



Jefferson County Public Library Facilities Master Plan

Final Report | 05 February 2018

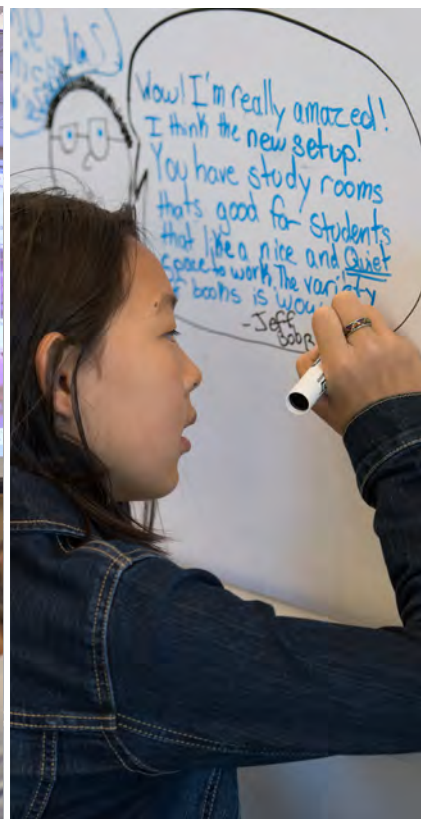




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INTRODUCTION

Jefferson County Public Library is a high performance organization and vital resource for Jefferson County. It provides excellent, responsive service to the community, which in 2015 showed its appreciation and support for the Library by approving a mill levy increase. JCPL has demonstrated that it is a responsible steward of these public funds, operating well within resources and building financial reserves even while expanding services and hours of operation for the public.

The Library is also proactive in evaluating and improving its capacity for service. In recent years, JCPL has undertaken deep, data-driven analysis of its customer base (2016 OrangeBoy Market Analysis), its performance compared to regional and national peer libraries (2016 Benchmark Study), and its organizational effectiveness and capacity (2017 Organizational Analysis).

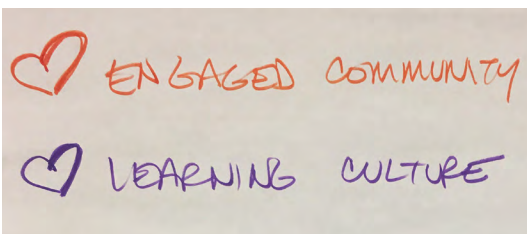
In 2017 JCPL commissioned the preparation of a Facilities Master Plan to guide planning, decision-making, and capital investment in its facilities over the next two decades. This Master Plan is the result of an efficient, data-driven process that leverages previous studies with new analysis of the amount, type, and distribution of space needed to provide excellent library service to Jefferson County communities. This FMP sets forth a clear set of recommended capital projects that JCPL can begin planning and implementing immediately. At the same time, this FMP is intended as a flexible, “living” document that will enable JCPL to easily adjust and update its capital facilities planning as circumstances evolve and opportunities arise over time.



SUMMARY OF FINDINGS AND RECOMMENDATIONS

Over the years, JCPL has done a lot of things right with respect to its facilities. It has been strategic and intentional about operating a modest number of library branches, which is a highly cost-effective and fundamentally sustainable operating strategy. Growth by adding space rather than by adding branches has resulted in a network of large branch libraries that are community destinations for excellent services, programs, materials, and technology.

And JCPL has taken excellent care of its facilities over time, with regular maintenance to keep them welcoming, accessible, and comfortable even through the economic downturn in the early 2010s. Most recently, the Library has begun implementing its new library service model, which is delighting customers and staff alike at the renovated Golden and Columbine branches.





That said, this Master Plan did identify several areas of significant facility needs that will be important for JCPL to address over the next 20 years.

- Countywide, JCPL's library branches provide less than 70% of the space needed to serve Jefferson County's current population, and lack the capacity to accommodate future community growth. This Master Plan recommends that JCPL establish a countywide space planning target of 0.5 to 0.6 square feet of branch library space per capita. JCPL should build capacity sustainably, according to its established facility construction and operating principles, by continuing to develop large destination libraries and keeping the total number of branches low.
- JCPL's library branches are not equitably distributed relative to community development; branch capacity is disproportionately concentrated in central and northern parts of Jefferson County, while southern county areas are at a deficit. This Master Plan recommends the construction of a new destination library of at least 30,000 square feet in south Jefferson County as an early priority project, among other capacity-expansion projects countywide over time.
- JCPL's systemwide administrative and operations functions are divided among multiple, undersized facilities scattered across different cities, which keeps the organization from achieving maximum efficiency and effectiveness. This Master Plan recommends the development of a consolidated facility or campus with enough space to accommodate all systemwide administrative and operations functions, enhance inter-departmental collaboration and innovation, and support organizational growth and development over time.

