Recommendations: Central Park Library 2

Recommendations level two



1. **Santa Clara Pavilion**
larger entry
enhanced genealogy, local history
meeting space / workroom
2. **Community Pavilion**
lounge area
collaboration area
3. **Business Pavilion**
w/ meeting rooms and coworking space
4. **Focus / study Pavilion**
5. **Foundation Offices** move to back of house
use existing space for public
6. **Genealogy Workroom** move to back of house
use existing for public
7. **Read Santa Clara Literacy Center**
public facing
private meeting room
offices in staff area
8. **Relocated Teen Zone**
viewable from service desk
can be used for others when not used by teens
shared service desk with adult collection
9. **Reduced collection of adult fiction and non fiction**
for better access to meeting room and
collaboration space

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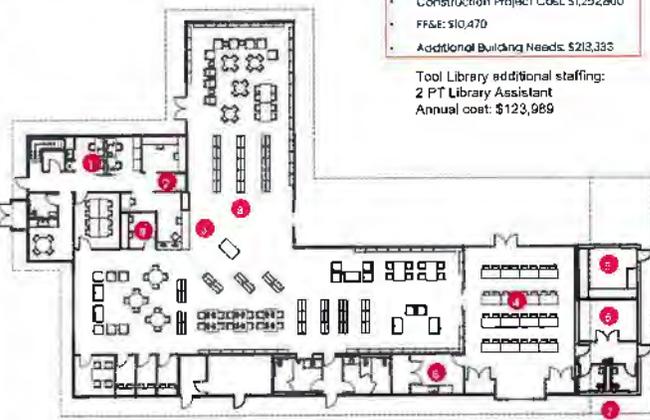
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Recommendations: Mission Branch Library

Mission Branch Addition: \$1,476,603

- Construction Project Cost: \$1,252,800
- FFSE: \$10,470
- Additional Building Needs: \$213,333

Tool Library additional staffing:
2 PT Library Assistant
Annual cost: \$123,989



1. Rework staff area improve workflow. Remove the sink to allow for more counter space and storage
2. Install privacy pod in this alcove (non add) which can be used for lactation, private phone calls, or decompression time.
3. Ensure accessible service desk and provide barrier between public and staff.
4. Allow after hours access to community room by replacing doors and security access.
5. Provide tool lending library with overhead garage door access to park side. Provide dedicated parking to allow ease of use.
6. Provide enlarged storage room for community room. This allows existing community room kitchen to function as intended.
7. Add restrooms that serve for after hours access to community room and for park users. Provide door security to allow access to either or both.
8. Move self checks to streamline service and space, improve usability. Provide iPads that function as OPACs on ends of shelving to free up floor space for other functions.
9. Meeting room that is currently occupied by Read Santa Clara

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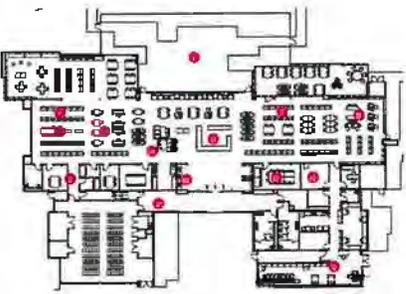


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Recommendations: Northside Branch Library

Northside Branch Modernization / Renovation: \$1083,993

- Construction Project Cost: \$792,450
- FFSE: \$56,200
- Additional Building Needs: \$235,332



1. Better use of outdoor space
 - community gardens
 - shade
 - tables and chairs
2. After hours access to program room
 - security controls
 - after hours restrooms existing
3. More quiet space/rooms
4. No reduction of collection, would like growth
5. Ease compressed staff space
 - more efficient AHM layout
 - add collaboration space
 - more staff desk area and storage
 - smaller staff bathroom
6. Modify service desk for better storage of Library of Things.
7. Adjust shelving to allow for better connection to daylight/views
8. Replace 4-person tables that get used by 1 person with independent seating in lounge & booth style.
9. Shift shelving north (no reduction) for better sightlines; add browsing benches and table for puzzles/tabletop games (tween)
10. Open collaboration spaces.
11. More variety in adult lounge furnishings
12. Right-size meeting room for room width.
13. Additional space becomes study room or staff room.
14. Move self-checks and business center activities to the existing niches.

