



**Fort Worth Library**  
A Service of the City of Fort Worth

# **“20/20 Vision”**

A Comprehensive Plan  
For the Fort Worth Library

Prepared April 2010

In cooperation with  
Godfrey’s Associates and Buxton Co.



**“20/20 Vision”**

**CONTENTS**

I. Library Planning

II. Approach

III. Customer Psychographics and Market Segmentation

IV. Facilities Assessment

V. Findings and Recommendations

VI. Recommendations for Additional Service Points or Facilities

# I. Library Planning

**20/20 Vision** is a ten-year comprehensive plan that outlines the Library's plans for service delivery through 21<sup>st</sup> Century facilities, customized services, and enhanced technologies. Fort Worth's population is changing and growing rapidly, and planning helps the Library remain relevant and spend tax dollars wisely.

Given the prevalence of the Internet, some also may question the need for libraries in the future. But libraries across the country are busier than ever, and Fort Worth is no exception: Demand for books and other traditional library materials continues to grow, and last year, Fort Worth residents checked out more books and other materials than ever before.

The benefits of planning ahead can be seen by looking backward: In 2004, the Fort Worth Library developed its first Long Range Services Plan, and the outcome was significant improvements to our materials and facilities. We began carrying more up-to-date, high-interest materials. We added DVDs, books on CD, and more materials in Spanish and Vietnamese; we replaced old computers, purchased new software and increased our network bandwidth. Four branches received minor upgrades and renovations. These improvements resulted in increased use of materials, public computers and visits to our website.

Remaining to be accomplished from the 2004 plan are the implementation of RFID technology and development of a consistent signage for all locations. The 2004 plan also recommended use of self-check stations in all facilities, computer labs for branches, additional meeting rooms, and expanded staff workroom space, but space limitations have prevented implementation of these recommendations in our current facilities.

Ten goals guided the development of this new plan:

1. Base decisions on solid data about our customers and facilities
2. Customize services of each branch to fit the needs of the community it serves
3. Improve services to appeal to current customers and attract new ones
4. Develop facilities that are flexible, sustainable, and able to meet 21<sup>st</sup> century expectations
5. Identify ways to extend library services to underserved areas and distribute services equitably across the city
6. Implement technologies and designs that maximize customer convenience and staff effectiveness
7. Foster partnerships with other City departments
8. Recognize today's economic realities
9. Position the Library today to be prepared for the demands and realities of the coming decade
10. Preserve traditional library values

Basic assumptions:

- At least one facility per council district
- Convenient locations
- Traditional full-service and alternative service points
- Use of technology to improve efficiencies, and simplify processes
- Facilities and technology should meet current library standards, be adaptive to change, promote customer convenience and staff efficiencies, be sustainable and support the services provided
- Services and collections should be customized to the neighborhood they serve
- Materials should be accessible
- Decisions should be data-driven
- Recommendations should be implemented in a phased approach

Accordingly, the 2020 Plan does not grow the system significantly. However, it does make library services more accessible. Currently, approximately 75% of Fort Worth's residents are within an 8-minute drive of a branch. If all of the recommendations in the 2020 Plan are implemented, that figure will grow to 85%.

The 2004 Long Range Services Plan guided the Fort Worth Library through 2009. This plan gives us a vision for the future that is truly "20/20."

## **II. Approach**

- To understand our customers better and identify the best locations for libraries, Buxton Company conducted a market segmentation analysis
- To determine how well our buildings can meet the demands of 21<sup>st</sup> century library services, Godfrey's Associates conducted a facilities examination

## **III. Customer Psychographics and Market Segmentation**

Buxton Company used the Mosaic® segmentation system developed by its data partner Experian. The Mosaic® system categorizes every U. S. household into 1 of 60 unique market segments. Each segment has an alphanumeric code, a short, easy-to-understand name, and a profile. View more information about these segments.

Buxton used this data, combined with GIS mapping software, to help the library understand its customers better and how to reach new ones. We learned, for example, that in Fort Worth, 22 segments make up approximately 85% of Fort Worth's households. Further, 17 segments make up approximately 85% of the library's borrowing households.

Buxton also identified where our customers were coming from and how long they typically have to drive to get to their branch. The boundary defined by the average drive time determined each branch's "trade area." Buxton then analyzed which market segments were represented in the trade area, which segments tended to use — and not use — the library, and which broad categories of materials, such as adult nonfiction or children's picture books, these segments tend to enjoy.