RECOMMENDED FACILITY PROJECTS

The major capital projects recommended in this Master Plan are summarized below. They are grouped into three general “phases” that strive to balance JCPL’s priorities for reinvesting in its existing facilities, building additional branch library capacity, and improving the efficiency and effectiveness of systemwide functions.

Major capital projects within each phase are listed alphabetically; JCPL will determine the actual sequence as projects and resources are confirmed and refined. The potential start of each phase is a preliminary estimate based on approximate project budgets and revenue projections; the actual time to complete each project and phase will depend on a variety of factors that JCPL should revisit regularly.

Phase 1 projects — begin 2018

- Belmar Library renovation
- Evergreen Library renovation
- Standley Lake Library renovation/expansion
- South County new branch — minimum 30,000 square feet

Phase 2 projects — begin ~2023-2025

- Administration/Operations Center relocation/consolidation
- Arvada Library renovation
- Lakewood Library renovation/expansion into east wing

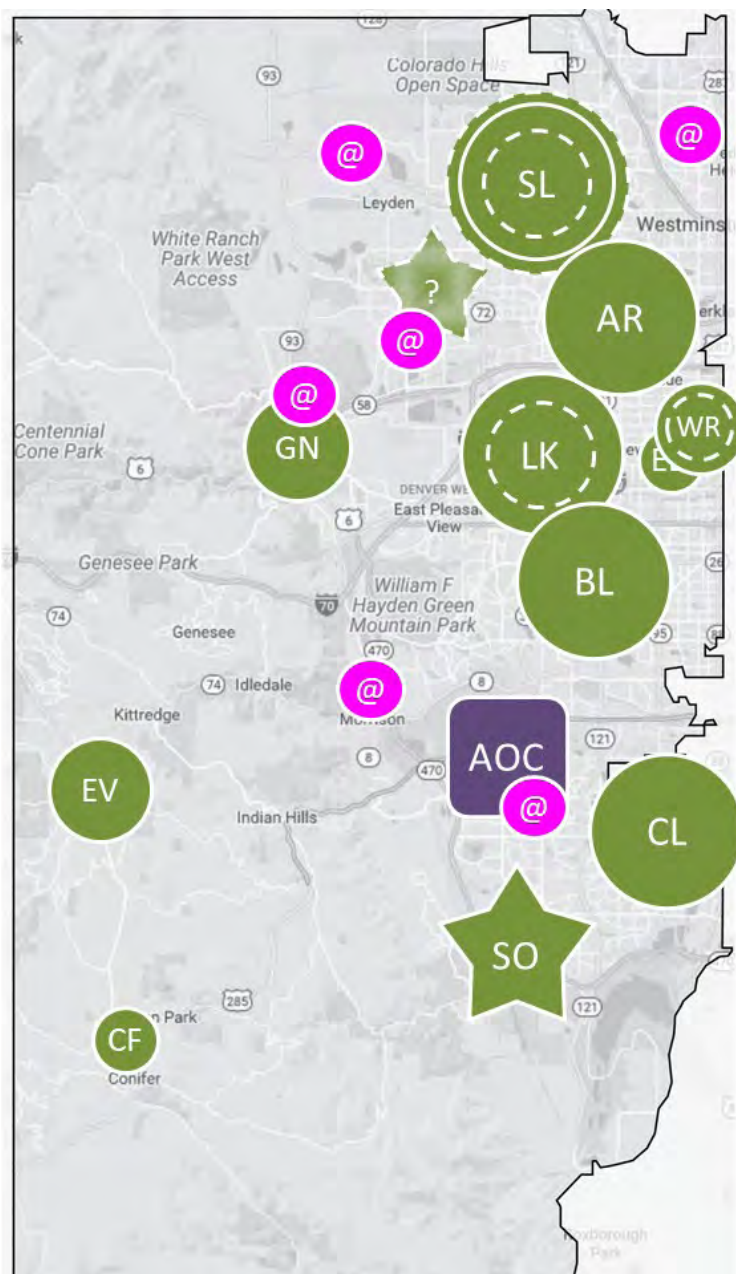
Phase 3 projects — begin ~2030-2032

- Conifer Library relocation/expansion
- North County additional capacity strategy
- Wheat Ridge Library relocation/expansion

