

## SECTION SIX: RECOMMENDATIONS & IMPLEMENTATION

### Overriding Principles for Recommendations

As input to the Fort Worth Library (FWL) Comprehensive Plan, Godfrey's Associates, Inc. summarizes the basis of our facilities recommendations:

1. Maintain continuous library service in each City Council district.
2. Target under-performing branch libraries for replacement, consolidation, combining with other service organizations and/or City of Fort Worth functions, off-loading to other City of Fort Worth needs, or closure.
3. Locate interim, temporary, alternative and/or new facilities per the general recommendations of Buxton Company, updated as needed for all Phases. Specific sites will not be named, pending acquisition by the City of Fort Worth.
4. Implement temporary and/or interim library service models that test pilot programs for future consideration when appropriate.
5. Rename libraries slated for relocation and/or consolidation and change as a marketing strategy to emphasize the "new" Fort Worth Library. See Appendix Six for additional information concerning marketing of FWL.
6. Use some savings from closures, consolidation of locations, and/or off-loading to pay for, in priority order:
  - a. Extended hours of service;
  - b. Technology improvements;
  - c. Other library service delivery improvements; and
  - d. To return some savings to the City.

See Appendix Six for additional information concerning extended hours of service.

7. Information technology improvements, in priority order, include:
  - a. Additional public use and staff computers;
  - b. RFID;

- c. Self-check; and
- d. Automated materials handling system (AMHS).

8. Phase One = FY 2010 through FY 2011.
9. Phase Two = FY 2012 through FY 2015.
10. Phase Three = FY 2016 through FY 2020.
11. Budget for the design of interim/temporary/alternative facilities in Phase One.
12. Budget for the construction and operation of interim/temporary/alternative facilities in Phase Two.
13. Begin to identify potential sites for future full-service facilities in Phase One.
14. Budget for design of future full-service facilities in Phase Two.
15. Budget for the construction of future full-service facilities in Phase Two.
16. Budget for the operation of future full-service facilities in Phases Two and Three.
17. Effective FY2011, begin to expand the service hours at the Central Library and other libraries.
18. Effective FY2010, initiate planning for implementing the BISAC shelving arrangement in all libraries, excluding the Local History, Genealogy, and Archives unit at the Central Library. See Appendix Six for additional information concerning merchandising of library collections.

### Facility Recommendations

For the purposes of the FWL Facilities Plan, Godfrey's Associates summarizes our recommendations by facility. Facilities are grouped into categories below, depending upon the ultimate disposition of the building by or before FY2020:

- Retain, as is, or with internal modifications;
- Expand in-place;
- Close, with the building available to be repurposed;
- New library facilities; and
- Libraries requiring other action.

Most, if not all FWL facilities will experience some degree of reprogramming as a result of the FWL Comprehensive Plan. A brief explanation of the Phase-by-Phase evolution of each building is included below, as appropriate.

**Facilities to be Retained.** Five libraries are recommended to be retained in their current locations through FY2020 – the Central Library, two Community Libraries, two Neighborhood Libraries. In some cases, these facilities are adequate as is. Most, however, require interior modifications and/or infrastructure upgrades.

Therefore, Godfrey’s recommends that the City of Fort Worth budget for these buildings to have its infrastructure upgraded to modern library standards, unless otherwise noted, using the preliminary costs estimated by the consultant team. The new Northwest Library needs no infrastructure upgrades. Phasing of service implementation, as well as funding limitations, may dictate the phasing of the upgrades. Godfrey’s has made preliminary projections of these costs, in some cases assigning them as capital costs if they are not recognized as ongoing building maintenance to be performed by T/PW. Costs to upgrade facility infrastructure are exclusive of other physical recommendations made by Godfrey’s.