Finally, Buxton identified the best locations in Fort Worth for libraries. Buxton scored existing library sites as well as possible new sites. Scores were based on the number of households, the projected growth in the area, the percentage of households in the area that are in segments that tend to be library users, and the percentage of households in the area in market segments that do not typically use libraries, and a site's proximity to other libraries. With an average score being 100, scores over and under 100 indicate a site is more or less likely than average to reach customers who use or are likely to use library services.

## **IV. Facilities Assessment**

The Fort Worth Library currently has a central library in downtown Fort Worth, 2 satellite libraries in the Butler and Cavile housing communities, and 12 branches. A 13<sup>th</sup> branch will open this summer. Seven of the 13 branches were built in the 1960s. Although the 2004 Long Range Services Plan's primary focus was library services, it did note that many of the facilities were outdated and inadequate.

Godfrey's work consisted of:

- A physical assessment of each facility
- Creation of computer-aided design (CAD) architectural drawings
- Evaluation of functional ability of each facility to meet 21<sup>st</sup> century service demands
- A design charrette (a series of collaborative design sessions) for the Central Library
- Identification of possible alternative service models
- Providing standards for library facilities

Godfrey's key findings:

- The buildings are structurally sound and well-maintained, however costs to correct deficiencies would range anywhere from \$100,000 to \$800,000
- Only 5 facilities had more than one of the eight Modern Library Elements needed to meet 21<sup>st</sup> century service demands
- Generally, the Fort Worth Library is trying to offer the full range of library services in facilities that are small and old, with neither the space nor the infrastructure to "do it all" well
- The Central Library is in a good location, but needs some renovation to make it a more enticing destination for visitors to downtown Fort Worth

- The City needs to invest in RFID (radio frequency) technology and self-check stations as recommended in the 2004 plan to help customers become more self-sufficient, and staff to become more efficient.

## **V. Findings and Recommendations**

Generally, the Library will adjust services and collections to meet the unique interests of the branch's Primary, Secondary, and Tertiary market segments as identified by Buxton, and will develop strategies to expand services to non-borrowers.

Phase I concentrates on improving efficiencies in Fiscal Year 2011. Services will be adjusted to serve the community better. Recognizing the fiscal realities facing the City in Fiscal Year 2011, recommendations include improved service points at Central, expansion of hours and computer access in select locations and two branch closures.

Phase II covers Fiscal Years 2012–2015. As the economy improves, the Library will begin investing in productivity and public access technologies, exploring alternative and full-service sites, as well as looking for relocation and expansion opportunities.

Phase III covers Fiscal Year 2016-2020. This will be the time for movement and growth, when the library relocates some facilities, opens new full service branches and targeted service outlets, and undertakes significant building renovations to other facilities.

Overall, by 2020, all libraries should have RFID, 3 to 5 self-check machines and automated materials handling systems. All full service locations should not be less than 16,000 square feet. Alternative service sites should be no less than 7,000 square feet.

A summary of key findings and recommendations for each branch appears on the following pages.

## Central Library

Council District: 9 Godfrey's Modern Library Elements: 5 Buxton Site Score: 87

### Key Findings

- The Buxton score for potential use is below average (87)
- Primary customers are in the market segments J02, F01, H01, A01, A02, C01, B01, A06 and B02
- Average drive time/trade area is approximately 15 minutes
- The library is located on prime real estate
- The space is adequate, but is not being used to maximum effectiveness
- The teens' area is too small, while the Youth Center area is oversized
- Library has very poor "street presence," including poor use of windows and uninviting main entrance
- Estimated cost to complete recommended infrastructure upgrades is approximately \$4.4 million
- Parking is readily available, but customers perceive it to be inadequate

### Recommendations

- Create a Popular Library, including media, on the Plaza Level by reducing the Youth Center
- Create a public computer area on the Plaza Level
- Move the Local History and Genealogy Unit to the east end of the Lower Level
- Add more self-checkout stations
- Move the computer training lab to the Lower Level
- Create a teen center in the unused City Cable studio off the Gallery
- Create an entrance on 2nd Street (the "back" of the Library)
- Create a café and bookstore near the new 2<sup>nd</sup> Street entrance
- Add catering kitchens and additional meeting rooms
- Finish out the space on Taylor Street and making it available for retail use
- Finish out the 2<sup>nd</sup> floor and creating offices for the Library Administration, the Friends and the Foundation
- Create leasable office spaces on the 2<sup>nd</sup> floor