In order to keep its libraries fresh, welcoming, and comfortable for the community, JCPL’s ongoing capital maintenance program strives to refresh finishes, furniture, and systems at each branch every 10 years. This capital maintenance program will continue in parallel to the major capital recommendations of this Master Plan. For example, it is anticipated that the 10-year refresh of the Columbine Library will be scheduled and coordinated with the Phase 2 Master Plan projects, while Conifer and Wheat Ridge may undergo a round of refresh maintenance before implementation of their major recommendations in Master Plan Phase 3.

Alternative Service Delivery (ASD) Strategies

As opportunities arise, this Master Plan encourages JCPL to consider high-impact and sustainable Alternative Service Delivery (ASD) strategies — for example, embedded staff in partner locations — that complement and enhance the services available through its branch libraries. ASD can be implemented in parallel to the major capital projects as needs and opportunities are identified. The Library should confirm the ASD strategies that address specific community needs; develop service and operating requirements and budgets for each strategy; and establish a clear framework and criteria for evaluating and responding opportunities as they arise.



MASTER PLAN BUILDOUT VISION

- **11-12 branch libraries**
 - ★ (1-2 net new)
 - 0.5-0.6 SF/capita over 15-20 years
 - full-service destination libraries
 - leverage partnerships for space and services
- @ **alternative service delivery (ASD)**
 - leverage opportunities for increased access and impact
 - (locations shown on map are placeholders)
- **consolidate systemwide services**
 - effective and space-efficient



The Evergreen Library (top) and Belmar Library (above) are high priorities for renovation to address deferred capital maintenance needs and update the library service model.



The Standley Lake Library site appears to offer significant capacity for building expansion.

IMPLEMENTATION STRATEGIES AND NEXT STEPS

JCPL has deep organizational experience in managing facility improvement projects and, with capital reserves available, is well-positioned to get started. Next steps for implementation include confirming the scope, budget, and development timelines for Phase 1 projects, some of which may require more lead time than others.

Near-Term Planning for Phase 1 Projects

- The Evergreen Library is a high priority for renovation to address deferred maintenance needs and update the service model.
- The Belmar Library is also a high priority for both capital maintenance and service model upgrades. JCPL should explore the feasibility of partnering with the City of Lakewood to expand the building toward the park.
- The Standley Lake Library should be significantly expanded. Depending on the availability of funds, expansion could potentially be developed in phases.
- The proposed new South County branch may have a long lead time, as it will require the acquisition of an appropriate site. JCPL should explore alternatives to purchasing undeveloped sites, including acquiring an existing facility suitable for conversion to a branch library, and identifying potential partnerships for shared sites and even facilities.

Near-Term Planning for Phase 2

Although the proposed Administration and Operations Center is shown in Phase 2, JCPL should begin planning for this project soon. Near-term steps include:

- **Determining space needs.** Detailed assessment of space needs for JCPL systemwide functions was beyond the scope of this Master Plan. JCPL will need to undertake focused study in order to confirm and refine the amount and type of space that will be needed.
- **Finding a site.** The Fehringher Ranch site appears to provide a good location and sufficient capacity for this facility, and would be a good candidate – especially if JCPL elects to move forward with this project as an earlier priority. JCPL should also evaluate the feasibility of finding an alternate site, such as acquiring a property with an existing facility for conversion. Either way, the Fehringher Ranch property is a valuable asset that JCPL should retain at least until the AOC site is selected.

PROJECT BACKGROUND AND OBJECTIVES

Jefferson County, Colorado has a rich history of library service. For the first half of the 20th century, independent libraries were established to meet local community needs. In 1952, the Jefferson County Public Library (JCPL) was established as a consolidated system to provide library services to all Jefferson County residents. JCPL has since grown significantly, and now has the third largest service population in the state of Colorado. JCPL provides service through 10 branch libraries, a bookmobile, outreach, and home delivery service.

