

Appendix Two: Alternative Library Facility Models

The Request for Qualifications (RFQ) for this study of Fort Worth Library facilities tasked the consultants to:

Summarize and assess feasibility of possible alternative facility models, including but not limited to co-locations with schools, community centers, or other services; “express” facilities similar to Houston Public Library’s Discovery Green Branch; mall locations such as Dallas Public Library’s Bookmarks at NorthPark Center; kiosks; and mobile services.

An Alternative Model Library is defined as a less than full-service facility, with minimal staffing. There might even be a situation when there would be no staff if the Model operated in the same manner as a vending machine. Its collections and technology, although partially shaped by the location it serves, is not intended to provide the depth of a Neighborhood Library. The collection is determined by the demographics of the location. Programs may or may not be provided – but programs offered for children and young people would be designed with the demographics in mind, and may be provided in a special program/storytelling area.

The size of an Alternative Model Library would be less than 3,000 square feet, and would expect to serve persons who frequent the vicinity of the facility. A Model might also serve a specific clientele, e.g. children or senior citizens. The limited collections for adults include circulating but no reference materials, a popular materials collection, and large print books. There is also a space with materials and possibly seating for teens. There are limited, adult, teen, and children’s media collections, e.g. DVDs, books-on-CD, and CDs.

POTENTIAL ALTERNATIVE MODELS FOR THE DELIVERY OF LIBRARY SERVICE IN FORT WORTH

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This section of our report addresses a host of Alternative Models, listed below in alphabetical order. Our assessments include recommendations as to whether or not we at Godfrey’s Associates, Inc. believe the model has relevance for Fort Worth. Our recommendation for each has also taken into consideration the work of the Buxton Co.

Bookmobiles

Bookmobiles are one of the oldest, if not the oldest, forms of Alternate Library models. The first reported bookmobile, or book wagon, was operated in 1859. It was a wagon loaded with books and pulled from place to place by a horse. The first motorized unit was operated in Washington County, Maryland in 1905, delivering books directly to homes in remote area of the County.



Among the Benchmark Libraries surveyed in Section One of this report, there are seven operational bookmobiles, according to the collected data. Dallas, San Antonio, and Tulsa each have

two while El Paso has one. As for the Index cities, they have 14 mobile units. Three libraries have one unit, another has three bookmobiles, and King County (which has no central facility) has eight bookmobiles.

Saint Louis County (Missouri) Library has 10 mobile units, along with 20 branch libraries. At one time, that library operated over 20 mobile units.

Bookmobiles Today. Bookmobiles are still being used today. Some operate in the traditional mode of going to remote or lesser-populated areas, or to housing developments where transportation by the residents is limited. Others operate as very special “libraries.” That is, they serve a specific clientele, such as nursing homes, or offer specific services, e.g. a traveling computer unit.



Memphis Public Library & Information Center (MPLIC), Memphis, Tennessee. Memphis now operates one special mobile unit, JobLINC. It did operate three units.

The JobLINC unit provides services to customers looking for jobs or better jobs, and to companies who were looking to hire. Its resources include:

- Listings of available jobs;
- Aid in locating training opportunities; and
- One-on-one assistance in conducting job searches and preparing for interviews.

JobLINC can also help Memphis-area employers find the right people to fill job openings. This link benefits job seekers, employers, and all of the Memphis area with increased employment.

A second mobile unit is the INFOBUS, designed to serve ESL customers and to increase the comfort level in low-income neighborhoods about using the library, as well as to encourage them to "move up" to a branch library.

The third unit is TRAINING WHEELS, targeted to day care providers in homes as well as larger institutions. The Central Library Children’s Department staffed that unit. They provided demonstration story hours, suggested age appropriate material etc. The MPLIC reports that they could have put 25 of these on the road and never made a dent in how much need there was for training/certifying day care workers.

Costs. A full-size bookmobile, about 36 feet in length, can cost \$200,000 or more, depending upon how it is equipped and outfitted. Smaller units cost less.

In addition to the cost of the unit, other costs include materials – the full-size units can house 5,000 to 6,000 books and media. Staffing costs are a minimum of two staff – full-time if the unit is to operate 32 to 40 hours a week. One of the staff members must have, depending upon state requirements, a commercial driver’s license. Another major cost is fuel. Typically the large mobile units will average about 4 to 5 mpg.

Recommendation. Unless there is a specific need, a bookmobile for the FWL is not recommended. A specific need would be to service a population that has limited vehicular

mobility, such as assisted living developments, nursing homes, etc. The special unit that the Memphis Library has could also be considered if corporate sponsorship could be tapped or some other funding source other than city tax dollars became available.