**BOLD** (Butler Outreach Library Division)

District: 8 Godfrey's Modern Library Elements: 0

Buxton Site Score: 125

**Key Findings**

- The library scored above average for potential use (125)
- Average drive time/trade area is approximately 2 minutes. Most customers live in the Butler Housing Community
- Customers are in market segment K06
- Building is owned and maintained by the Housing Department so few upgrades can be made
- Compared to other locations, the library's operational costs are high
- There are no other organizations or service providers in the area that could offer library services

**Recommendations**

*Phase 1:* Reduce hours to 20 per week

*Phase 2:* No changes

*Phase 3:* No changes

**COOL** (Cavile Outreach Opportunity Library)

District: 5 Godfrey's Modern Library Elements: 0

Buxton Site Score: 137

**Key Findings**

- The library scored above average for potential use (137)
- Average drive time/trade area is approximately 2 minutes. Most customers live in the Cavile Housing Community
- Customers are in market segment K06
- The building is owned and maintained by the Housing Department, so few upgrades can be made
- Compared to other locations, the library's operational costs are high
- There are no other organizations or service providers in the area that could offer library services

**Recommendations**

*Phase 1:* Reduce hours to 20 per week

*Phase 2:* No changes

*Phase 3:* No changes

## Diamond Hill/Jarvis Branch Library

District: 2 Godfrey's Modern Library Elements: 1

Buxton Site Score: 122

### Key Findings

- The Buxton score for potential use is high (122)
- Average drive time/trade area is approximately 7 minutes
- Trade area overlaps with the Northside Branch trade area
- Customers are in market segment J02, with some use also by D0
- The building is too small for current services. There is space for expansion
- Estimated cost to complete the recommended infrastructure upgrades is approximately \$200,000
- The area near Main and NE 28<sup>th</sup> scores high for potential use, and provides a site that is equally accessible to both the Diamond Hill and Northside neighborhoods

### Recommendations

*Phase 1:* Expand hours and add computer capacity via laptops to use in-house

*Phase 2:* No changes

*Phase 3:* Open new library to replace Diamond Hill/Jarvis as well as Northside Branch; close Diamond Hill/Jarvis

## East Berry Branch Library

District: 5 Godfrey's Modern Library Elements: 0

Buxton Site Score: 113

### Key Findings

- The Buxton score for potential use is high (113)
- Average drive time/trade area is approximately 7 minutes
- Trade area includes COOL Library and overlaps with trade areas of Shamblee and Meadowbrook
- Customers are in market segments J03, with some use also by K03, J02, E02 and K06
- The building is too small for current services. It is possible to expand the facility on its current site if alternative space for parking can be found
- Estimated cost to complete recommended infrastructure upgrades is approximately \$385,000

### Recommendations

*Phase 1:* Expand hours and add in-house use laptops to accommodate closing of Meadowbrook Branch

Investigate expanding on-site, or initiate search for a leased or purchased site of about 16,000–25,000 square feet in the area of Miller and East Berry Streets

*Phase 2:* No changes

*Phase 3:* Relocate to new larger facility. Close existing facility

## East Regional Library

District: 4    Godfrey's Modern Library Elements: 4    Buxton Site Score: 94

### Key Findings

- The Buxton score for potential use is below average (94)
- Average drive time/trade area is approximately 10 minutes
- Customers are in market segments H02, F01, K06, C02, C01, H01, and G02, with some use also by A07, K03, K04 and J03
- The building has more space than needed for its current usage level. The facility is very adaptable as a tech center and/or for use by library operations or by other City services
- Estimated cost to complete the recommended infrastructure upgrades is approximately \$410,000
- The library does not meet national standards to be considered a true "regional" library

### Recommendations

*Phase 1:* Add computers. Discontinue use of term "Regional"

*Phase 2:* Reduce public service to approximately 17,500 square feet. Add a computer lab. Offer remaining space to other city services