- **Central Library.** Implement the conclusions from the design charrette starting with Phase One, funded primarily with sweat equity, to achieve the reprogramming of the Lower and Plaza Levels. Phase Two should include full implementation of Architectural/ Engineering (A/E) designs for the Lower and Plaza Levels per the design charrette. Phase Three should include full implementation of A/E designs for all Levels per the charrette. Realization of this Phase adds 59,000 BGSF to the FWL system. The cost estimated to upgrade facility infrastructure and furniture is \$6,309,568. See Appendix Five for a discussion of the charrette process, outcome, and a list of community participants.

- **East Community Library.** Discontinue use of the term “regional.” Effective FY2011, downsize the public service space of the library to approximately 17,500 BGSF and reconfigure the remaining space to accommodate: 1) a 25-seat computer lab; 2) other Fort Worth Library support services; and/or 3) other City of Fort Worth services. All changes should be effective by FY2012. Cost to upgrade facility infrastructure: \$451,490. The recommended 25-seat computer lab would require approximately 1,200 net assignable square feet (NASF). The lab should be state-of-the-art. It will serve as the primary training facility for FWL staff, as well as for public computer classes. When not in use for classes it should be open for general public use according to FWL policies.
- **New Northwest Neighborhood Library.** Open as planned in September of 2010, with radio frequency identification (RFID) and automated materials handling systems technology fully operational. Expand hours to 56 by 2011.
- **Shamlee Neighborhood Library.** Effective FY2011, develop a marketing plan designed to increase usage of this branch library. Implement the plan by FY2012. Make greater use of the meeting room for both branch library and system-wide programming, effective FY2010. Cost to upgrade facility infrastructure is estimated at \$71,676, which includes some urgent, fire-safety issues.
- **Southwest Community Library.** Discontinue use of the term “regional.” Expand hours of service, timed to coincide with changes to the Wedgwood Library outlined below. Reconfigure the interior to expand staff workroom space, improve the drive-up book drop, and add drive-in service to improve service delivery and reduce demand for on-site parking. By closing the south entrance, a badly needed expansion of the staff workroom can be realized. Cost to upgrade facility infrastructure and furniture, exclusive of interior modifications, would be \$588,438.

**Facilities to be Expanded In-Place.** The next three libraries are candidates to be expanded on their current sites, either because of ample land, the location has been identified as prime by the Customer Analytics Consultant, or both. Each of these buildings is a sound structure that could be cost-effectively modified and/or upgraded to modern building standards.

- **East Berry Neighborhood Library.** Retain for now as is. Increase the service hours to 56 concurrent with changes to the Meadowbrook Library outlined below. Make only needed life safety system improvements. In Phase Two, temporarily relocate the East Berry Library to the East Berry/New York Avenue lease space in preparation for expanding the existing facility into a Community Library of 20,000 BGSF, with increased parking. The existence of a crawl space under most of this facility will allow for upgrading the infrastructure. The \$375,067 in upgrade costs would be folded into capital expenditures for expansion.
- **Ridglea Neighborhood Library.** Immediately reprogram this facility to be more of a Best Sellers Library, redesigning the interior public spaces using existing furniture, fixtures, and equipment (FF&E). Make only needed life safety system improvements. Initiate a search for a new leased space, for co-location of the Ridglea Library with other City services in Phase Two. Occupy 20,000 BGSF of new library space during Phase Three. If a suitable nearby lease location cannot be found, consider razing the building in favor of reconstructing a new 20,000 square foot Library over the existing site, elevated above surface parking covering the majority of the property. Cost to upgrade facility infrastructure and furniture is estimated to be \$527,543, which would be folded into capital expenditures for reconstruction or lease space, if either option were implemented.
- **Summerglenn Community Library.** Acquire, via lease or purchase, a very large, vacant building in close proximity to the current library, effective no later than FY2012. Re-locate

the library to 25,000 BGSF of that space, co-located with other City services and/or retail tenants. Pending acquisition of the referenced property, this facility should remain as is with no meaningful capital investments in the building itself. Increase the service hours to 56 in FY2012, and to 64 when the relocation is completed. If relocation is not feasible, expand the building on-site to 25,000 BGSF effective no later than FY2014. Either relocation or expansion would allow the City to forgo the cost of \$181,741 to upgrade facility infrastructure.