Checkit Outlet

A Checkit Outlet would be located in a storefront retail space, perhaps in the downtown area or a shopping plaza, not a shopping mall. It would be in leased space with a staff restroom and a small break area. The size would be in a range of 800 to 1,200 square feet. The Charlotte-Mecklenburg County (North Carolina) Public Library operates this type of facility in an area of downtown referred to as "The Green." The outlet is about six blocks from the Main Library.

The collection would feature new and best-selling books, DVD movies, books-on-CD, and music CDs. Titles would remain there for a maximum of two years in order to keep the collections fresh and new. Hours of operation would be dependent upon location. For example:

- If located downtown, the Outlet might open at 7:30 to 8:00 AM until 1:30 to 2:00 PM, and then re-open from 4:00 to 5:30 or 6:00 PM Monday through Friday from 10:00 AM to 5:30 PM;
- If located in a strip shopping plaza, the opening might not be until 9:30 to 9:45 AM (assuming stores open at 10:00 AM) and remain open until 5:30 to 6:00 PM Monday through Saturday. If there is a predictable primary shopping evening, the Outlet might remain open until 8:00 or 9:00 PM on that evening(s). Sunday hours would be between 11:00 AM and 5:00 PM.

Staffing would depend upon hours of operation. However, there would always be a minimum of two staff on duty at all times.

Recommendation. At this time the consultants do not foresee a need for this type of service. However, as downtown Fort Worth expands and public transportation improves in the downtown area the concept has viability and should be considered at that time.

Express Library

The Discovery Green Express Library, a service of the Houston Public Library (HPL), is a 450 square foot facility located in a downtown Houston park that has been created in the blocks adjacent to the Convention Center, the ball parks (both basketball and baseball), and a large office building complex.

The idea for this came from an earlier and less well known neighborhood facility in the Gulfton area, which serves Latinos with little traditional interests, but high technical interests as the Internet. An Express Library would range in size from approximately 400 to 3,000 square feet.

Resources & Services. There are 10 laptops and four computers available that can be used for periods of two hours. In the last fiscal year, 696 citizens used the computers.

In cooperation with the City Parks and Recreation Department, the Express Library offers a variety of programs utilizing an excellent outdoor performance venue.

Initially, there were only a few newspapers and periodicals and no books available other than via "holds". Through public demand, a small collection of books suitable for browsing, from the Central Library collections, were added. In the last fiscal year, 2,901 items were circulated. The facility is serviced by two part-time staff (1.0 FTE) during a six-day, 46-hour week.

Other Developments. The Express Library format at the HPL has taken a widely different approach in the various locations now in use and planned. As an example the Southwest Express

is 3,636 square feet facility with 7.0 FTE (6 full-time /1 part-time) staff. It has 32 computers and 20 laptops, which were used 54,674 times in the last fiscal year. The library circulated 44,982 items. It is operating much as a Neighborhood Library. The administrative staff has broadly interpreted the Express Library format to fit the needs of the immediate neighborhoods.

Costs. The total operating budget is \$47,490 (\$46,990 for staffing and \$500 for computer equipment maintenance). The City of Houston Parks and Recreation Department is responsible for building maintenance costs.

Recommendation. The Express Library is similar in concept to the Checkit facility now operational in Charlotte, North Carolina. This model should be considered for areas of Fort Worth where transportation is an issue or there are physical barriers precluding good access to an existing facility.

After School Center Library

A Homework Center Library can be within a typical branch library. It can also be apart from a typical library, located in some other service organization facility. Or, it can be the primary function of a branch library.

A Homework Center will focus its efforts on working with and assisting students – generally those in middle school or high school – with their various assignments. Often there is at least one adult on duty who has educational skills that are usually found in a school setting. In addition, it is not uncommon to find one or more tutors present. The tutors may be paid staff or they may be volunteers.

The service hours of a Homework Center will more than likely be open at least four nights a week during the academic calendar, until 5:00 or 6:00 PM on Fridays and Saturdays – and perhaps open on Saturday morning at 9:00 or 10:00 AM.

An After School Center Library would differ from a Homework Center by being primarily a safe place for school-age children/young people to come to where they would use the resources of the Library – collections, computers, staff assistance – to help with school assignments whether they were directly related to homework or not.

The hours of operation could be the same as a Homework Center Library, or those of a Neighborhood Library.

Recommendation. The consultants believe the Northside Library, located across the street from both a middle school and a high school, should be re-purposed as an After School Library.

Joint-Use Library

A Joint-Use Library is a facility that serves two or more different client groups. One type of a joint-use library involves the public library and a community college library, with the facility almost always located on the community college campus.

A second type – not in use as much in the United States as the above – involves a public library and a school library. This type of facility will always be located on school property.

A third type involves a public library and a community center. The municipal, or county, park/recreation department typically operates the community center facet of the complex.

