

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

Use customer market segmentation findings to determine the types of facilities that would be appropriate in areas identified in the Customer Analytics report.

The Fort Worth Library (FWL) hired Buxton Company to provide market segmentation analysis as FWL's Customer Analytics Consultant. Buxton Company uses the Mosaic® market segmentation system to help clients better understand their existing customers, as well as to reach new ones. The Mosaic® system categorizes every U.S. household into one of 60 unique market segments. Each segment has been assigned an alphanumeric code, a descriptive name, and a brief profile. More information about these segments can be found in the Buxton Company report and Appendix Four of this report.

CUSTOMER ANALYTICS & MARKET SEGMENTATION

Buxton used the Mosaic® system, developed by its data partner Experian, combining it with FWL customer data and Buxton's GIS mapping software. Buxton identified how long library customers typically drive to get to their branch library, and from where their trip(s) originate. The boundary defined by the average drive time determined each library's "trade area." Buxton then analyzed which market segments were represented in the trade area, which segments tended to use - and which did not use - the library, and which broad categories of materials, such as adult non-fiction or children's picture books, these segments tend to enjoy.

Also, 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;
- 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 or under 100 indicate a site is more or less likely than average to reach customers who use, or are likely to use, library services.

Fort Worth Library's Major Market Segments

Within the Fort Worth city limits, 22 segments make up approximately 85% of Fort Worth's households. More specifically, 17 segments make up more than 85% of FWL's borrowing households. These 17 segments include:

A01 America's Wealthiest: The nation's most wealthy households are financially secure with expensive tastes, living the most luxurious of lifestyles in the most affluent and exclusive communities. Married, middle-aged adults. Financially secure, tend to live luxurious lifestyles. Predominantly college-educated and white, with a high concentration of Asians. Typically hold executive and management positions in finance, real estate, and professional services. Nearly one-half have dual working couples. Vacation abroad, belong to country clubs, drive luxury cars and high-end SUVs. Early tech adopters. Support philanthropic and environmental causes, human rights groups, art associations. Avid readers of print, watch TV, cable news. High Internet use. Investments. Frequent users of Central, Southwest Regional, and Ridglea Libraries.

A02 Dream Weavers: Well-off families with school age children, living an affluent, suburban version of the American Dream. Dream Weavers have college degrees and Many households contain families with school-aged children - no segment has a higher rate of married residents - and more than half contain dual income couples. These middle-aged adults

typically work as white-collar professionals in the information, finance and education industries. The members of Dream Weavers are deeply rooted in their suburban communities. They have high rates for belonging to parents/teachers association and art associations. They rank at the top for donating money to charities. Weekends find these households on the hunt for family-friendly activities, resulting in high rates for visiting zoos and museums. These consumers try to keep up with the latest technological trends. Dream Weavers households enjoy media that relate to their homes and families. They read a number of upscale shelter magazines. With their longer-than-average commutes, they listen to all news and news talk stations on the radio. Once they sit down in front of a computer, it's hard to tear them away from surfing the Internet. They are frequently online for email, news, shopping, stock trading and making travel arrangements.

A06 Small Town Success: White-collar, college educated, middle-aged working couples living in newly developed subdivisions outside the nation's beltways. White-collar, college educated and upscale, they tend to seek out intellectual stimulation, reading books and taking adult education classes at high rates, and they don't mind driving to big cities to visit museums or see a show. They're late adopters when it comes to consumer electronics and are more likely to own VHS players than DVD units. Being conservative hasn't dampened their enthusiasm for travel as they are likely to take a trip for either business or pleasure almost every month of the year. Small-town Success households share a fondness for a variety of media. They are avid radio listeners and enjoy stations that offer news talk, golden oldies, and country music. They have high rates for reading the Sunday newspaper to catch up on sports, business and entertainment news and read mainstream magazine titles as National Geographic, Good Housekeeping and Better Homes and Gardens. They have above average

interest in the Internet, and they go online to get news, do their banking and buy merchandise such as books and CDs.

A07 New Suburbia Families: Young, affluent working couples with pre-school children concentrated in fast-growing, metro fringe communities. Concentrated in fast-growing, metro fringe communities mainly in the West and Southwest, the segment's population has more than tripled since 1990. With many households under 35 years old, residents have both brains and bucks. More than two-thirds have gone to college and many workers earn six-figure incomes. More than two-thirds of families have multiple workers in the labor force, gravitating to jobs as managers, executives and white-collar professionals. The members of New Suburbia Families have active, children-centered lifestyles. They go to kid-friendly destinations and frequent zoos, aquariums and campgrounds. This is one of the top-ranked types for owning toys, books and video games, and residents here never met a consumer electronics device they didn't like including gaming systems and home theater systems. With their relatively large families, these energetic households are only moderate consumers of most media. New Suburbia Families are often too busy to read a newspaper or magazine, although they will sit in front of a TV to watch network sitcoms and reality shows. Thanks to their lengthy commutes, they exhibit high rates for listening to radio stations that offer news and sports as well as classic rock and adult contemporary music. When they finally wind down, many go online to trade stocks, search for jobs and check out real estate listings. Frequent users of Summer Glen Library.