*Phase 3:* No changes

## Meadowbrook Branch Library

District: 5    Godfrey's Modern Library Elements: 0    Buxton Site Score: 99

### Key Findings

- The Buxton score for potential use is slightly below average (99)
- Average drive time/trade area is approximately 7 minutes
- Trade area includes East Regional and COOL libraries and overlaps East Berry's trade area
- Customers are in segments F01, E02, J03, D04 and D03, with some use also by H02, J02, K03 and C01
- The building is too small for current services, and there is not enough space to expand the building on-site
- Estimated cost to complete recommended infrastructure upgrades is approximately \$307,000

### Recommendations

*Phase 1:* Close branch and expand hours and add computers at East Berry

*Phase 2:* N/A

*Phase 3:* N/A

## Northside Branch Library

District: 2    Godfrey's Modern Library Elements Score: 0    Buxton Site Score: 118

### Key Findings

- The Buxton score for potential use is high (118)
- Average drive time/trade area: approximately 7 minutes
- Trade area overlaps Diamond Hill/Jarvis trade area and includes Central Library
- Customers are in market segments J02 and D01
- The building is too small for current services. Expansion would be difficult as the building is on park land
- Estimated cost to complete the recommended infrastructure upgrades is approximately \$410,000
- The area near Main and NE 28<sup>th</sup> scores high for potential use, and provides a site that is equally accessible to both the Diamond Hill and Northside neighborhoods

### Recommendations

*Phase 1:* Close branch. Expand hours and add computers at Diamond Hill

*Phase 2:* Seek a site for a 25,000-square-foot facility in the area of Main and NE 28<sup>th</sup> Street

*Phase 3:* Open new library to replace Northside and Diamond Hill/Jarvis

## Northwest Branch Library

District: 7    Godfrey's Modern Library Elements: n/a    Buxton Site Score: 70

### Key Findings

- The Buxton score for potential use is below average (70)
- Estimated Average drive time/trade area is approximately 8 minutes
- Trade area overlaps no other libraries
- Anticipated customers of this location are in the market segments of A02, A06, A07, B01 and C01. Some use anticipated by segments B03, F01, B05 and D01
- Building will be of adequate size

### Recommendations

No changes

## Ridglea Branch Library

District: 3 Godfrey's Modern Library Elements: 0

Buxton Site Score: 83

### Key Findings

- The Buxton score for potential use is below average (83)
- Average drive time/trade area: approximately 9 minutes
- The trade area overlaps Southwest trade area
- Customers are in market segments F01, B3, E03, J03, C01, A02, A06 and B01, with some use also by K05, A01 and K04
- The building is too small for current services and has no space to expand
- Estimated cost to complete recommended infrastructure upgrades is approximately \$528,000

### Recommendations

*Phase 1:* Provide more materials and services for adults and seniors

*Phase 2:* Relocate into 16,000 -20,000 square feet leased facility. Close existing facility

*Phase 3:* No changes

## Riverside Branch Library

District: 2 Godfrey's Modern Library Elements: 0

Buxton Site Score: 77

### Key Findings

- The Buxton score for potential use is below average (77)
- Average drive time/trade area is approximately 5 minutes
- The trade area overlaps with no other library
- Customers are in market segments F01, D01, with some use also by E02, J02, B03 and C01
- The building is too small for current services, and has no place for expansion
- The branch is underused, but there are no other library services in the area
- Estimated cost to complete recommended infrastructure upgrades is approximately \$291,000

### Recommendations

*Phase 1:* No changes

*Phase 2:* Explore options to lease or purchase a larger facility

*Phase 3:* Open expanded full-service facility, close existing facility

## **Seminary Branch Library**

District: 9 Godfrey's Modern Library Elements: 0

Buxton Site Score: 114

### **Key Findings**

- The Buxton score for potential use is high (114)
- Average drive time/trade area is approximately 8 minutes
- Trade area includes Shamblee and overlaps Wedgwood's trade area
- Customers are in market segments J02, with some use also by D01, F01 and K04
- The building is too small for current services and has no space for expansion
- Estimated cost to complete recommended infrastructure upgrades is \$280,000
- La Gran Plaza is a possible lease site

### **Recommendations**

*Phase 1:* Sell building for revenue and lease back. Initiate process to lease 16,000-square-foot space in La Gran Plaza