A fourth type would involve a combination of the above. An example could be a public library, a school library, and a community center.

This discussion will focus on the public library/community college library model and the public library/school library/community center model. The other two models will be briefly addressed below.

Joint-Use Public Library/Community College Library. The Phoenix (Arizona) Public Library and South Mountain Community College will open a joint use library in 2011 or 2012. It will be named the South Mountain Community Library.

The total size of the facility will be 50,000 square feet, with the City of Phoenix paying for the construction of 15,000 square feet. However, the way the library is designed, the spaces normally associated with public libraries will more than likely total 20,000 to 25,000 square feet.

The capital costs are being divided according to the square feet of each party's contribution. The City of Phoenix' share is 31%. The Community College owns the property. As well, they will own the actual structure being built. The Public Library will have a 40-year term of agreement for joint operation. Each party owns the collection and equipment it provides from its own funds.

The operational cost sharing percentage will be reevaluated upon completion of the building, but the parties anticipate they will remain relatively similar to the capital costs.

The Phoenix Public Library is referring to the facility as an integrated library. Their hope, and the way the building is basically designed, is that all services, collections, and equipment will be available to anyone – public, student, faculty – who enters the door. It should appear seamless, with no "that's the College's, this is the Public's" in evidence.

The Public Library will offer the same services as in typical public libraries, such as a children's collection, a story room, a "First Five Years' learning environment, teen area, popular fiction, and audiovisual, a café, and so forth. All of these elements will be on the first floor with non-fiction (integrated using Dewey), many study rooms, and group meeting rooms, on the second floor.

The opportunity came about with the City and the Community College District each having passed bond elections that provided for a public library in the general area and a new library for the College. The City determined that it could leverage the dollars it had for construction and operations with the College to provide more services and more square footage with lower square feet operating costs than a typical 15,000 square feet branch library.

Joint-Use Public Library/School Library/Community Center. In Omaha, Nebraska the public library, the school district, and the City of Omaha Parks & Recreation Department joined forces to build and operate the Saddlebrook Library. The facility encompasses the following:

- **Branch Library:** 11,900 building gross square feet;
- **School:** 67,000 building gross square feet for Pre-K through Fourth Grade;
- **Community Center:** 24,000 building gross square feet;
- **Shared Spaces:** 8,100 building gross square feet for restrooms, entrance, lobby, and a small performance space;
- **Total Size:** 111,000 building gross square feet.

There are 192 parking spaces on one side of the facility and 21 on the opposite side, designated as school parking. The City of Omaha's cost of the project (Public Library and Community Center only) was \$6,230,000. The facility has been open for about one year.

During the school day, the branch library serves as the school library. There are two separate computer labs. The branch library uses PCs; the school lab uses Apple products.

In addition, there is a specially-designed shelving unit that is put in place to block the general public from going into the major children's area of the collection/seating space. However, a staff member can enter to retrieve a collection item if needed. And,

there is a collection of about 1,000 children's materials that is not blocked from general public use. There is one school staff member, a professional, who works closely with the branch library staff.

Joint-Use Public Library/School Library. An example of this type of joint-use facility is in San Antonio. There, in the Ronald Reagan High School in north San Antonio, is a facility that has been in operation for approximately 10 years. The facility is about 12,000 building gross square feet. No cost information is available.

The public can enter the branch library without having to go into the school itself. Students enter the library from a different direction within the school building.

The primary drawback – and one that the consultants have noticed in other similar joint-use facilities – is that the public is not allowed into the library during normal school hours of operation. Therefore, the library is only available to adults evenings and Saturdays (and Sunday if it were open on Sunday).

The reason for denying access is one of safety and security – which is understandable. The Omaha facility cited above does not, however, have this restriction aside from what was described.

Joint-Use Public Library/Community Center. Also in Omaha one small branch library, about 4,000 building gross square feet, is located on the second floor of a much larger community center facility. Recently remodeled, the branch library is very attractive. No cost data or age data is available.

Recommendation. A Joint-Use Library has considerable merit if a workable agreement can be developed and adhered to by the two, or three, or more parties. In Broward County Florida, the Public Library and the Community College have had a long-

lasting and healthy relationship. It could be that the City of Fort Worth and the Tarrant County Community College could, in the foreseeable future, also have a meaningful relationship that would work for the benefit of both parties as well as the citizens of Tarrant County and the City of Fort Worth – and the taxpayers.

In Omaha, the contract that established the Saddlebrook facility took about 12 months to draft and consists of 150 pages. The consultants believe the Omaha Saddlebrook facility has much to recommend to Fort Worth. The devil will be in the details!