B01 Status-Conscious Consumers: Middle-aged Baby Boomer households living in suburban neighborhoods within a manageable commute to well-paying city jobs. Predominantly white and Asian, these middle-aged Baby Boomer households have turned their college educations into lucrative executive positions in information, finance and other managerial professions. Since most of the adults live as couples or in

households with few children, they enjoy dining out, traveling across the U.S. and abroad, and taking in the arts scene at concerts, dance performances, and museum openings. They're willing to pay extra for environmentally friendly products and to be among the first to own the latest PC and DVD player. At the supermarket, they fill their shopping carts with health-conscious choices such as yogurt, diet snacks, sugar-free sodas and fresh seafood. To stay abreast of the latest trends, Status-conscious Consumers are big fans of news media. They read daily newspapers at high rates, turning first to the business, fashion and travel sections. They're heavy subscribers of news and celebrity magazines like Time, Newsweek and People. They like to watch TV news, documentaries and science programs. During their commutes to work, they keep their radios tuned to all news and news talk stations. When they get home at night, they go online to research information on health and money matters - two subjects about which they consider themselves to have influence among their friends.

B03 Urban Commuter Families: Upscale, college educated Baby Boomer families and couples living in comfortable, single detached homes in city neighborhoods on the metropolitan fringe. Many of these upscale, college-educated households contain dual-income couples who put in long hours as professionals and managers in retail, health care and education services. With its concentration of empty-nesters, they prefer to get their exercise from low-impact activities such as gardening, golfing and bird watching. They enjoy leisure activities like going to the theater or antique show. With limited interest in the latest electronics and technology products, their homes are more likely to contain stereos than MP3 players. The households in Urban Commuter Families are old-fashioned media fans. They subscribe to daily newspapers at high rates and spend their Sunday mornings poring over the travel section and the ad inserts. They pick up traditional general interest magazines at the supermarket, enjoying Reader's Digest, Family Circle and

Good Housekeeping. On their commute to work, they listen to the calming strains of classical, golden oldies and big band music on the radio. Frequent users of Ridglea, Southwest Regional, and Wedgwood Libraries.

B05: Second Generation Success: Upper-middle-class and large multi-ethnic households working in white and blue-collar jobs within metro fringe communities. These multi-ethnic Households - of Asian, Hispanic and varied European descent - are primarily married couples with children. Their household size with five or more people is almost double the U.S. average. More than half of adults have attended college, landing a mix of blue- and white-collar jobs in retail, manufacturing, transportation and public administration. In these metro fringe communities, many households strive to balance the need to assimilate with the desire to retain their cultural traditions. With their upscale incomes and children of all ages, Second-generation Success households enjoy active, family-centered lifestyles. On weekends, they go on outings to a zoo, aquarium, cinema, or one of the kids' sporting games. Indeed, these relatively young families make a strong market for toys and high-tech products, and they say they're heavily influenced by their children. Second-generation Success is a media-filled lifestyle where residents enjoy virtually all media channels at above average rates. They read celebrity publications such as People and Us Weekly as well as Spanish-language newspapers and magazines. Radio preferences vary but with many of the households whose families are of Hispanic origin there is a tendency for rancho and Tejano music. When it comes to the Internet, this ethnic mix has relatively high rates for surfing the Internet to download music, get sports scores, upload family pictures, and search for jobs. Frequent users of Summerglenn Library.

C01 Second City Homebodies: Financially conservative, dual working, middle-aged couples and families living in small, satellite cities along the East and West coasts. Second City

Homebodies inhabit a prosperous world where middle-aged couples and families lead flourishing lifestyles. Most of the households are well educated, with an almost an even split between college graduates and those who have completed only some college. Many have achieved well-paying, white-collar jobs in retail, real estate, education and public administration. With above-average numbers of both whites and Asians, these Baby Boomers typically need two wage earners to meet the needs of their upscale lifestyles. They like to visit museums, attend concerts and dance performances, and prefer to travel abroad for vacations. They're the kind of consumers who like to be first on the block to buy new tech gadgets. The residents of Second City Homebodies are eclectic media consumers, demonstrating above-average rates for reading newspapers, watching TV, listening to the radio and going online. Their intellectual interests are wide-ranging as seen in their fondness for newspaper sections that cover science, travel, and entertainment. They like to go online to keep up with the latest trends in fashion and technology. Among their favorite Internet activities include surfing newspaper websites, gathering shopping information, and listening to online radio stations that play contemporary hits.

D01 Nuevo Hispanic Families: Young and lower income Latino family households living, in working-class neighborhoods of large cities. Modest education and income. About two-thirds are under age 45. Large families with mixed-aged children. Pursue economical lifestyles. Largely bi-lingual. Fans of outdoor sports, shopping. Fans of various types of media - television, cable, radio, newspapers, magazines. Slightly more than half own a computer. 28% are connected to the Internet. Frequent users of Northside and Riverside Libraries.

E03 Professional Urbanites: An upper-middle-class retirement oasis in the metropolitan sprawl containing very active empty nesting couples and older singles. Professional Urbanites is a haven for aging singles and couples, an upper-middle-class

retirement oasis. With most residents over the age of 65, these households have already empty-nested, with their children having gone off to college and work. The adults in this cluster boast college degrees with above average incomes as white-collar professionals and managers in retail, education and health care. They have high rates for traveling abroad, taking cruises, and staying at vacation resorts in the U.S. Their favorite leisure activities include attending live theater and operas, frequenting restaurants and antique shows. These well-off, conservative consumers hang on to old consumer electronics such as stereos. Increasingly, they look for products that are environmentally friendly. Professional Urbanites residents are media traditionalists. They're more likely than average Americans to read newspapers, subscribe to magazines, and listen to the radio. They're avid fans of news oriented magazines such as U.S. News & World Report, Newsweek and the New Yorker. Their preferred radio stations go back to an earlier age - big band, easy listening and classical music. They're still relative new comers when it comes to the Internet, and some find computers confusing and will never get used to them. However, they're starting to go online to trade stocks, make travel reservations and seek out medical information.