**Facilities to be Closed & Re-purposed.** The next six libraries are candidates to be re-purposed, either for other City services or sold to the private sector. With the possible exception of Seminary South, each of these buildings is a sound structure that could be cost-effectively modified and/or upgraded to modern building standards, at an approximate total cost of \$1.5 million (total for all six facilities). Godfrey's recommends these facilities cease being libraries no later than FY2020.

- **Diamond Hill/Jarvis Neighborhood Library.** Retain as a neighborhood library for now. Make only needed life safety system improvements and reprogram interior spaces using existing furniture and equipment. Initiate a search for leased space to accommodate a consolidation of the Northside Library (see below) and Diamond Hill/Jarvis into a new Community Library of 25,000 BGSF in Phase Three, in a location in the vicinity of NE 28<sup>th</sup> and North Main Streets, designated as the new North Main Community Library for the purposes of this report. Close the Diamond Hill/Jarvis Library by FY2017. Relocation will allow the City to forgo the cost of \$313,743 to upgrade facility infrastructure.
- **Meadowbrook Neighborhood Library.** Close this Library effective FY2011. See East Berry (above) and the new Lancaster/Oakland Express Library (below) about replacement library services for this location. Closure will forgo the cost of \$238,831 to upgrade facility infrastructure.

- **Northside Neighborhood Library.** Reprogram this library to include an After School Center effective FY2011. Make only needed life safety improvements. By Phase Three, consolidate this branch with Diamond Hill/Jarvis into a new 25,000 BGSF North Main Community Library (see below). Close the Northside Library by FY2017. Relocation will allow the City to forgo the cost of \$416,353 to upgrade facility infrastructure. The existence of a crawl space under the floor of most of this facility would allow for good access in upgrading the infrastructure, making the Northside building an excellent candidate for adaptation to other City services.
- **Riverside Neighborhood Library.** Retain as a neighborhood library for now. Increase the service hours to 56 per week by FY2013. Relocate the library to a leased space of 20,000 to 25,000 BGSF within an area, based upon Buxton Company data. The City might be able to forgo the cost of \$254,768 to upgrade facility infrastructure if a suitable lease space could be made ready by FY2018.
- **Seminary South Neighborhood Library.** Relocate this library to Le Gran Plaza shopping mall, effective FY2011. Consider co-location with other City services currently located in the mall, but only if 25,000 BGSF of adjacent space for this new Community Library is available. Relocation will allow the City to forgo the cost of \$305,174 to upgrade facility infrastructure. All of the existing FF&E should be moved to partially furnish and equip the larger facility in the mall.
- **Wedgwood Neighborhood Library.** Effective FY2012, initiate a search for a site to accommodate a 25,000 BGSF replacement facility a few miles south of the present location, in the vicinity of McCart Avenue and Sycamore School Road. This new full-service library is to become operational in Phase Two, designated as the new South Community Library for the purposes of this report. Close this Wedgwood Library effective FY2015. Closure will forgo the cost of \$302,091 to

upgrade facility infrastructure. Reassign 2.00 FTE staff to the Southwest Community Library for additional service hours.<sup>1</sup>

When a Library is to be closed, any existing furniture and equipment not used to partially outfit a new facility should be stored in a safe, dry, humidity and temperature-controlled environment for later use as needed. If the City does not wish to use the building for other City services, the property should be sold and returned to the tax rolls.