Leased Space for Public Library Buildings

The leasing, or renting, of space for a branch library facility is quite common. No data is available that informs of the total number of leased library facilities in the United States. A reasonable guess as far as branch libraries are concerned would put the percentage plus or minus 10 to 15 percent.

We do know that among the nine Benchmark cities (see Section One of this report), there are four leased facilities out of a total of 168 branch library facilities. That equals 2.4 percent.

Among the Index cities, the number and percentage is higher. With a total of 188 branch libraries among the seven libraries there are a total of 34 branch libraries with 34, or 18.1 percent, of them being in leased space.

There is no reported data that indicates the amount of space that those leased facilities account for. We do know, as only one example, that Abilene, Texas has its two branch libraries in leased space. Both are comparatively small; one at 5,600 square feet and the other at 11,800 square feet. Both are in storefront properties.

The consultants are aware of only one main, or central, library facility in a leased space – or at least in a space that was

originally built as a downtown shopping mall. The Onondaga County Library, Syracuse, New York, has its main library in a shopping mall.

Why Lease Space for Branch Libraries? There are usually three primary reasons that a community would elect to lease space for a branch library:

1. Capital funds are not available to build;
2. “Sudden” growth in an area of a city requires “immediate” action in order to meet community needs; and/or
3. The intended, or desired, location of a branch library is in a neighborhood/community area that is in, or perceived to be, in transition and a sizeable capital investment is ill advised.

Where Are Leased Branch Libraries Located? There are no hard and fast “rules.” However, in most cases cities follow the same path that Abilene has followed and strive to locate in a storefront space, quite often in a strip shopping center.

Standalone commercial buildings, usually in a business or commercial sector, are another viable possibility. A third possibility, but not quite as sound as the first two, is a former office building. The office building may lack adequate parking, especially if it was a sole tenant building.

A building type to avoid is a residential unit. Libraries require a minimum of a 125 pounds per square foot (psf) of structural strength (floor loading) to be able to successfully manage the weight of the book stacks. A residential unit may have a “live load” capacity of only 60 to 70 psf. The very best building type, in the opinion of the consultants, is a former supermarket. Why?

- They usually have very wide open interior spaces with generous column spacing;
- They have a lot of parking;
- Due to the weight of canned goods the floor loading is adequate for a library;

- They are in a business or commercial area (if not, that is why the building is a “former” supermarket); and
- They have a loading dock.

There are some outstanding examples of former supermarkets becoming first-rate public libraries. In Texas two such examples are in Carrollton and Denton. Another is in Leavenworth, Kansas. These **three examples are not**, however, in leased space. The cities purchased the properties, renovated the buildings, and turned them in outstanding branch libraries (in the two Texas locales) and a main library in Kansas.

What Are the Costs Associated with a Leased Facility?

There are, of course, operating costs – staffing, library materials, technology, supplies, etc. With the exception of rent payments, the operating costs of lease space should be no more or no less than the costs of a city-owned facility depending upon the size of the facility, operating hours, usage, etc. In fact, the cost of the lease may well drive the annual operating costs higher than in an owned building. But, the owned facility may/probably will have debt service costs, so those expenses and the annual lease payments may be a wash.

There will be some capital costs associated with a leased space. The major capital cost would be the purchase of the furniture and equipment – book stacks, tables and chairs, computers, and the like. If done carefully, any furniture and equipment purchased for a leased space should be able to be transferred to an owned facility, if and when there is a need or desire to move from rented to owned space.

What About Parking? In Fort Worth, as in most of the country except for those densely populated cities like Boston and New York, it is incumbent that a public library have adequate parking. Now, too many of the FWL facilities have inadequate amounts of parking for the public – and often none for the staff, except what they compete for with the public. The consultants have

developed parking ratios for branch libraries based upon our several years of experience. We strongly recommend:

- One parking space for every 200 gross square feet of building for facilities up to a size of 30,000 square feet;
- One parking space for every 300 gross square feet of building for facilities between a size of 30,001 to 40,000 square feet; and
- One parking space for every 350 gross square feet of building for facilities between 40,001 to 50,000 square feet.

For buildings larger than 50,000 square feet, other factors must be considered. Please see the Appendices for additional parking information.

As for the amount of pavement, ideally there would be 350 square feet of parking lot for every one parking space. However, in a strip shopping center this figure would be reduced, inasmuch as parking for the handicapped, entrance and egress space, and turning space will be partially provided by the center's overall parking area.

How Long to Stay in a Leased Space? There is no magic number of months, or years. However, good management would suggest that a lease of a minimum of three years, with at least one three-year option to be exercised by the tenant, would be the shortest term to consider. Given that it might require anywhere from six to 12 months to renovate a vacant building so that it can become a quality public library facility, anything less than three years would be unsound, we believe.

The lease should, if at all possible, also require that the landlord pay for some of the renovation costs, or at least have those costs prorated over the life of the lease and any option for renewal.