*Phase 2:* Relocate to new space. Vacate existing facility

*Phase 3:* No changes

## **Shamblee Branch Library**

District: 8 Godfrey's Modern Library Elements: 5

Buxton Site Score: 105

### **Key Findings**

- The Buxton score for potential use is above average (105)
- Average drive time/trade area is approximately 9 minutes
- The trade area includes Seminary, Central and Riverside, and overlaps with East Berry's
- Customers are in market segments J03, K06, and K03, with some use also by K05
- The building has adequate size for services provided
- Estimated cost to complete recommended infrastructure upgrades is approximately \$86,000

### **Recommendations**

No changes

## Southwest Regional Library

District: 3      Modern Library Elements: 4

Buxton Site Score: 90

### Key Findings

- The Buxton score for potential use is below average
- Average drive time/trade area is approximately 11 minutes
- The trade area includes Wedgwood and Ridglea libraries and overlaps with Seminary trade area
- Customers are in market segments F01, B03, A02, A06, A01, B01 and A07, with some use also by H03, H01, E03, C01, K04, D04, F03 and B02
- The public space is adequate for current services but there is not enough parking and no space to expand parking
- Staff work space is inadequate
- Estimated cost to complete the recommended infrastructure upgrades is \$784,000
- The library does not meet national standards to be considered a true “regional” library

### Recommendations:

*Phase 1:* Discontinue use of term “Regional”

*Phase 2:* Implement RFID for self check-out and automated materials handling. Increase self-check stations to handle 90% of routine check-outs. Begin infrastructure upgrades that must be done prior to Phase 3

*Phase 3:* Close south entrance and expand staff work area. Rearrange public spaces

## Summarglen Branch Library

District: 4      Godfrey's Modern Library Elements: 1

Buxton Site Score: 102

### Key Findings

- The Buxton score for potential use is above average (102)
- Average drive time/trade area is approximately 8 minutes
- The trade area overlaps with no other libraries
- Customers are in market segments A07 and B05, with some use also by H03 and B03
- The building is too small. Space to expand the building is inadequate
- Estimated cost to complete recommended infrastructure upgrades is \$146,000
- Leasable space may be available in the vicinity

### Recommendations

*Phase 1:* Sell current facility for revenue and lease back. Begin converting to RFID

*Phase 2:* Expand self-check to handle 90% of routine check-outs

*Phase 3:* Relocate into larger leased/purchased 25,000 square foot facility. Vacate existing facility

## Wedgwood Branch Library

District: 6      Godfrey's Modern Library Elements: 0      Buxton Site Score: 93

### Key Findings

- The Buxton score for potential use is below average (93)
- Average drive time/trade area: approximately 7 minutes
- Trade area includes Southwest Library and overlaps Seminary's trade area
- Customers are in market segments B03, F01, C01, K04 and F04, with some use also from B01, C02, E02, E03, K03, F03, H02 and H04
- The building is too small and has no space to expand
- Estimated cost to complete recommended infrastructure upgrades is approximately \$276,000
- Wedgwood is the only library in this District

### Recommendations

*Phase 1:* No changes to current facility

*Phase 2:* Construct and move to new 25,000 square foot facility in the vicinity of Sycamore School Road and McCart Avenue. Close existing facility

*Phase 3:* No changes recommended

## VI. Recommendations for Additional Service Points or Facilities

### Phase II

- Alternative service in the vicinity of Oakland and Lancaster
- Alternative service at Summer Creek rail station

### Phase III

- Build new 25,000-square-foot facility in the vicinity of Keller Hicks and Park Vista
- Alternative service in the vicinity of Camp Bowie and Montgomery
- Alternative service in the vicinity of Camp Bowie and Las Vegas Trail

### Other Facility Options

- Investigate alternative service in the vicinity of South Hills and Kell
- Investigate alternative service in the vicinity of Bryant Irvin and Oakmont areas
- Investigate alternative service in the vicinity of East Berry and New York Ave.

## Fort Worth's Major Market Segments

The customer analytics system used by Buxton places each U.S. household in one of 60 market segments. These segments include basic demographic information about a household, such as the age, income and education level, as well as psychographic information, which pertains to things like the household's lifestyle, hobbies and spending habits. Each of these segments is given a number, a label and a profile.