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Recommendations: Northwest Branch

- A new branch of 18,000-20,000 sf should be added to the Northwest area of the city to accommodate planned development.
 - Currently Northside Branch Library serving a population of 24,404
 - The projected population in North Santa Clara is expected to increase to 48,460 by 2045 based on permit applications, doubling service population
- New branch should provide hands-on learning and 21st century programming akin to that provided at Central Park Library, albeit at a smaller scale. Provide patrons places to meet and study, collection, community gathering spaces with after hours access, connection to shaded green space and learning gardens, maker space, and children's and teen spaces.
- Joint use space (ex: with Parks and Recreation, or gym), expansion of existing space or incorporating into development project would be more efficient use of city funds.

Northwest Branch \$37,277,200

- Construction Project Cost: \$36,277,200
- FF&F: \$1,000,000

Minimum staffing **11 FTE**
Annual cost: \$1,495,809



Residential Building Permit Heat Map
Based on CSC Development project story maps

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Recommendations: Station Area Plan

- Shared or leased tenant space ~6,000 sf
- Recommended for estimated 6,750 service population and activate high-transit, high-use corridor.
- Provide curated collection, patron holds, hands-on learning area, and small meeting room and study spaces.
- Other alternative small implementation models being explored in partnership with Parks & Recreation include kiosk and self-service models.

Station Area Satellite Branch \$4,507,550

- Construction Project Cost: \$4,202,550
- FF&F: \$300,000

Minimum staffing **6 FTE**
Annual cost: \$817,546

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Funding Strategies

- Measure I
 - Facilities Master Plan recommendations for Mission and Northside Branches
 - At Central, Measure I funding to be utilized for public restrooms renovation and access control to facilitate after-hours use of Community Rooms
 - Design planning for all three current locations
 - Not enough to do all Central recommendations
- Northwest Potential funding strategies:
 - Explore public-private partnerships and launch a capital campaign with philanthropic funding; Mixed-use development and generate ongoing revenue; Joint use with Parks & Recreation and other departments; Evaluate Bond options, incorporating philanthropic approach.
- Station Area Plan
 - Leased space or kiosk; Explore opportunities for partnership with developer to fund construction; Explore philanthropic support for innovative service models.
- Philanthropic support
 - Santa Clara City Library Foundation and Friends
- City support through General Plan

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General Plan Updates

- The current General Plan includes only very brief language referencing the Library

Current Library Language in General Plan

5.9.2 Schools and Community Facilities Goals and Policies

Libraries

Existing libraries in Santa Clara are the Central Park Library, the main library located on Homestead Road and the Mission Library Family Reading Center located in the historic core of the City. The Central Park Library is 84,000 square feet and was reconstructed and expanded in 2004. With more than 1.6 million visitors per year, and over 8,000 people per day using the library, the facility is able to include the reading volume of people and activities; features include group study and large community rooms, a computer training classroom, specialty and local history collections, and an extensive collection of materials for educational and recreational use. The Mission Library Family Reading Center, located on Louisa Street at Main Street is a full-service library facility including Read's into Clara, the adult and family literacy programs of the Santa Clara City Library.

In addition to existing facilities, a 15,000 square foot Northside Branch Library was approved for development in Alvarado. The design phase is scheduled to begin in 2010. Land has been set aside for this project.

Additional library facilities may be needed to meet the demand from the addition of approximately 33,000 new residents anticipated as a result of the General Plan. Given that the large Central Park Library facility is located in the southern portion of the City, it is relatively close to, and could serve, anticipated new development along El Camino Real, Homestead Road, Niles Boulevard and Stevens Creek Boulevard. New library facilities may also be needed to serve the anticipated development in the northern portion of the City. This will need to be evaluated as part of the comprehensive planning process for new residential development in the Future Focus Areas.

The Library Facilities Master Plan includes a section with language related to the Library, recommended for inclusion in the next revision of the City of Santa Clara General Plan. This language has been reviewed and coordinated by the Community Development Department, and is provided for Council consideration for the next appropriate opportunity to update the General Plan.

5.9.2-P1 Periodically evaluate library services and facilities in order to respond to changing community demands.

5.9.2-P3 Provide library services that are accessible and of adequate size to serve community residents, particularly for Future Focus Areas, north of the Caltrain corridor.

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Next Steps for Facilities Master Plan

- The Library Facilities Master Plan is well-timed to inform use of Measure I funds.
- Recommendations are not prescriptive. Library is working in coordination with CMO and Finance to prioritize recommendations, funding and timing strategies. This may include fundraising through the Santa Clara City Library Foundation and Friends.
- Language to update Library sections in City General Plan is included and ready for CMO and Council to review at the appropriate time.
- Detailed Property Condition Assessments are available to inform maintenance recommendations, to be coordinated with Public Works and Finance for ongoing maintenance.

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