F01 Steadfast Conservatives: Home to high-school educated mature singles and couples living in middle-class urban blue collar neighborhoods. High-school educated mature singles and couples aged 65 and older. Many empty-nesters. Middle-class incomes with skilled jobs in manufacturing, retail, and health care. "Old-fashioned": stock market too risky, computers too confusing, aerobic exercise too strenuous. Prefer gardening, needlework, woodworking. Fraternal orders, churches groups. These households have a high interest in entertainment, fans of traditional media such as print, TV, radio. Frequent users of Central, East Regional, Meadowbrook, Ridglea, Riverside Southwest Regional, and Wedgwood Libraries.

H01 Young Cosmopolitans: Residents are young, single, college educated and earning upper-middle-class incomes as white collar professionals, managers and executives living in luxury apartments and condos in fast growing cities. Young Cosmopolitans is a collection of households where many adults are under 35 years old, single and earning above average incomes as white-collar professionals, managers and executives. In their fast-growing cities - including a number of college towns - nearly half hold college degrees, and they are almost twice as likely as average Americans to have graduate degrees. Many hold fast-track jobs in finance, information services, and the arts. If they're married, it's a given that both spouses are working and their dual incomes provide comfortable, upper-middle-class lifestyles. They have prosperous leisure lives, traveling frequently for business and pleasure, and enjoying city-quality amenities such as restaurants, movies, theaters, and the night life. They're big purchasers of all kinds of tech gear, including iPods, BlackBerry devices, and Xbox consoles. Young Cosmopolitans residents are often too busy to stay at home to watch TV or read a magazine. They'd rather go out and get their entertainment on a stage or big screen. They enjoy catching music videos on MTV and VH1, and they keep their radios tuned to alternative rock and adult contemporary music stations. They're not big fans of magazines, other than youth-oriented fashion and fitness titles such as Elle, Shape, and Men's Health. Increasingly, they're spending their free time online, going to news and travel sites and checking out social networking forums in search of a date or a mate.

H02 Minority Metro Communities: Concentrated in inner-ring suburbs, these married couples and single-parent minorities earn above-average incomes from a mix of service industry and white-collar jobs in transportation, health care, education and public administration. Minority Metro Communities reflects the nation's growing African-American middle class. With nearly

three-quarters of the residents African-American and half the households earning more than \$50,000, this cluster is a testament to high educational achievement and professional employment among African-Americans. Concentrated in inner-ring suburbs, these households earn above-average incomes from a mix of service industry and white-collar jobs in transportation, health care, education and public administration. There are more households with single parents than married couple families, and the unemployment rate is high. They go to movies and comedy clubs, and belong to civic groups and fraternal orders. They're a strong market for youth-oriented toys, with high rates for purchasing dolls, video games and educational toys. They're willing to splurge on consumer electronics including video game systems and handheld game devices, but they're still more likely to own stereos than CD players. Minority Metro Communities is a strong market for ethnic media. Households have high rates for reading magazines like Black Enterprise, Essence and Jet. They tune in to radio stations that offer Southern gospel and religious programming. They are not big online users but when they go online it's to job search and download music and play games. Frequent users of East Regional Library.

J02 Latino Nuevo: Primarily young, un-educated, but large-family Hispanic households concentrated in the barrios of border states like Texas and California earning very low incomes as laborers and service workers. Largely lower-income Hispanic families. Three-quarters of the adults are under age 45. More than half have not completed high school. Typically unable to afford many leisure activities, gravitate to sports that can be played in public parks. Fans of traditional media, preferring Spanish-language formats. Fewer than half the households have a computer, and only 20% are connected to the Internet. No other segment has more children. Frequent users of Central, Diamond Hill/Jarvis, Northside, and Seminary South Libraries.

J03 Struggling City Centers: Young, single and single-parent minority renters living in very low-income city neighborhoods throughout the South. Struggling City Centers consists of very low-income households living in city neighborhoods throughout the South. Home to the highest concentration of African-Americans in the nation - nearly 90 percent of all Households - the cluster faces hard economic challenges. One-third of households haven't finished high school, with a similar percentage containing single-parent families. One in five adults under 35 years old and the median household income is only half the national average. Most adults work at low-level blue-collar and service industry jobs in manufacturing, health and food services. The unemployment rate is more than twice the national average, with half of the households having no workers present in the family. For the members of Struggling City Centers, social activities provide some relief from economic burdens. Residents have high rates for belonging to churches. They spend freely on their kids, buying dolls, action figures and video games. Despite their diminished economic conditions, many say they're working hard for a better life and to provide things for their children that they never had. The households in Struggling City Centers show above-average rates for consuming most traditional media. This is a strong market for music and ethnic-targeted media - Essence, Jet and Ebony rank high among magazine titles - and few types score higher when it comes to listening to radio stations that play urban contemporary and Southern gospel music. These households are least likely to be on the Internet, but those who do go online frequent sites for downloading music and games. Frequent users of East Berry and Shamblee Libraries.