Buxton then calculates the percentage of households in each market segment, and the percentage of households in each segment that use the library. Segments are then classified as Primary, Secondary, or Tertiary borrowers if the percentage of borrowing households is higher than the percentage of total households. These segments are the ones most likely to use library services, and areas with high concentrations of these segments are most likely to attract the most library users. Segments that show very low library use are classified as "Non-Borrowers." Areas with high concentrations of Non-Borrower segments are less likely to be successful. Every branch has a different mix of segments making up their Primary, Secondary, and Tertiary customers. A market segment that is Primary in one branch may be Secondary, Tertiary, or even Non-Borrowers in other branches. Some segments might not be represented in a branch's trade area at all.

Following are the labels and profiles for the 17 market segments most common in Fort Worth.

**A01 "America's Wealthiest"** -- These households consist primarily of married, middle-aged adults. They are typically college-educated, financially secure and tend to live luxurious lifestyles. They also are avid readers of print, use the internet frequently and watch cable news. Branches that have a high percentage of A01s include Central, Ridglea and Southwest Regional.

**A02 "Dream Weavers"** -- Households in this segment tend to be middle-aged adults with school-aged children. Most of them are married and they enjoy engaging in family-friendly activities. These consumers have a high interest in technological trends such as digital cameras and home theater systems. Households in this segment use the internet heavily for email, news, shopping and stock trading. Branches that have a high percentage of A02s include Central, Ridglea and Southwest Regional.

**A06 "Small-town Success"** -- Households in this segment typically are families of middle-aged working adults. These households seek out intellectual stimulation, including reading books and taking adult education. They also enjoy an active lifestyle, read the newspaper and have an above-average interest in using the internet. Branches that have a high percentage of A06s include Ridglea, Southwest Regional and Wedgwood.

**A07 "New Suburbia Families"** -- Households in this segment typically are younger couples with pre-school children. They tend to have active, child-centered lifestyles and watch television at a high rate. However, they also tend to be too busy to read many magazines or newspapers. Branches that have a high percentage of A07s include Summer Glen.

**B01 "Status-conscious Consumers"** -- Households in this segment tend to be Baby-Boomers who either have few children or none at all. They are big fans of news media, may listen to talk radio and are comfortable using the internet for information on health and money. Branches that have a high percentage of B01s include Ridglea. Branches that have a high percentage of B01s include Southwest Regional.

**B03 "Urban Commuter Families"** -- Households in this segment tend to be Baby Boomer families and empty-nester couples. These individuals tend to prefer traditional media over new technology, subscribing to newspapers and magazines. They also enjoy TV, radio and music. Branches that have a high percentage of B03s include Ridglea, Southwest Regional and Wedgwood.

B05 “Second-generation Success” – Households in this segment tend to be multi-ethnic and have achieved upper-class status. They are married couples with children and enjoy family-oriented activities. These households also have above-average use of TV, radio, magazines and the internet. Branches that have a high percentage of B05s include Summergreen and Wedgwood.

C01 “Second-city Homebodies” – Households in this segment consist of middle-aged couples and their children living in suburbs. They tend to be dual-income and financially secure, and enjoy leisurely and outdoor activities. These households tend to have above-average rates for reading newspapers, watching TV, listening to the radio and going online. They also like to keep up with the latest trends in technology and fashion. Branches that have a high percentage of C01s include Central, Ridglea and Wedgwood.

D01 “Nuevo Hispanic Families” – These households have a modest level of education and income. The families typically are younger, larger and have children of diverse ages. They are largely bilingual, and tend to pursue economical lifestyles. D01s also are fans of outdoor sports, shopping and various types of media. Slightly more than half own a computer, but most are not connected to the Internet. Branches that have a high percentage of D01s include Diamond Hill/Jarvis, Northside, Riverside and Seminary.

E02 “Urban Blues” – These households consist of young Hispanic singles and families, including single parents. They tend to hold entry-level and/or blue-collar jobs; however, their unemployment rate more than twice the national average. Households in this segment live a low-key lifestyle, enjoy team sports and are extremely family-oriented. They also enjoy traditional media in both English and Spanish. Almost 60% own a computer, but only 27% are connected to the Internet. The Meadowbrook Branch has many E02s.