Recommendation. We at Godfrey's Associates believe that leasing space for one or more branch libraries is an avenue that the City of Fort Worth should seriously consider for its public library. As the need arises to replace existing facilities that are much too small and unable to be expanded, or there is a need to locate new services in areas of the city now un-served, or underserved, lease space should definitely be considered.

Also, temporary space for a particular Library scheduled for renovation and/or expansion may need to be leased. Godfrey's Associates also strongly recommends these libraries relocate to a "down-sized" amount of space for the 12- to 24-month renovation period. While sometimes "free" lease space is offered to the Library, consideration should be given to location of such space.

Public/Private Partnership

In 2006, the Saint Paul (Minnesota) Public Library opened a new branch library to replace an existing facility housed in a former cinema. The Rondo Community Outreach Library has been a great success ever since.

Library at street level, housing units on upper levels, one level parking sandwiched between Library and housing.



Godfrey's Associates, Inc., then operating as PROVIDENCE Associates Inc, was pleased to have been the consultant on this project. We did the initial assessment and then prepared the detailed building program.

The Facility. The facility is a public / private partnership. The City of Saint Paul paid for the 38,000 square feet branch library, a private developer paid for the 98 units of housing of which 80 percent are affordable to people who make less than 60 percent of the median income. The Library opened with a coffee kiosk owned and operated by a community entrepreneur. It was closed after 20 months due to financial challenges.



A portion of the public use computers.

Financial Data. The cost of the library was \$9.3 million, including 98 free parking spaces above the library (which is at street level) and the 62 parking spaces, also free, on the level beneath the library. Housing parking is separate from the library

parking. The housing cost was \$14.2 million, resulting in a total project cost of \$23.5 million.

Usage Data. The following compares the use of the old Lexington Branch Library for 2005 (its last full year of operation) with Rondo in 2007 (its first full year of operation):

Number of visitors	
Lexington 2005	189,026
Rondo 2007	441,485

Numbers of users of public computer workstations	
Lexington 2005	40,497
Rondo 2007	110,874

Number of programs for children and teens	
Lexington 2005	93
Rondo 2007	406

Number of children and teens attending those programs	
Lexington 2005	2,363
Rondo 2007	7,604

Number of adults attending those programs	
Lexington 2005	95
Rondo 2007	5,878

Number of community meetings	
Lexington 2005	5
Rondo 2007	1,254

Number of people attending those community meetings	
Lexington 2005	54
Rondo 2007	18,894

Number of programs for adults	
Lexington 2005	7
Rondo 2007	411



Children's area of the Rondo Community Outreach Library.

Recommendation. We believe a public/private partnership holds much promise for a city seeking to deliver library service and meet housing needs. The private partner does not, of course, have to provide only housing. A combination of a library and leased office space would be another viable partnership, as would one that combines office space, housing, and the library. This would begin to form an urban village complex. With retail, it would be just that.

As Fort Worth continues to grow, in numbers if not in landmass, increasing growth will most likely be vertical. A project of the nature planned, programmed, designed, constructed, furnished, and equipped that now serves Saint Paul could be a very viable addition to the Fort Worth landscape. Indeed, the Fort Worth Library is currently considering of private sector tenants for some of the vacant space in the Central Library.

Public Library within a Larger Library

The Dayton's Bluff Branch Library, also of Minnesota's Saint Paul Public Library (SPPL) is housed within the larger Metropolitan State University (Metro) Library.

The Community It Serves. The Dayton's Bluff neighborhood had an estimated 2008 population of 14,608. It has struggled with complex issues of aging, economic divestment, and cultural change, but has many active community organizations and a beautiful location overlooking downtown St. Paul and the river basin. Some key points:

- The neighborhood remains diverse, with 2008 census population estimates of: 56% white; 18% Asian; 17% Black; 13% Latino; 1% American Indian; and 4% multi-racial;
- The median age of the population in this area was 31.8 compared to the U.S. median age of 36.9;
- The most prominent age group in the neighborhood is age 5 to 14; and
- Adults in the 55 to 64 age range increased by 3.4% since the 2000 census.

Resources & Services. The branch library has 6,734 square feet of space. It is open six days a week, for a weekly total of 52.5 hours. The collection numbers 39,360 items and total circulation for 2008 was 119,326. There are 17 computer workstations for the public distributed as follows:

- Internet/Word processor/Excel/PowerPoint: 12
- Catalog workstations: 4
- Children's workstation: 1
- Homework Center workstations: 6.

The collection was originally slanted toward children's materials but the SPPL have found that the branch library is used heavily by Metro students for recreational materials in all formats, especially DVD's and CD's. After the first year, it became apparent that there were too many children's materials and they weeded heavily.