K03 African American Neighborhoods: Young, working-class minority city dwellers and single-parent families with low educational levels living in older homes and low-rise apartments. About three-quarters of the households are African-American and one in four adults is under 35 years old. This is an

economically challenged area characterized by relatively high unemployment, low educational levels, and single-parent families. A majority of residents have completed high school or some college, and most are earning their paychecks through jobs in health care, education and food services. With incomes about one-third below the national average, most of these young households reside low-rise apartments and in older homes with approximately a third owning single-family homes. They go to plays, dance performances and comedy clubs at high rates. They indulge their children with educational toys, music players and video games and indicate that their kids have an impact on the brands they buy. African-American Neighborhoods represents a lucrative media market. These residents still prefer ethnic-targeted print media, reading Jet, Ebony and Vibe at high rates. Their taste in music ranges wider, including contemporary hit radio as well as rhythm and blues stations. These enterprising households have truly eclectic usage patterns when it comes to the Internet. They go online to download games, use dating services, send e-greeting cards, and search for new jobs.

K06 Getting By: Very low income minority single and single-parent households located in dense neighborhoods of small cities. Getting By is a financially challenged cluster of young high school-educated and mainly African-American households, where the median income is lowest in the nation. These single and single-parent minority households struggle with high unemployment and low-paying, entry-level jobs in health care, food services, or manufacturing. Given the low-income economics, the lifestyle in Getting By can appear very constrained. Most leisure activities are home-based, whether it's listening to music or reading. When residents go out, it's typically to a movie, church, social or civic club for bingo. As consumers, they can't always satisfy their desire to be the first to own a high-tech device. The households in Getting By indicate high rates for varied media. This is one of the top segments for

listening to gospel, rhythm and blues and urban contemporary music on the radio. And residents are big fans of mainstream and ethnic-targeted magazines such as Vibe, Black Enterprise and Jet. These households have limited access to the Internet but when they go online they are most likely to surf for sports scores, jobs medical information, and download music and streaming videos. Frequent users of BOLD and COOL Libraries.

Potential Fort Worth Library Customers

In addition to the 17 segments that make up more than 85% of FWL's borrowing households, there are nine segments that represent potential library customers. Market segments that FWL might seek to attract to the Library, along with descriptions of some of the more promising groups, include:

C02 Prime Middle America: A mix of young, upper-middle-class couples and families living in both small towns and mid-sized cities working in well paying white-collar and blue-collar jobs. Most own their own home. Interests include home improvement, TV, sports. Strong interest in high-tech gadgets. Go online for banking, gaming, and auctions. Not heavy readers of books or magazines, although fiction and bestsellers are tertiary categories, and children's books are primary and secondary categories in Fort Worth. Library services that may appeal to this segment include children's materials and programs, popular adult fiction, do-it-yourself, and sophisticated web sites with lots of self-service options. Young busy families may not have a lot of time to spend at the library, so they look for easy, convenient access to services. C02s are secondary core customers at East Regional Library and tertiary core customers at Wedgwood Library. C02s also reside in Central, Ridglea, Riverside, Seminary, Summerglenn, and Southwest Library trade areas.

D04 Small City Endeavors: A mix of lower income, young and old, singles, families and single parents living in older homes and small apartments in working-class towns.

E02 Urban Blues: Young Hispanic singles, families, and single parents in urban areas working in low paying, entry-level blue-collar and service jobs. Unemployment rate is more than twice the national average. Low-key lifestyle, team sports, extremely family oriented. Enjoy traditional media, Hispanic/Spanish and English magazines, and TV - high Latin media consumers. Almost 60% own a computer, but only 27% are connected to the Internet. Modest schooling - most do not have a high school diploma. This group is comprised mostly young singles, families, and single parents, with growth potential for banking and financial services. Below average for owning DVD players, MP3 players, cell phones, and reading books, magazines, and newspapers. All Fort Worth Library locations except Summerglenn have E02s in their trade area. They are primary core customers at Meadowbrook Library, secondary core customers at Riverside Library, and tertiary core customers at Central, East Berry, and Wedgwood Libraries. Library services that might appeal to this segment include materials in Spanish; books for children and teens; DVDs for children and adults; story times, early childhood and adult literacy, workforce development, personal finance, and computer classes.

F03 Southern Blues: Racially mixed, young and lower-middle-class singles and couples living in older, garden style apartments in satellite cities throughout the South.

H03 Stable Careers: Young and ethnically diverse singles residing in low- and high-rise apartment buildings and living comfortable lifestyles in big-city metropolitan areas. More than half have attended college. Most have white-collar jobs and comfortable lifestyles, but with low levels of investments and home ownership. Body and budget conscious, this group has a high interest in popular culture. Early tech adopters, they are

Internet-savvy and will spend extra on electronics. They exhibit above-average use of books, magazines, and newspapers. Library services that might appeal to this segment include sophisticated web sites with lots of self-service and social networking capabilities; collections of popular books, magazines, and media, plus a full range of downloadable formats. Seeking express locations with pick-up and drop-off services, programming would have to be sophisticated to attract this segment. H03s are in Central, East Regional, Meadowbrook, Ridglea, and Wedgwood Library trade areas.

H04 Aspiring Hispania: Young married and single Hispanic households earning lower-middle-class incomes and living in urban gateway communities.

J05 Metro Beginnings: Very low income, less educated singles and single-parent Hispanic and minority households living in high-rise apartments in diverse inner-city neighborhoods. With the highest proportion of one-person households, these are typically, 45 and younger, singles, divorced men and women, and solo-parent families. As one of the most diverse groups, Hispanics and African-Americans make up more than half the populace. J05s experience high unemployment, low educational level, and annual incomes less than one-half the national average. Typically with a desire for higher learning, high interest in ethnic and minority programming, they feel very alone, rarely go out on the town. Try to stay healthy by jogging or exercising in their apartments. Most can't afford new cars or the newest electronics. TV viewing includes sitcoms, reality shows, basic cable, as well as ethnic-targeted radio. Low Internet use rate. Not frequent borrowers at Fort Worth libraries.