The Library is funded primarily through a dedicated mill levy. During the recession of the late 2000s and early 2010s, lower property values in Jefferson County as well as a reduction in the Library's mill levy resulted in a significant reduction in revenue for JCPL. In addition to cutting service and open hours, the Library also deferred a number of facilities maintenance projects.

In 2013 the mill levy was mostly restored to its pre-recession levels. In 2015, voters in Jefferson County approved an additional 1.0 mills for library service – more than a 25% increase – which enabled the Library to not only restore library hours, but even expand them countywide. Today, most library branches in Jefferson County are now open seven days per week. The Library has also developed a plan for organizational changes and growth in order to further enhance public service, which it will begin implementing over the next few years.

In the fall of 2017, the Library commissioned a Facilities Master Plan to guide decision-making about capital investments over the next decade. Addressing deferred and proactive maintenance needs in its current facilities was a primary objective for the plan, balanced with a fiscally responsible and financially sustainable strategy to expand library space and enhance access to library services. The Library wanted to develop the Master Plan by February 2018 in order to inform budgeting and enable the Library to begin making major capital improvements in FY2019.

PROJECT METHODOLOGY AND PARTICIPATION

JCPL selected Group 4 Architecture, Research + Planning, Inc. to facilitate development of the Master Plan. The project began in October 2017 and was completed in February 2018. The process included close collaboration with the Library's Senior Management Team as well as input and support from the Combined Management Team. Project participants include those listed below.

JCPL BOARD OF TRUSTEES

Julia Hill-Nichols, Chair
Charles Naumer, Vice-Chair
Kim Johnson, Secretary
Pam Anderson
John Bodnar
Deborah Deal
Brian DeLaet

PROJECT GOALS + OBJECTIVES



➤ vision and road map for facility improvements

- define capital facility projects, budgets, and implementation priorities / sequencing
- establish framework for evaluating opportunities – partnerships, new library locations
- identify criteria for identifying and evaluating potential new sites – land acquisition, lease vs. own
- recommend highest and best use for current assets (e.g., Fehringer Ranch property)
- provide phasing and budget information for February 2018 budgeting cycle

JCPL SENIOR MANAGEMENT TEAM

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 Julianne Rist, Director of Public Services
 Donna Walker, Director of Public Services
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 Amber Fisher, Executive Assistant

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 Tricia Lee, Public Services Manager – Belmar/Diversity and Inclusion
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 Lizzie Gall, Public Services Manager – Golden/Patron Experience and Staff Training
 Padma Polepeddi, Public Services Manager – Lakewood/Library to You
 Peg Hooper, Public Services Manager – Standley Lake/Adult Services
 Nick Taylor, Public Services Manager – Wheat Ridge/Edgewater/Teen Services
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ABOUT JEFFERSON COUNTY

JCPL serves the entire population of Jefferson County, which as of the most recent estimate included more than 570,000 people in a geographic area of more than 770 square miles. A November 2016 Market Analysis by OrangeBoy found that relative to a selection of other Denver metro area counties, Jefferson County residents on average tend to be slightly older, with higher median incomes, higher median housing values, and fewer children living at home.

That said, these median values do not reflect the full diversity of communities within Jefferson County. Based on its Area of Dominant Influence (ADI)¹* analysis, the OrangeBoy study found that:

- The highest proportion of residents who have achieved a Bachelor's degree or higher level of education are in the Evergreen Library (58%) and Golden Library (54%) communities, while the lowest proportion live in the Edgewater Library (23%) community.
- More than 20% of households in the Edgewater Library community speak a language other than English at home, and nearly 40% of these households live below the poverty level. The median household income in this community is less than 60% of the median household income in Jefferson County overall.
- More than one-third of households in the communities around the Columbine and Standley Lake libraries have children under 18 living at home. Households least likely to have children at home are in the Wheat Ridge Library (23%) and Lakewood Library (25%) communities.

The State of Colorado projects that Jefferson County's population will grow more than 20% by 2040, adding about another 115,000 people over the next two decades. Some of this growth will result from new development to the south and north west county areas, such as the Candelas developments. Many established communities in Jefferson County will also experience increased density through infill development.

¹ See page 13 for information about OrangeBoy's ADI analysis.