**New Library Facilities.** Godfrey's recommends the five full-service libraries listed below be deployed, either in existing leased or acquired space, or as new stand-alone, City-owned libraries. These locations are either full-service libraries, or alternative models, as follows:

#### **Full-Service Libraries in Lease Space**

- The new Seminary South Community Library to be opened in 2011, replacing and upgrading the existing Seminary South Neighborhood Library, with a net increase of 18,000 BGSF to the FWL system.
- The new North Main Community Library to be opened by 2018, consolidating the existing Northside and Diamond Hill/Jarvis Neighborhood branches, and adding +/-10,000 BGSF to the FWL system.
- The new Riverside Community Library to be opened by 2018, replacing and upgrading the existing Riverside Neighborhood Library, with a net increase of 8,000 to 14,000 BGSF to the FWL system.

<sup>1</sup> Buxton Company data shows considerable crossover usage between many branch libraries, including Wedgwood and Southwest Regional. Extended hours at Southwest Regional will aid Wedgwood customers.

**Full-Service Libraries in New Construction**

- A new South Community Library to be opened by 2015, replacing the existing Wedgwood branch, and adding 20,000 BGSF to the FWL system.
- A new Far North Community Library, also to be opened by 2015, adding 25,000 BGSF to the FWL system. Begin the site acquisition process in FY2010, if this 25,000 BGSF Community Library is to open in Phase Two. Godfrey's Associates recommends requiring a location further north than the Customer Analytics Consultant recommendation, inasmuch as projections by their model only extend to 2015 and future growth will continue northward. A joint-use facility might be considered along the lines of the Omaha, Nebraska project cited in Appendix Two, Alternative Models.

**Alternative Libraries.** FWL should implement "Express" Libraries in areas of the City that Buxton Company data suggests are underserved. The first facility should open in 2011, with locations coming on-line as demand dictates and/or funding permits. See Sections Two and Five for more information.

- **New Lancaster/Oakland Express Library.** Lease 2,500 square feet of space in the vicinity of E Lancaster Avenue and Oakland Boulevard by 2011, to replace Meadowbrook.
- **New Camp Bowie/Montgomery Express Library.** Finish-out 2,500 square feet of space, possibly collocated with a Museum, in the vicinity of Camp Bowie and Montgomery Street by 2011.
- **New Eighth & Robert Express Library.** Lease 2,500 square feet of space in the vicinity of Eighth Avenue and Robert Street by 2016.
- **New East Berry/New York Express Library.** Pending the level of success of the new Seminary South Library at Le Gran Plaza and the expansion of the East Berry Library, lease space in the vicinity of East Berry Street and New York Avenue to reach underserved customers.

- **New Camp Bowie/Las Vegas Express Library.** Lease 2,500 square feet of space in the vicinity of Camp Bowie Boulevard and Las Vegas Trail by 2015.
- **New Bryant Irvin/Oakmont Express Library.** Lease 2,500 square feet of space in the vicinity of Bryant Irvin Road and Oakmont Boulevard by 2016.
- **Summer Creek Rail Station Vending Outlet.** As a high pedestrian traffic location identified as being no closer than three miles to an existing library, Godfrey's believes experimenting with a vending library should be considered.