K04 Urban Diversity: Young and mobile multi-ethnic singles and single-parent families living in inter-city neighborhoods in a mix of row houses and high-rise apartment buildings. Most have completed high school or some college. Many work at entry-

level jobs in retail, health care, food services. This group experiences high unemployment, with a median income one-third below the general population. They enjoy athletic activities, theme parks, and nightclubs. One-third of the households have young children and are strong consumers of electronics, including MP3 players, digital cameras, and video games. Strong users of TV, radio, movies, Internet, and social media, they are slightly below average book readers, with higher use of magazines. Library services that might appeal to this segment include Spanish materials, popular magazines, CDs and DVDs, downloadable media, and a sophisticated web site with self-service features. Early childhood literacy materials and programs for children under six would be attractive to this group, as would workforce development classes. K04s are primary core customers at Wedgwood, secondary at Southwest, and tertiary at East Regional, Ridglea, and Seminary. K04s are also in the Central, Diamond Hill, East Berry, Shamblee, Meadowbrook, Northside, Riverside, and Summerglenn Library trade areas.

K05 New Generation Activists: Less-educated, low-income young singles and single-parent families concentrated in the nation's inner cities. Primarily entry-level service jobs in retail, manufacturing, food service, and health care. Few can afford their own homes or new cars. Nearly one-third use public transportation. More than one-third are under age 35, 9 of 10 are single and include a high numbers of Hispanics and African-Americans. One-third of the households have children. They spend their free time socializing at health clubs, nightclubs, and education courses. Rarely sitting down to a meal, preferring easy-to-microwave foods, these are television-centered households. They also exhibit high radio and magazine use. Unlike other young Americans, they express little interest in high tech and rarely go online.

PUBLIC LIBRARY SITE EVALUATION CRITERIA

It is critical to approach the site selection process for a new public library with care. The ultimate success of any new library facility, if success is measured in terms of usage of library services, will be determined to a large degree by where it is located. Public libraries are similar to other institutions that need to be used to be effective. **Where they are located is of prime importance.**

As a successful private developer would say, the three most important ingredients of any project are “location, location, and location.” A restaurant that is poorly located will not prosper, nor a food store, or an apparel shop. Neither will a public library. Acquiring anything less than a good site will prove a false economy in terms of the life-cycle costs of the facility. The wrong site will hinder public use of this important community resource.

Criteria for Evaluation

The criteria listed below should be taken into account as each candidate site is evaluated. Godfrey’s Associates, Inc. has developed these criteria based upon our considerable experience and observation.

Site Capacity, Now & Future. The site should be large enough to provide a sufficient square or rectangular library footprint, the required parking for users, staff, and volunteers, future expansion, and the necessary allowances for setbacks, zoning requirements, and suitable landscaping. The resulting building should look like it belongs on the site, not forced on a plot of ground that is too small. If future expansion of the building is anticipated, then the site should be at least five times the initial building gross square feet (BGSF).

Parking Potential, On-site and Off-Site. This is a companion to Site Capacity. However, in addition to the pure size of the site it is important to find out if the building should expand can the amount of land devoted to parking also be enlarged? Any restrictions to having an adequate number of parking spaces could prove to be detrimental in the future.

Accessibility. The site should be easily accessible by automobile and public transit, and within walking distance of some potential users. However, pedestrian access will always be secondary. Adequate parking is the key element of automobile accessibility.

Visibility by Passers-By. A prominent location is required to attract the largest number of people to the library. A highly visible site, along a major street (but **not** a major highway), with easy accessibility, is ideal. If the site involves other buildings, such as a joint-use complex, the library should be able to be oriented on a portion of the site with high visibility.

Development Cost. What will it cost to develop the site? These costs could make an otherwise desirable site less than it first appears to be. The issues to consider include:

- The dollar value of the site, including the potential revenue loss if income producing property is replaced by a non-taxable structure;
- Demolition costs of any existing facility(ies) on the site;
- Relocation costs of any existing business or residential units currently on the site;
- Any unusual site development costs that may occur, such as from a site with underground utilities and/or water, a buried petroleum storage tank, etc.;
- The cost of providing sufficient utility service to the site;
- Any extra construction costs that will occur due to such things as:

- Poor soil conditions,
 - Limitations of the site, such as underground versus above grade parking, and
 - Site configuration resulting in a more expensive building solution.
- Excessive drainage and/or earthwork; and
 - Construction of drives and roads needed to fully access the site once the building is located on the site.

Building “Fit” into the Fabric of the Community, Now and Future. Will the library be a good neighbor? Is the neighborhood fully developed? If so, how will the library fit into the neighborhood as the neighborhood matures? If there is development in the future, will it be compatible with the mission and goals of the library?

Views, Distant and Close. What does one see from the library site looking outward, across the street, and several blocks away? Conversely, what does the library site look like from across the street and from blocks away?

Legal Matters. The existence of easements or other restrictions can serve to minimize the amount of land on which a building can be located, i.e. the “buildable” area of the site. A site owned by several persons and/or entities could be difficult to acquire and/or take an exceptionally long time, thus resulting in a loss of funds for construction as a result of construction cost escalation. Zoning restrictions can also hamper development, including parking and/or entrance and egress to and from the site.

Physiography The suitability of the soil, the topography of the site, and solar orientation are important considerations in construction and operational costs. Orientation considerations include the avoidance of west sun on the books, or the necessity of an entrance that may offer little protection from prevailing winter winds. Other factors to consider include:

- Prevailing winds;
- Solar potential, passive and active;
- Sun angles; and
- Trees and landscaping.