ARVADA

- Established 1937; current building opened 2006
- ~34,200 SF (includes basement)
- JCPL-owned



EVERGREEN

- Established 1917; current building opened 1993
- ~27,400 SF (includes basement)
- JCPL-owned



BELMAR

- Current building opened 2000
- ~31,500 SF
- JCPL-owned



GOLDEN

- Established 1913; opened in current building in 1996; remodeled 2015
- ~13,500 SF
- JCPL-owned



COLUMBINE

- Current building opened 1989; remodeled 2017
- ~30,000 SF
- JCPL-owned



LAKEWOOD

- Established 1937; opened in current building in 1979
- ~40,000 SF (public + admin wings)
- JCPL-owned



CONIFER

- Established 1950; opened in current location in 1996
- ~8,900 SF space in Conifer High School



STANDLEY LAKE

- Current building opened 1991
- ~29,100 SF
- JCPL-owned



EDGEWATER

- Established 1937; opened in current location in 1987
- ~1,500 SF lease space in city hall
- Moving to new ~10,000 SF space in 2019



WHEAT RIDGE

- Opened in current location in 1979
- ~6,500 SF lease space in Senior Resource Center

LIBRARY SERVICES AND USE PATTERNS

JCPL is a high-performance library providing high quality services to its customers. An 2017 Organizational Analysis found that compared to a selection of peers, JCPL's performance was high on many measures – including circulation and program offerings – despite relatively low staffing levels at that time.

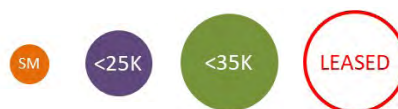
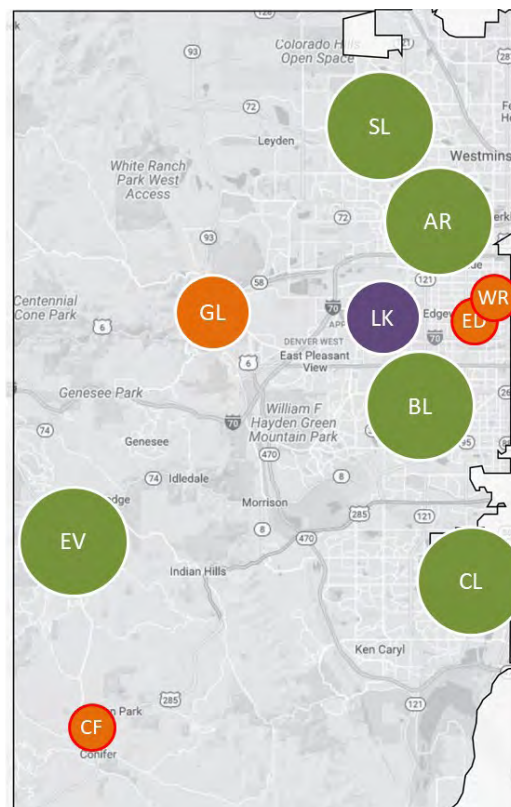
According to data from the Colorado State Library, more than half of Jefferson County residents have active JCPL library cards. Per year, the average Jefferson County resident visits JCPL's website more than five times; walks into a JCPL branch more than four times; and checks out about 14 collection items. Children's materials make up more than a third of JCPL's annual circulation – which is high relative to the number of Jefferson County households with children living at home. JCPL is especially responsive to its customers' popular collection interests, shown by the high annual rate of turnover; each item in the collection is checked out more than seven times per year.

JCPL service statistics show a general correlation between the size of JCPL's branches and the amount of service they provide on measures such as annual visits, circulation, and program attendance. In other words, on these measures, JCPL's larger branches provide more service to more people.

Three of JCPL's largest libraries – Belmar, Columbine, and Standley Lake – together account for nearly half of all library visits countywide, as well as more than half of total circulation and program attendance. Per the 2016 OrangeBoy study, more than 60% of Jefferson County residents live within the Area of Dominant Influence (ADI) of these three branches.² Arvada Library, also one of JCPL's largest branches, comes in a close fourth on most service measures.

On the other hand, JCPL's three smallest libraries – Conifer, Edgewater, and Wheat Ridge – are ranked at the bottom on most service measures, even taking into account differences in hours of operation. These three branches also have the lowest ADI populations according to the 2016 OrangeBoy study. JCPL's investment in operating these small branches is disproportionately high compared to the cost of operating its larger branches, as a minimum complement of staff is needed at every branch regardless of its size.