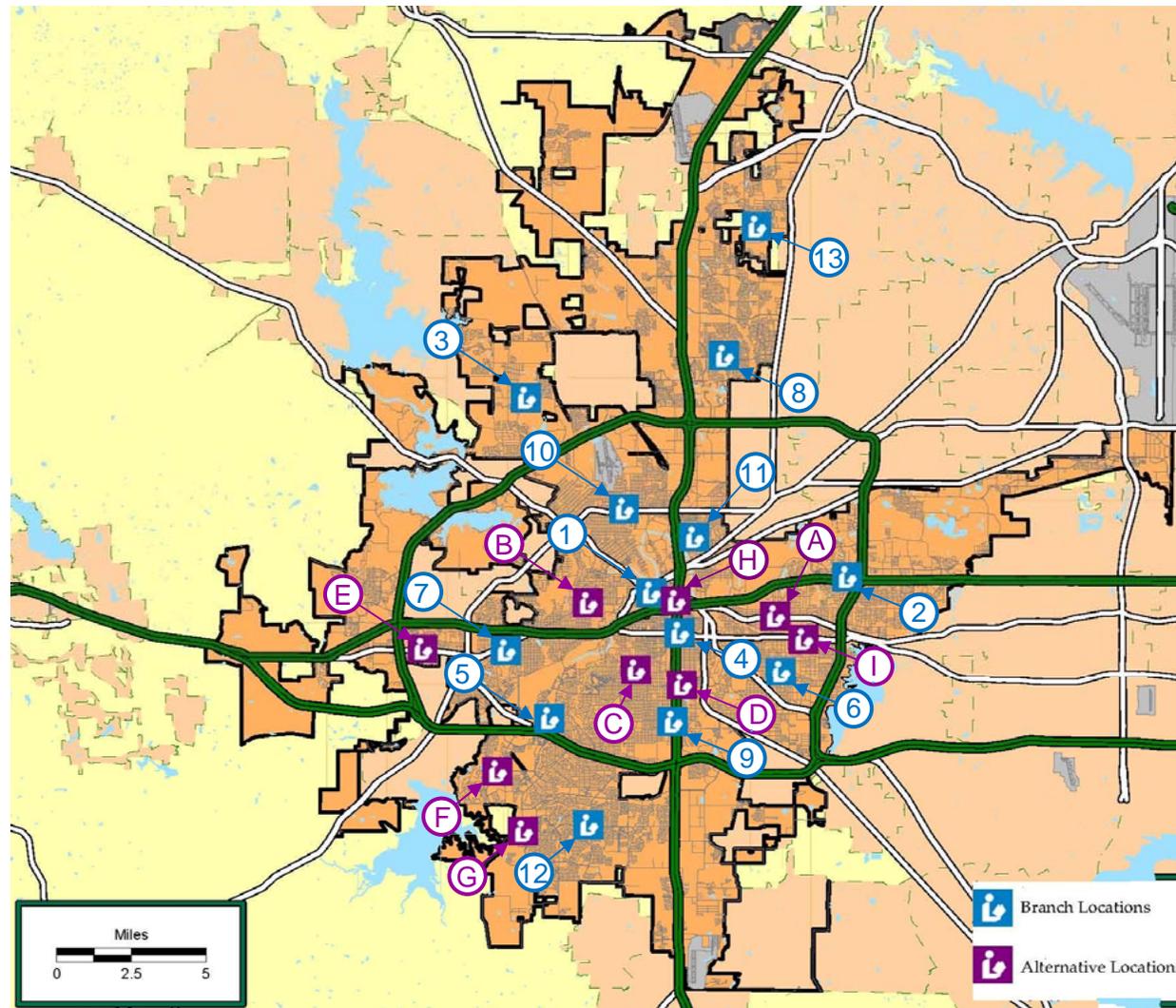
**Supermarket Libraries.** If feasible, consider implementing Express Libraries in supermarkets located in the areas of the City that Buxton Company data suggests are underserved. First, FWL must find a grocery store chain interested in housing a library. Second, a supermarket must be located near the location prescribed. Next, FWL must negotiate an agreement for space. The potential advantage of this concept for FWL is the prospect of a free lease. See Section Two: Alternative Library Facility Models of this report for more information.

**Facilities Requiring Other Actions.** Godfrey's Associates recommends the two libraries listed below operate at a 20-hour per week schedule effective FY2011 with the savings used for FWL technology improvements.

- **BOLD,** Butler Outreach Library Division.
- **COOL,** Cavile Outreach Opportunity Library.

**In Summary.** Godfrey's recommends an expanded and improved FWL system of 22 facilities that become operational no later than FY2020. The number of library facilities includes 13 full-service locations and nine potential Alternative Libraries, specifically six potential Express Libraries, one Vending Outlet, and reprogrammed BOLD and COOL Libraries.