Ranking the Sites

Once the site selection criteria have been agreed upon, the next step in the process is to assign a point value to each of the above nine criteria. The sum total should be 100. Within each major factor, points can be assigned to the sub-factors. The sub-factor points should equal the sum of the major factor point.

As an example, a library site study might conclude that *Site Capacity Now and Future*, followed by *Accessibility, Parking Potential On-site and Off-site*, and *Legal Matters* were the four most important factors worth 20, 15, 10, and 10 points respectively. Within *Site Capacity*, the two most important sub-factors might be *Present Building Area* and *Present Parking Area*, each worth nine points.

Therefore, if the *Present Building Area* of Site A were considered to be near perfect, it would receive a ranking of eight or nine points. Conversely, if Site B was considered poor in this area the ranking might be zero, one, or two.

Each factor and sub-factor should be given a point value. The site that receives the most points is determined to be the best site. If two or more sites were within six to eight points of each other, then cost effectiveness needs to be taken into consideration.

Each area within the city where a new library is needed may have a different ranking point system. The demographics, geographic size, and potential population of the area should be considered before assigning point values.

Tie-Breaking Factors

Land cost the purchase price of the site - should be dealt with last, and should be in addition to the 100 points of the other criteria. The reason for this is that pure land cost should not be the first consideration inasmuch as the cost of the site will most likely be the least of the project costs for a new (or replacement) library facility.

Conclusion

We at Godfrey's Associates, Inc. cannot over-emphasize the importance of an objective site selection process. There is nothing, aside from the informational content within a library facility that will have a greater impact upon the overall success than where it is located.

Since success of a library is, or should be, measured by usage, the more a building is used, the more cost effective it is.

A good site will go a long way toward ensuring the operational success of a library facility for the community residents.

FORT WORTH POPULATION PROJECTIONS, 2000 to 2020

This *Library Facilities Plan* analyzes and makes recommendations regarding library facilities through the year 2020. Therefore, a sound population projection for that date is extremely important.

The consultants requested data from the City of Fort Worth regarding the project population for the next several years. The City responded by providing us with three different scenarios.

The “Official North Central Texas Council of Governments (NCTCOG) Estimates” for 2001 through 2009 projected Fort Worth population for the years 2010 through 2015 in three different scenarios, by means of residential building permits:

- Optimistic;
- Pessimistic;
- Average.

Fort Worth Population Projections to 2020

Following receipt of the data from the City of Fort Worth the consultants developed a draft of a 2020 projection according to the following logic:

- The “Official NCTCOG Estimates” for 2010 states the population of Fort Worth will be 720,250.
- Three different scenarios based upon Residential Building Permits were made for projections to 2015:
 - Optimistic (836,169);
 - Pessimistic (814,597); and
 - Average (825,383).
- A fourth projection, a “Straight-line Projection” (861,498), was used as a comparison, not a potential growth scenario.

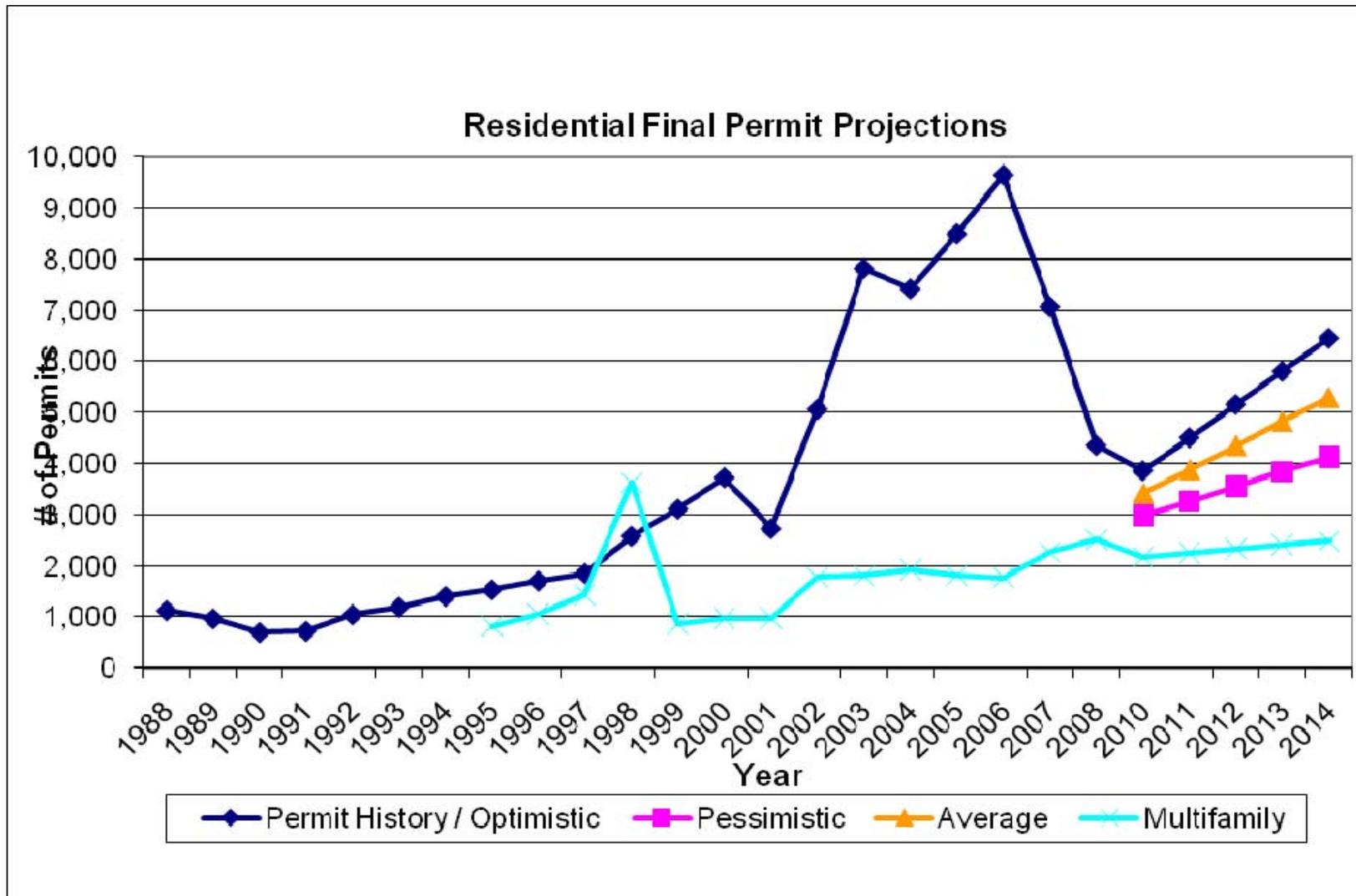
Totaling the four projections for 2015, then dividing the total by four and calculating the percentage, equates to 114,162 persons over the 2010 official estimate. That rounds to 15.9 percent. 834,412 persons would be the 2015 population when averaging the four different scenarios. Multiply that by 1.159, and the total of 967,083 is the 2020 population. Taking a more conservative approach, one could project the population of Fort Worth at 950,000 by 2020. A more aggressive number could be 1,000,000.