The branch library has been very popular since it opened. There is a 10-year lease. It did not replace anything so there are no comparative data but it is in close proximity to both the Arlington Hills Branch Library and the downtown Central Library.

The staff at the Arlington Hills Branch Library who have worked at Dayton's Bluff and vice versa, say that they see many of the same customers in both buildings, especially children. The University library also considers itself a "public library" and issues community borrower's cards.

The Facility. The University owns the space and furnishings and the Public Library owns the computers and collection. SPPL installed its own WiFi.

Last year, thanks to AmeriCorps special funding, Dayton's Bluff opened a small workforce center where the public may attend free job searching and computer classes, and receive assistance in preparing resumes.

In 2010, with cuts to the SPPL budget, the hours across the system will change. However, Dayton's Bluff Branch Library will have Sunday hours for the first time in its history in order to provide access to the homework center.

Recommendation. The consultants believe this model has great promise provided the right "larger library" is (a) available, and (b) interested. The library, or libraries, at Texas Christian University might be a possibility.

It should be pointed out, however, that in Saint Paul, the Metropolitan State University Library is located on the edge of the campus, along a busy street. It is not "buried" in the middle of the campus.

Shopping Mall Library for Children

A Shopping Mall Library for Children would be located in a storefront location in an enclosed shopping mall. It could also be a storefront in any retail center. It would not, we believe, be in a standalone space. The size would be in a range of 1,000 to 2,000 square feet. It would be in leased space with a staff restroom and a small break area.

Services & Resources. The collection would feature books and media for children from toddler to the fourth or fifth grade. There might be a small parenting collection. There would be computers sized and outfitted for children of the same age of the collections. Titles would be fresh and new, but not void of the classics – nor tattered and scruffy books. The management of the mall would expect the library to "stand as tall" as the retail shops and eating establishments.

Hours of operation would be dependent upon location. For example:

If located in a shopping mall, the opening might not be until 9:30 or 9:45 AM (assuming stores open at 10:00 AM) and remain open until 5:30 or 6:00 PM Monday through Saturday. If there is a predictable primary shopping evening, the Library might remain open until 8:00 or 9:00 PM on that evening(s). Sunday hours would be between 11:00 AM and 5:00 PM.

Staffing would depend upon hours of operation. However, there would always be a minimum of two staff on duty at all times. The staff should be well versed in children's literature, programming, and very computer literate.

The Dallas Experience. The Dallas Public Library (DPL) operates this type of facility in the highly successful NorthPark Shopping Center, located at Northwest Highway and North Central Expressway. The Library, named Bookmarks, opened on June 13, 2008 and is dedicated to serving children 12 and under, as well as providing parenting materials.



View from NorthPark Center Mall into Bookmarks

The Facility. Within the 1,994 square feet of space, there is seating for 22 in the public area, plus seating for 50 on the story time steps in the rear of the public space. In the staff area, there are two desks with computers and a worktable that seats four. The size of the staff area is about 300 square feet.

The owners of the NorthPark Center assisted with much of the capital funding for this "special" library, by steering DPL to funding sources, hosting fundraising events, etc. The Center also was involved in the design and furnishing of the space. DPL pays no rental or lease costs.

During open hours (see the schedule below), there are computers with special educational software designed for ages 2 through 8, as well as laptops with Internet access. The Library supplies coloring sheets and crayons to compliment the original paintings done especially for Bookmarks by local artist Suzanne O'Brien. Each coloring sheet is a 'seek-n-find', with items to locate that are hidden in the painting itself. There are also basic wooden puzzles, educational games, and toys in the story time area for the children to play and learn when there is no scheduled programming. The Library has programming every day that it is open, sometimes twice a day (see the programming schedule below).



Interior view of seating and playful elements.

Community response has been overwhelmingly positive. The only complaint is that the Library is not open enough hours. There have been no instances of parents leaving children unattended. The Library does have a notice posted very clearly on the front glass panel that warns “No children under 12 are to be left unattended.” There are also signs posted inside that say “Stay and Play.”

The merchants of NorthPark Center have been extremely generous and welcoming. The merchants have also supported us in giving prizes for a reading program that happens from September to May. Many use us as their primary library, as they can request materials from other Dallas Public Library locations and pick them up and return them to Bookmarks.

The Library does not refer to itself as a ‘branch library’ since it is not a full-service location. Rather, it is considered an extension of the Children’s Center at the Central Library.