F01 “Steadfast Conservatives” -- Households in this segment are older singles and couples living in midscale neighborhoods. Many are empty-nesters. They tend to have high school educations, have middle-class incomes and hold skilled jobs in manufacturing, retail, and health care. These households also may be reluctant to invest in the Stock market or use computers. These households have a high interest in traditional media such as print, TV and radio, and are active members of churches, fraternal orders and other groups. Branches that have a high percentage of F01s include Central, East Regional, Meadowbrook, Ridglea, Riverside, Southwest Regional and Wedgwood.

H01 “Young Cosmopolitans” – Households in this segment are primarily under age 35 and single. They enjoy busy, active lifestyles which include exercise, dining and nightlife. These households often are too busy to watch much television or read magazines. Instead, they are more likely to be heavy computer users, visiting web sites for news, travel and social networking. The Central Library has a high percentage of H01s.

H02 “Minority Metro Communities” – Households in this segment are primarily middle-class African-Americans. They have a high level of educational achievement and above-average incomes. East Regional has a high percentage of J02s.

J02 “Latino Nuevo” -- These households consist largely of younger Hispanic families. They probably did not complete high school, and have lower incomes. They cannot afford many leisure activities, so may gravitate to sports played in public parks. They also are fans of traditional media, preferring Spanish-language formats. Fewer than half the households have a computer, and only 20% are connected to the Internet. Branches that have a high percentage of J02s include Central, Diamond Hill/Jarvis, East Berry, Northside and Seminary.

J03 “Struggling City Centers” – Households in this segment tend to be African-American and have a very low income level. A large percentage of the segment is single-parent homes. They also have a strong interest in music and ethnic media. Branches that have a high percentage of J03s include East Berry, Meadowbrook, Ridglea and Shamblee.

K03 “African-American Neighborhoods” – Households in this segment tend to be young, active, working-class families in mainly minority neighborhoods. They also may be single-parent families facing difficult economic circumstances. They also may enjoy family-oriented activities. Branches that have a high percentage of K03s include East Berry and Shamblee.

K06 “Getting By” – Households in this segment tend to be young singles and single-parent minorities facing difficult economic circumstances. Branches that have a high percentage of K06s include East Regional, Meadowbrook and Shamblee.

## Full Service and Alternative Library Service Models

“Full service” libraries offer the complete range of services: collections and programs for all age levels from infants through seniors, meeting rooms and other gathering/group work spaces, separate areas for children, teens, and adults, with public computers in each.

If there is not space or staffing for a full-service facility, libraries have a number of options that let them provide targeted services to specific groups. These include:

**Leased Space:** Leasing space for branch libraries is quite common. It is usually best to avoid residential units, as libraries require a minimum of 125 pounds per square foot of structural strength (“floor loading”), and residential units may only have a “live load” capacity of 60 to 70 psf. Leasing is attractive as a means to “test” the area to see if it would support a permanent facility. Also, libraries must weigh the costs of ongoing lease vs purchase of a facility.

**Express Library:** 450 to 1,200 SF leased space. May be in a shopping plaza or mall, central business area, city park, community center, or other commercial space. The service mix could include laptops, a small collection of books, DVDs, CDs, and magazines. Services could be limited to a particular age group such as children or seniors, or to a specific service such as public computers or a browsing collection of books. Programming would be limited unless the larger facility had space. Customers could pick up reserves and return materials. Staffing and hours would depend on the location.

**Non-staffed location:** Small leased space. Customers enter by sliding their library card. These would primarily be places to pick up reserves and drop off materials. There would be a catalog to request materials, but no public Internet computers. It may have small collection of books and media. Customers use self-check stations to check out materials. The location would be accessible 24x7.

**Public/Private Partnership:** joint ventures in mixed-development spaces with retail, offices, and/or residential areas. The size and service mix would vary depending on the site.

**Supermarket:** This “branch” library would 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, e.g. Safeway or Kroger’s). Located on the store’s exterior ring, it would occupy from 800 – 1,200 sf. Services would include a small collection of popular materials for a variety of ages, but probably no programming, and no public computers. Staffing would depend on the hours, but the supermarket would likely expect the library to be open at least 10:00 a.m. – 8:00 p.m. including weekends.

**Joint Use:** Usually the public library combined with a community college or school library. Services and collections support two different kinds of clientele—the generally public and students. The public library usually offers the same services as in typical public libraries, but parts of the collection and services will be melded with the school/college library to support their curricula. For example, in a joint use with a community college, the public library has the typical children’s collection, story times, teen area, popular adult fiction, and media, but the adult non-fiction is integrated with the college’s collection. In a joint use with schools, the children’s collection is melded with the school library collection, and adult services are separate. Public library sections generally range from 20,000 to 25,000 square feet.