None of this is to say that JCPL's smaller libraries are not vital for the community members who use them, or that they should be abandoned. Rather, it is worth asking whether expanded facilities could enable these branches to provide more service and more impact for the operating dollars invested. JCPL will have the opportunity to evaluate the answer to this question beginning in 2019, when the Edgewater Library moves to a new, larger location (currently under construction).



Typologies today

- **Small branches**
 - current JCPL libraries < 15,000 SF
 - limited core services
 - small geographic ADI ("area of dominant influence" – see JCPL Orangeboy study)
- **Full service destinations**
 - current JCPL libraries > 15,000 SF
 - full complement of core library services
 - strategically located signature services
 - ADI geographic area generally correlates with library size

² See page 13 for information about OrangeBoy's ADI analysis.



LIBRARY FACILITIES ANALYSIS

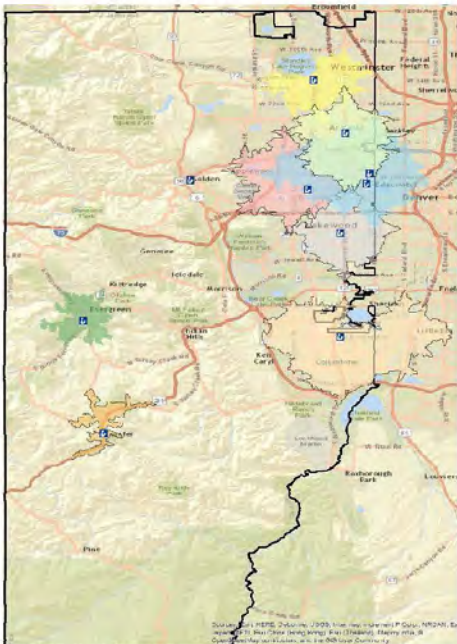
When JCPL was founded in 1952, it operated about 10 branches to serve a population of less than 60,000 people. As the county's population grew over time, JCPL sought to grow by increasing the size of its library buildings, rather than by adding more branches. Over time, tiny libraries were replaced with bigger buildings that could provide more people with more – and more diverse – services. Libraries moved and expanded in order to increase both capacity and geographic access to library services. As a result, although Jefferson County's population has more than tripled in size over the past 65 years, JCPL still operates just 10 libraries – which overall provide good service, as the service metrics and use pattern analysis above show.

This large “destination library” model is one that has proven successful for JCPL. Destination libraries offer the potential for larger and more diverse selections of seating, technology, and collections. Community members can feel confident that they will find what they want at destination libraries – whether it be a particular book, an open computer, or a place to sit and work – and therefore are more willing to travel longer distances to get there. Because larger libraries provide economies of scale for space for these core library services, they also can offer opportunities for unique, high-value signature services. An example of a destination signature service is JCPL's flexible new maker/learning lab space in the remodeled Columbine Library.

JCPL owns most of its facilities – and generally speaking, these are in excellent condition. On average, JCPL's public service locations are less than 25 years old, and most are of relatively recent, energy-efficient, high quality construction. The economic downturn earlier in this decade delayed some maintenance projects, but JCPL has made great progress in addressing them in the last few years. The Library Service Center underwent a major renovation project in 2014, in which the structure and major systems were upgraded. The Golden Library and the Columbine Library each underwent major renovation in the last few years.