**SECTION SIX: RECOMMENDATIONS & IMPLEMENTATION**



**Library Facility Location Recommendations**

**Full-Service Libraries:**

1. Central
2. East Community
3. Northwest Neighborhood
4. Shamlee Neighborhood
5. Southwest Community
6. East Berry Neighborhood
7. Ridglea Neighborhood
8. Summerglenn Community
9. Seminary South Community
10. North Main Community
11. Riverside Community
12. South Community
13. Far North Community

**Express Libraries:**

- A. Lancaster/Oakland
- B. Camp Bowie/Montgomery
- C. Eighth & Robert
- D. East Berry/New York
- E. Camp Bowie/Las Vegas
- F. Bryant Irvin/Oakmont

**Vending Outlets:**

- G. Summer Creek Rail Station

**Outreach Libraries:**

- H. BOLD.
- I. COOL.

Godfrey's recommended Fort Worth Library System of facilities. Map provided by Buxton Company

## TECHNOLOGY RECOMMENDATIONS

In order to improve operational efficiency and/or meet Texas State Library (TSL) standards, Godfrey's Associates summarizes these information technology recommendations:

1. Add public use computers to reach TSL Enhanced Level by end of Phase Two.
2. Add public use computers to reach TSL Comprehensive Level by end of Phase Three.
3. Initiate aggressive collection de-selection (weeding) project effective FY2010 in order to insure that items no longer needed will not be mistakenly RFID tagged (see 4 below).
4. Continue, or start, adding RFID tags effective FY2010 in following facility order:
  - Southwest Community Library;
  - Summerglen Neighborhood Library;
  - Recommended Central Library "Popular Library; and
  - All new acquisitions for all facilities.
5. Tag all materials with RFID by the end of FY2018.
6. As a specific library has 75 percent of its collection with RFID tags, begin to install self-check equipment with e-commerce capabilities. The number of self-check stations per building should be a minimum of two, maximum of five.
7. Initiate planning for adding Automated Materials Handling Systems (AMHS) in the following facility order:
  - Southwest Library;
  - Central Library (proposed "Popular Library" first); and
  - Expanded, or New, Summerglen Library.
8. All facilities within the FWL system to have AMHS equipment by end of Phase Three.

## SYSTEM-WIDE RECOMMENDATIONS

In order to improve operational efficiency, Godfrey's Associates recommends the following:

1. Effective FY2011, develop a system-wide marketing and merchandising plan. See Appendix Six. Initiate implementation effective FY2012.
2. Effective FY2011, initiate dialog with the appropriate City of Fort Worth office(s) to develop a strategy that can be implemented for tasteful and informational exterior signage at all FWL library facilities. This is a sub-set of the system-wide marketing and merchandising plan recommendation.
3. Effective FY2013, begin implementation of the signage strategy.
4. Adopt the standards/guidelines contained in the Facilities Plan for:
  - Space Planning;
  - Parking; and
  - Site Selection/Evaluation.
5. Continue to utilize and update the Buxton Company data to assist in monitoring progress of overall implementation of the Comprehensive Plan, making adjustments as needed.
6. Put closed library buildings up for sale or for consideration in housing other City functions.
7. Initiate dialog with the appropriate City of Fort Worth office(s) to develop a strategies to provide non-library City service at FWL library facilities.

## IMPLEMENTATION TIMELINE

### Phase One, 2010 & 2011

A summary of the major objectives of the *Library Facilities Plan* to be achieved in Phase One include:

<b>Open</b>	New Lancaster/Oakland Express Library (2011) New Camp Bowie/Montgomery Express Library (2011) New Summer Creek Station Vending Outlet
<b>Close</b>	Meadowbrook Neighborhood Library
<b>Reconfigure</b>	Lower Level, Central Library Plaza Level, Central Library East Community Library Northside Neighborhood Library
<b>Extend Hours</b>	East Berry Neighborhood Library Northwest Neighborhood Library
<b>Reduce Hours</b>	Northside BOLD COOL

Due to economic factors leading to budget challenges, the objectives in this Phase have been limited to tasks that require little or no funding. As a result, several of the improvements to the Central Library originally planned for Phase One would be delayed until Phase Two.