**Vending machines** for books and DVDs are now available for libraries. Customers slide their library card and make a selection. Materials can also be returned at the machines. Libraries have installed these in transit stations, shopping centers, and other high-traffic areas. Some machines must be used indoors, but others are built to withstand the elements and can be available 24x7.

**Bookmobiles:** The oldest “alternative” model, 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, e.g. nursing homes, or offer specific services, e.g. a traveling computer unit. A full-size bookmobile, about 36 feet in length, can cost \$200,000 and more depending upon how it is equipped and outfitted. Smaller units cost less. However, ongoing maintenance and fuel costs (the typical large bookmobile gets about 4 – 5 mpg) make this an expensive option.

## Modern Library Elements

1. Adequate size: To offer a full range of services, library buildings should be at least 16,000 square feet and have at least one parking space for every 200 building gross square feet
2. User-friendly housing of collection:
  - a. Stacks should be no taller than 72" (66" for children's areas) with 48" clear aisles
  - b. Materials should be [merchandised] with signage that helps customers find materials easily. In order to allow for growth and easy access
  - c. Shelves should not be more than 80% full
3. Proper ratio seating to items in collection:
  - a. Facilities should offer a variety of table and lounge seating for different ages
  - b. Number of seats should range from 1 for every 1,500 items in the collection to 1 for every 800 items, depending on the size of the facility and the nature of the collection
4. Significant technology for public and staff:
  - a. There should be enough public computers to meet the Texas State Library Comprehensive Standard. By 2020 the library will need 618 PCs to meet this standard.
  - b. Each workstation needs from 24 to 48 square feet, depending on the function
  - c. Customer convenience self-check
  - d. Staff efficiency enhancements such as RFID [define] and automated materials handling systems that do the routine, repetitive circulation tasks and free up staff for more complicated customer service
5. Age-specific spaces for children, teens, adults, and seniors. Seating, shelving, and space arrangement that are appealing to each age level.
6. Public meeting spaces: Variety of multi-purpose meeting rooms, conference rooms, group study rooms, each outfitted with good technology and visual access
7. Adequate staff work space: at least 150 – 200 square feet per FTE
8. Efficient building infrastructure, including excellent lighting, good HVAC; ADA compliant; good plumbing; energy efficient systems, windows, and doors; fire suppression systems etc

## Fort Worth Library Comprehensive Facilities Plan

### Analysis of Existing Library Facilities Having Modern Library Factors

Element	Central	BOLD	COOL	Diamond Hill	East Regional	East Berry	Meadowbrook	Northside	Northwest	Ridglea	Riverside	Seminary	Shamlee	Southwest	Summerglen	Wedgwood
Adequate size (square feet of space)	Y	N	N	N	Y	N	N	N	Y	N	N	N	Y	Y	N	N
User-friendly housing of collection	N	N	N	N	N	N	N	N	Y	N	N	N	N	N	N	N
Proper ratio seating to collections	Y	N	N	N	Y	N	N	N	Y	N	N	N	Y	Y	N	N
Significant technology for public & staff	N	N	N	N	N	N	N	N	Y	N	N	N	N	N	N	N
Age-specific spaces	Y	N	N	N	Y	N	N	N	Y	N	N	N	Y	Y	N	N
Public meeting spaces	Y	N	N	Y	Y	N	N	N	Y	N	N	N	Y	Y	Y	N
Adequate staff work space	Y	N	N	N	N	N	N	N	Y	N	N	N	Y	N	N	N
Efficient building infrastructure *	N	N	N	N	N	N	N	N	N	N	N	N	N	N	N	N
<b>TOTAL Yes</b>	<b>5</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>7</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5</b>	<b>4</b>	<b>1</b>	<b>0</b>
<b>TOTAL No</b>	<b>3</b>	<b>8</b>	<b>8</b>	<b>7</b>	<b>4</b>	<b>8</b>	<b>8</b>	<b>8</b>	<b>1</b>	<b>8</b>	<b>8</b>	<b>8</b>	<b>3</b>	<b>4</b>	<b>7</b>	<b>8</b>