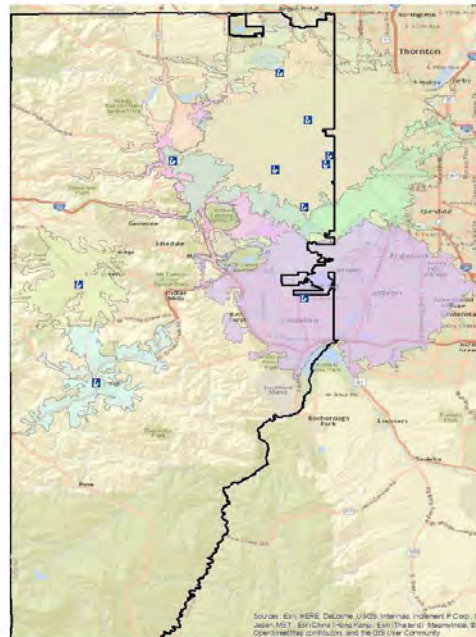
Travel Time Maps

5 minute travel time



Jefferson County Public Library

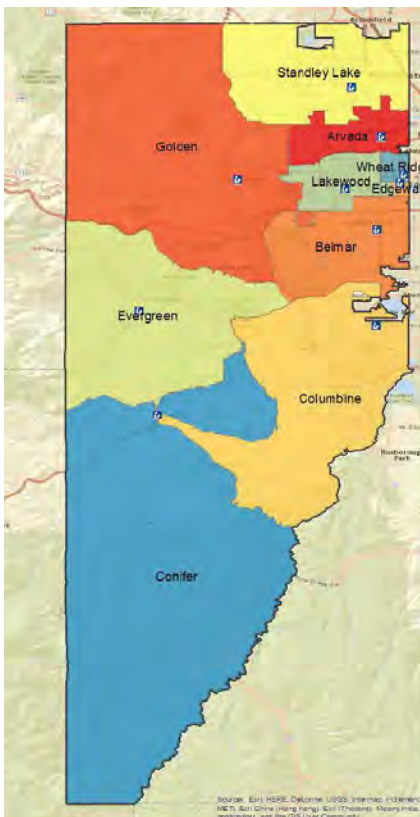
10 minute travel time



Market Analysis | Wednesday, November 9, 2016

OrangeBoy Inc.

30



Areas of Dominant Influence Methodology

- Each library location is assigned an area of dominant influence
- ADIs are created by assigning census tracts to each library location
- The library location with the most active cardholders within the census tract will be awarded the census tract to it's ADI
 - Based on customer's last activity location
 - If no last activity location is assigned to the customer, home location is used
- Only the part of the census tract within the library's service area is used.

ANALYSIS OF BRANCH LIBRARY SPACE NEEDS

All of the above notwithstanding, JCPL faces a significant lack of branch library space. Space to grow the collection within current facilities would need to be carved out of space for people and programs – which is already in high demand and at capacity. Both at the system level and at individual branches, there is no extra space for JCPL to grow core library services or add new programs to meet community needs.

Today, JCPL's branch libraries provide approximately 0.35 square feet per capita of public service space countywide, not including space for systemwide administrative and operations functions (such as at the Library Service Center).³ This ratio will continue to drop as Jefferson County continues to grow over the next 20 years.

There is no square-foot-per-capita factor that is universally appropriate for all communities. Each library system must establish its own space-per-capita target, taking into consideration the community's unique profile, mobility, needs, and patterns of library use, as well as the library's organizational characteristics, service priorities, partnerships, and resources.

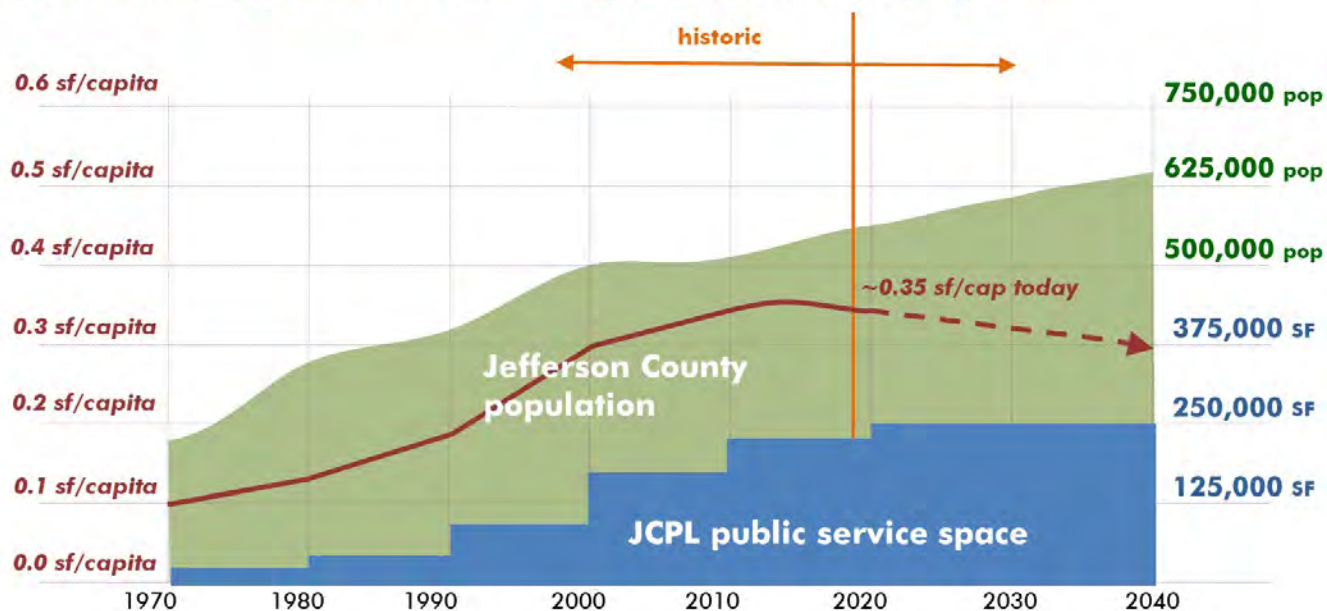
This Facilities Master Plan explored the following factors in analyzing the amount of library space per capita that may be needed in Jefferson County.