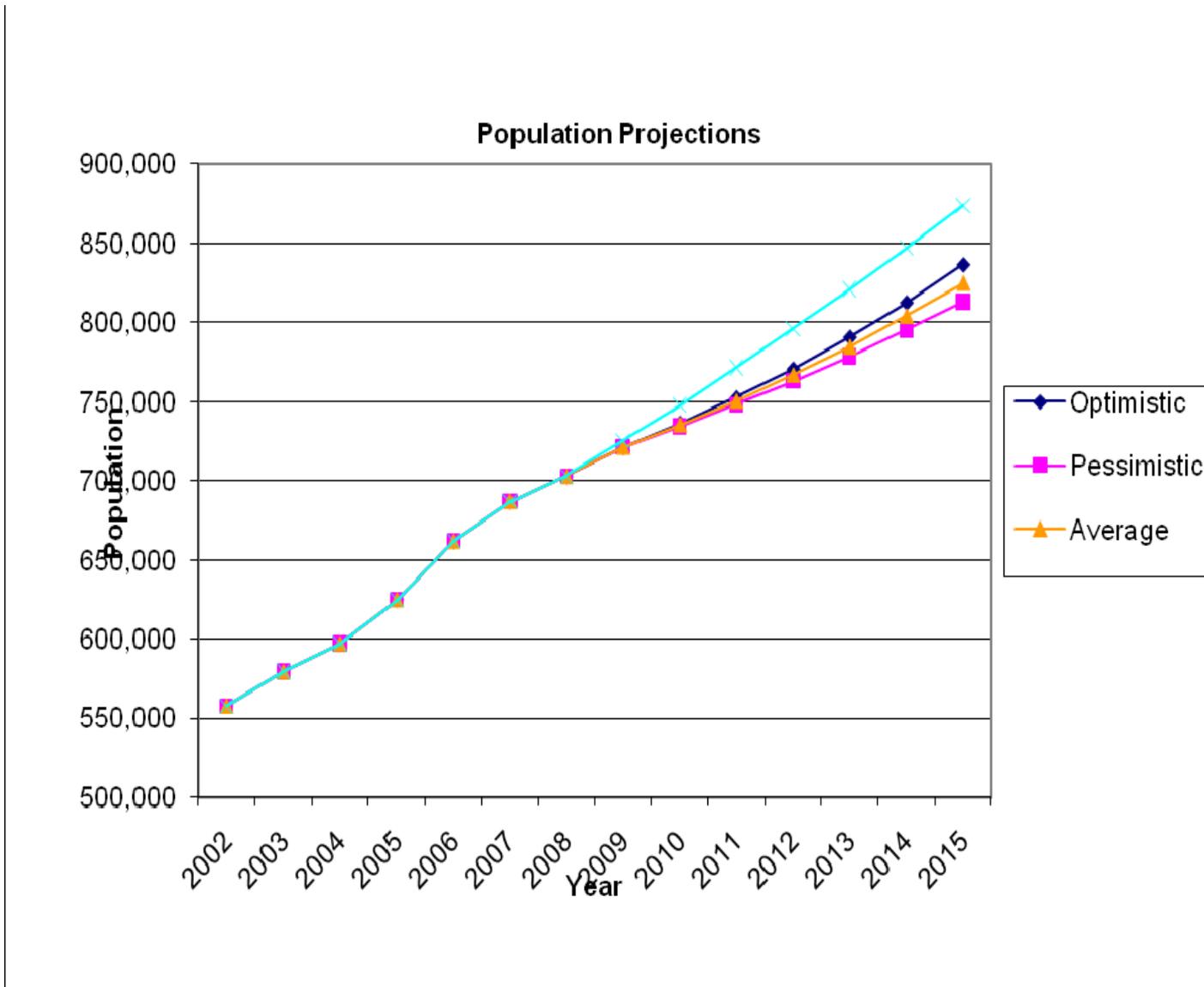
This logic was forwarded to the FWL Project Director for review and comment. The Project Director, in turn, forwarded the logic to the City and received a response from a staff member of the Fort Worth Planning and Development Department in an e-mail dated March 4, 2010, paraphrased as follows:

We understand the logic but would not include the straight-line projection in the calculations. When staff created projections to 2015, we used the straight-line projection as a comparison, rather than a growth scenario. The straight-line extends the average annual growth rate of 3.2%, which was the growth rate of Fort Worth from 1990 to 2009. This 3.2% average becomes less and less realistic as the City grows. We suggest a more realistic projection would result from using the average projection for 2015 of 825,383, (which is an 89,420 increase from the 2010 projection of 735,963 - a 2.43% average annual growth rate), and extrapolating out to the year 2020, yielding a total population projection of 926,080 persons for 2020.

Following the Department’s recommendation the consultants elected to use the 2020 projection of 926,080. See the table and graphs depicting these projections on the following pages.

Final Permits					Residential Final Permits & Population Projections, 2009 to 2014			
Year	Single Family			Multifamily				
1988	1,123				The 720,250 figure is the City of Fort Worth population estimated by NCTCOG as of January 1st, 2009.			
1989	965							
1990	697							
1991	722							
1992	1,043							
1993	1,192							
1994	1,403							
1995	1,531			819				
1996	1,705			1,060				
1997	1,853			1,434				
1998	2,581			3,625				
1999	3,110			860				
2000	3,726			966				
2001	2,726			976				
2002	5,063			1,778	Official NCTCOG Estimates	The population projections were calculated by multiplying projected single family units by 2.86 persons per unit (NCTCOG number for average persons per single family dwelling unit, used for 2008 annual population estimate) and multifamily units by 2.87 persons per dwelling unit. A vacancy rate of 6% was applied to single family units, while a vacancy rate of 7.5% was applied to multifamily. The vacancy rate is the rate used by NCTCOG for its 2008 annual population estimate for the City of Fort Worth.		
2003	7,818			1,801	557,750			
2004	7,416			1,925	579,250			
2005	8,494			1,818	597,150			
2006	9,645			1,771	624,850			
2007	7,069			2,264	661,865			
2008	4,357			2,511	686,850	The population projections for the straight-line estimate were calculated by multiplying the average annual rate of growth from 1990 to 2009 (3.2%) to the 2008 City of Fort Worth estimated population figure (720,250).		
2009	2,594			3,292	702,850			
				720,250				
Projected Final Permits					Estimated Population Based on Permits			Estimated Population Straight-line Projection
	Single Family			Multifamily	Optimistic	Pessimistic	Average	
	Optimistic	Pessimistic	Average					
2010	3,861	2,976	3,419	2,173	735,963	735,963	735,963	735,963
2011	4,509	3,264	3,887	2,250	752,112	749,733	750,922	759,514
2012	5,157	3,552	4,355	2,327	770,207	764,481	767,344	783,818
2013	5,805	3,840	4,823	2,404	790,249	780,208	785,228	808,900
2014	6,452	4,128	5,290	2,481	812,237	796,913	804,575	834,785
2015					836,169	814,597	825,383	861,498





FOCUS GROUP DISCUSSION

The Fort Worth Library staff conducted a focus group discussion with the Fort Worth Library Advisory Board on October 21, 2009. As a dedicated group of library stakeholders, the Library Board has a keen understanding of and investment in the Fort Worth Library. Below are the questions asked, and lists of the answers given by those in attendance.

1. What are the key library customer groups?

- Newcomers
- Children
- Students
- Homeless
- Computer users
- Retirees
- Media seekers
- Job seekers
- Genealogy
- Teens
- Spanish speaking population
- University students

2. What do our customers like?

- Educational programs for all ages
- Internet services
- Inter-library loans
- Genealogy materials
- Story time
- Spanish language materials
- Summer reading
- Staff
- Friends Store
- Availability of printed materials
- Locations

3. What community needs could the library better address than other agencies?

- After school programming
- Early literacy

4. Where do we already shine/what are we known for?

- Staff
- Exhibits
- Lectures
- Genealogy materials
- Archives
- Media availability
- Varied collections
- Hit 4 million mark on materials checked out

5. What are the library's best features?

- Openness, light
- Display
- Welcoming
- Happy, upbeat staff
- Great customer service
- Convenient, handy- less than 10 minute drive
- Children's section
- Diverse community populations

5b. What are the library's barriers?

- Parking
- Erratic hours of operation
- Empty shelves (SW regional)
- Lack of current materials (SW)
- Security concerns: personal and physical

6. How important is following sustainable, green architecture in renovations and additions of FWL facilities?

Extremely

Cost is more important than “being green” weigh the costs
Initial costs vs. ongoing savings

7. Can it be a library without a physical building?

Hope not

Right now, need physical pick-up

No

Depends upon generation of users (on-line universities)

8. What is the core function of a library?

Repository of information

Must have books (physical as well as media)

Availability of information

Center of community

Personal interaction

Physical location

An entity that makes the information available to public

9. Do you see the recreational, entertainment aspects of collections/services included in repository of info?

YES

10. How will Friends and Foundation help the libraries financially?

More hours

More computers

Resolve barriers

11. What is the role of the library in five years?

Provider of resources people lack

Met informational needs of citizens

Continue as information repository, changing form as needed

Adapting to changes as to how information is stored,
transmitted and utilized as needs change

General source of information to newcomers

The place you go to find out what is going on