Hours of Service. The Library’s schedule is as follows:

Monday	12 Noon to 5 PM
Tuesday	Closed
Wednesday	10:00 AM to 3:00 PM
Thursday:	12 Noon to 5 PM
Friday	12 Noon to 5 PM
Saturday	12 Noon to 5 PM
Sunday	12 Noon to 5 PM

Programming Schedule. Bookmarks’ programming schedule is as follows:

- **Monday:** 12:30 PM – Baby Bounce Basics, for moms or caregivers with infants up to 24 months. An interactive time with stories, rhymes, and music.
- **Wednesday:** 10:30 AM – Read and learn, featuring musicians, storytellers, and puppets that delight newborns to

6-year-olds. Reading fun is (usually) followed by a guest performer.

- **Thursday:** 12:30 PM – Baby Bounce Basics, (see above).
- **Thursday:** 2:00 PM – Tickles for Toddlers, fun for 2- and 3-year-olds that love to jump around, hear a story, sing a song, and do finger plays.
- **Friday:** 2:00 PM – Every Child Ready to Read @ Dallas – Preschool-Palooza, an interactive story time that engages 2- to 4-year-olds in phonics and pre-reading basics with stories, rhymes, and music.
- **Saturday:** 2:00 PM – Saturday Smiles, interactive programs especially for elementary children in grades K-6 with storytellers, children’s book authors and illustrators, puppets, musicians, magic shows, and dancers.
- **Sunday:** 2:00 PM – Krafty Kids, make a seasonal craft to take home or give away.

Usage Statistics. For fiscal year October 2008 to September 2009, use of Bookmarks has been as follows, unless otherwise noted:

- Total visitors – 40,704;
- Total participants in story time/events – 26,731;
- Total story time/events – 384;
- Number of library materials ‘missing’ since opening – 495;
- Number of library cards issued since opening (June 13, 2008) – 1,959; and
- Number of library items circulated since opening – 65,686.

Collections. Bookmarks’ collections include:

- 6,531 Books;
- 1,348 DVDs;
- 78 Books-on-CD;
- 162 Books on Playaway (MP3); and
- 380 Music CDs.



Interior view, with checkout desk lower right of photo.

Recommendation. Given the right location and a cooperative mall operator, this model could be a great success in Fort Worth. A shopping mall library does not have to be only for children and their caregivers. There could be a library that strives to serve all ages. However, it should be pointed out that if Dallas had to pay the going rent for space in NorthPark it is highly unlikely that Bookmarks would have ever been established. Thus, by focusing on a specific clientele, the amount of space needed can be reduced, making it more attractive to the mall operator/owner.

Supermarket Library

A “branch” library could occupy a small amount of space, ideally near the front entrance, of a major supermarket chain (most likely a local or regional chain, as opposed to a national chain, such as Safeway or Kroger’s).

The Facility. The amount of space would be in a range of 800 to 1,200 square feet. The full-time equivalent (FTE) staff would be dependent upon the hours of operation. The supermarket chain would more than likely expect the library to be open at least from 10:00 AM to 8:00 PM, including weekends.

The Wichita Public Library in Kansas has a 1,000 square foot branch library in a Dillon’s Supermarket. Dillon’s is a chain primarily located in Kansas. The location is at 21st Street and Rock Road, in Northeast Wichita, near Wichita State University.

It is a high volume circulating outlet, with circulation averaging over 100,000 items per year. The operating cost is extremely low; three staff (2.0 FTE), no rental/lease costs, no utility costs, the library does pay for telephone and data. Given the right business partner, the Wichita Library highly recommends this kind of arrangement.



A nighttime view of signage of the market



Interior view of the library entrance

Once walking inside the grocery store, a customer would immediately turn right to find the Library's entrance in the floral department. The Library is located in space along the exterior ring of the grocery store. If a customer turned left after entry, they would find a Starbucks and Dillon's customer service, which offers post office services, faxing, lottery, etc. The Library space is separated from the main grocery store by a sliding glass door.

Recommendation. We at Godfrey's Associates believe that this alternate model has great potential for Fort Worth. As Buxton Co. has stated many times in our meetings with them, "everyone has to eat." There is no shortage of supermarkets in Fort Worth. Many are, of course, national chains, e.g. Kroger. Others are more regional in nature, perhaps Tom Thumb, and then some that may be local, or at least within Texas and the Southwest, e.g. Carnival and/or Fiesta. We believe one or two supermarket libraries could be strategically located and operational within a two/three year period provided there is a willing partner.

Vending Library

Library-a-Go-Go of the Contra Costa County Library (CCCL) in California is an automated, or vending library, which lends library materials via a handling machine that has proved a tremendous aid in addressing underserved segments of a sprawling community.

Vending Nuts & Bolts. The Library-a-Go-Go service consists of a stand-alone machine, with access to a self-contained collection of approximately 400 paperbacks in plastic cases, which handle both checkouts and returns to authorized cardholders. The customer logs in to the system with a library card and uses the touch screen to make a selection. To return materials, the process is reversed. A second-generation machine installed at the Sandy Cove Shopping Center does not require the plastic cases.