It is important to note that savings generated from library closures and reduction in hours should be redirected to the near-term technology improvements that will ultimately generate additional savings for FWL in the near future. The long-term result of the *Library Facilities Plan* should be improved library service at a more efficient operational cost over current levels, yielding annual savings for the City of Fort Worth.

### Phase Two, 2012 thru 2015

The major objectives to be achieved in Phase Two include:

<b>Open</b>	New Seminary South Community Library (2012) New Ridglea Community Library (2014) Expanded Summerglenn Community Library (2015) New South Community Library (2015) New Far North Community Library (2015) New Camp Bowie/Las Vegas Express Library (2015) New East Berry/New York Express Library (2015)
<b>Close</b>	Seminary South Neighborhood Library Ridglea Neighborhood Library East Berry Neighborhood Library for expansion Summerglenn Neighborhood Library Wedgwood Neighborhood Library
<b>Reconfigure</b>	Lower Level, Central Library Plaza Level, Central Library East Community Library Southwest Community Library
<b>Extend Hours</b>	Central Library East Community Library Riverside Neighborhood Library Shamblee Neighborhood Library Southwest Community Library Summerglenn Neighborhood Library New Seminary South Community Library

The significant number of capital projects slated for Phase Two strongly suggests that a Library bond campaign be employed, as it appears doubtful the City of Fort Worth could or would afford all of the planned library system improvements from their General Fund.

### Phase Three, 2016 thru 2020

The major objectives of the *Library Facilities Plan* to be achieved in Phase Three include:

<b>Open</b>	New Eighth & Robert Express Library (2016) New Bryant Irvin/Oakmont Express Library (2016) Expanded East Berry Community Library (2017) New North Main Community Library (2017) New Riverside Community Library (2018)
<b>Close</b>	Diamond Hill/Jarvis Neighborhood Library Northside Neighborhood Library Riverside Neighborhood Library
<b>Reconfigure</b>	Lower Level, Central Library Expand Plaza Level, Central Library Expand into Upper Level, Central Library
<b>Extend Hours</b>	Central Library

At the completion of Phase Three, the Fort Worth Library should be operating facilities that are more efficient **and** that serve a higher percentage of citizens than does the current library system. As is the case in many municipalities across the United States, better public library services translates into a better quality of life for the community at-large. And better quality of life translates into economic development by attracting corporations and retirees to locate in Fort Worth.

### Triggering Factors

The Implementation Timeline makes specific recommendations as to the timing of new library facilities coming on line. However, several variables could cause a need to alter that schedule. What are the factors that would trigger a need for a library service facility in one location or another? We suggest these:

- **Population Growth.** A shift in overall population;<sup>2</sup>
- **Population Demographics.** An area may change from being populated by one demographic sector to another;
- **Accessibility.** A change in the roadway system, a light rail track, or other man made barriers;
- **Retail Development.** A new retail outlet that is historically a drawing card for an area;
- **Housing Development.** An area previously considered less than desirable may be revitalized by new development; and
- **School Development.** A new school public, charter, private, religious.

As the Fort Worth Library considers if, when, and where new or re-purposed library service facilities should be located, it should carefully analyze the area to see which triggering factors are present. Data available from Buxton Company will be critical in guiding the future of the Fort Worth Library, however, it is only reliable for up to five years into the future. Therefore, it is imperative this demographic data should be updated on a regular basis.

<sup>2</sup> For a permanent public library facility, whether to be owned or leased, we recommend that the population of the area to be served, within an eight minute drive time, be at least 30,000 persons.