The CCCL decided to test the service by circulating books only. However, anything could potentially be put into the plastic cases, such as iPods, DVDs, etc. Holds cannot be placed on materials in the machines. CCCL hopes soon to allow patrons to renew materials checked out from the machine through their accounts. The collection is updated every quarter. Library-a-Go-Go customers demand a greater range of titles than expected. Because all items are paperbacks, refreshing collections costs far less than expected. The library orders one to three copies of many titles.

Positive Response. So how are patrons taking to the Library-a-Go-Go service? "Now the library has come to me!" said one satisfied patron. "I find that I am able to read more now," said another." According to a small survey at the time of the first launch, 84 percent rated the service as excellent. Seventy-three percent even said they consider a machine their main "branch." In its first year of operation, the initial Library-a-Go-Go machine has seen 1,624 circulations, an average of 135 per month.

At any given time, 25 percent of the items are checked out at this location. The second machine, at a shopping center, had 333 circulations during its first month of service. The third had 468 circulations during its first two weeks in operation and 30 percent of its collection checked out at any given time.



What Besides Books, DVDs, and/or CDs? In addition to the Go Library it would be possible to include an informational kiosk along side the Go Library unit. The kiosk, outfitted with a touch screen terminal, could provide access to the library catalog of resources, including some or all of the available website databases. Additional capabilities of the machines offered by four vendors is contained in the table on the next two pages, including costs.

Costs. The consultants estimate that the start-up cost for the equipment and the initial “loading” of the Go Library unit could range from \$40,000 to \$175,000. It might be possible to lease the equipment. An estimate as to annual lease costs would be in the \$15,000 to \$20,000 area, with a three-year minimum with a likely five percent escalation clause. A lease-purchase agreement might also be negotiated.

There would be some staff costs as well. Given no more than two units in place and operational we believe a half-time FTE paraprofessional position would be adequate. There needs to be someone responsible for the initial ordering and “loading” of the Go Library unit(s), checking to see that the unit remains adequately stocked, technology working, etc., etc.



THINMAN



EDGE

Recommendation. With the right location(s) this Alternate Library model could be a valuable addition to the FWL service delivery toolkit. The consultants believe that this model may be practical in the mid-phase of the 10-year plan.

Appendix Two: Alternative Library Facility Models

Additional Information about Vending Library Vendors & Their Products

Vendor:	Brodart	Libramation	Evanced Solutions*	Frich Corporation
Product	Lending Library www.books.brodart.com/Content3.aspx?P=114	LibraMate libramation.com	GoLibrary evancedsolutions.com/products.asp#golibrary	Library-To-Go** frichcorp.com/ProcutAfterHourHolds.aspx
Installation	Freestanding with overhang	Freestanding or built-in; unit is customized	Freestanding with overhang	Freestanding, customizable
Uses RFID	No	Yes	Yes	No
Plastic cases needed	No	Yes	Versions exist for both scenarios	Yes for browsing collection; not for holds pickup
Capacity	Hardcover, 180 Paperback, 360 DVD/Audio, 400	From 600–1000 items, depending on media mix	From 435–2000 items, depending on media mix	Customizable; price-per-unit-storage from \$25–\$50 depending on style, quantity
Accepts returns	No	Yes	Yes	No
Accepts holds	No	Yes	No	Yes
ILS integration	Yes	Yes, via SIP2, NCIP, or direct via an API	Yes, via SIP2	Yes; proprietary software links to catalog
Base cost	Machine price under \$20,000, including hardware, software, first-year maintenance support, freight, and installation; sold with McNaughton subscription (extra cost)	NA	Book system is \$100,000–\$120,000 for machine; AV version costs less	\$80,000 for three units, including software and installation
Support cost	After first year, approx. \$2,000/unit	1st-year parts and labor warranty, thereafter an extended warranty is available at 10% of cost	one-year warranty, service agreement costs will depend on service level	After first year, \$1,000 for all units

Vendor:	Brodart	Libramation	Evanced Solutions*	Frich Corporation
More information	Allows patrons to view actual materials through the glass, as opposed to selecting from a list on a screen	Company also makes MediaBank, a standalone dispensing and return unit for AV media has different models with capacity from 500–3100 discs	AV-only units are available that don't require RFID	Customer chooses title, takes receipt to be scanned into collection/holds unit, which allows correct box to be opened

*Info provided by Evanced, which has exclusive rights to sell the machine in most of the Northeastern quarter of the United States. Califa is also an authorized reseller in California.

**Developed for Mid-Continent PL, Kansas City, MO, adapted from Lock-a-Shelf™ Disc Storage into TwentyFour7™ Patron Reserve Systems