Community factors

- **Population size** – JCPL's service population is the third largest in the state of Colorado, and is larger than many library systems nationwide. Economies of scale tend to enable libraries such as JCPL to serve their larger populations with a lower amount of space per capita relative to smaller library systems.
- **Community mobility** – The ADI and travel time analyses in the 2016 OrangeBoy study suggest that Jefferson County residents are highly mobile. On the whole, they are able and willing to travel to the library of their choice – which may not be the library closest to their home. The mountain communities – such as Conifer and Evergreen – are somewhat more remote, but the OrangeBoy analysis and anecdotal evidence suggest that even these residents are mobile; Conifer community residents often visit the Columbine and Evergreen libraries.
- **Community interests** – Jefferson County residents are reported to be highly interested in recreational reading, listening, and viewing materials. Popular materials tend to have high circulation rates and spend more time out of the library – which can reduce the need for shelves compared to communities with more archival, research-oriented collection interests. JCPL also has been steadily building the quality and diversity of services available through its website, as well as investing in digital collection materials. Increased community choice and interest in ways to get services in-person and online can moderate the need for increased space in the branches.
- **Community expectations** – Jefferson County residents also need and expect to be able to find space in their libraries for programs, collaboration, studying, and strengthening community connections. The library is an important “third place” in the community, and must be a comfortable and welcoming space for people. As noted above, JCPL's facilities must expand in order to be able to provide more space for people without sacrificing other space-constrained core library services.

³ The exclusion of systemwide spaces is why this calculation differs from the square foot per capita figure from JCPL's annual benchmarking analysis. Refer to the sidebar on page 17 for more information about what is included and excluded from the space-per-capita analysis for this Master Plan.

Population growth has outpaced library space



The graph above plots population growth in Jefferson County against the amount of branch library space over time; the Y-axis on the right side shows the scale for both of these measures. The red trend line shows the ratio of branch library space to population size; the scale for this line (square feet per capita) is on the Y-axis on the left side of the graph. While JCPL has significantly expanded its facilities over the last 50 years, its current branch library space capacity is still relatively low. And if no additional branch library space is added, the square foot per capita ratio will continue to decline over time as the population continues to grow. [Population data source: State of Colorado]

Library space drivers



At the system level, there are many variables that influence the need for public service space in libraries. This graphic summarizes some of JCPL's unique vision, circumstances, resources, and community characteristics relative to the typical drivers of library space needs.

- **Available community services** – Jefferson County residents have many services available to them beyond what is provided by JCPL. Compared to communities in which the library may be the first stop for many residents underserved by social, educational, health, financial, and other services, Jefferson County residents look to JCPL for services in its areas of greatest value.

Facility factors

- **Branch vision and growth strategy** – JCPL’s destination library strategy has built-in economies of scale that require less space per capita than if the Library provided service through smaller, neighborhood-scale facilities. Complementary to this is JCPL’s practice of maintaining a modest number of branches, choosing to increase the size of its libraries where possible rather than continuing to add new locations.
- **Signature service strategy** – The destination library model and the community’s relatively high mobility support JCPL’s ability to strategically locate signature, high-value services rather than providing them at every branch. For example, it will be much more cost-effective for JCPL to operate well-equipped maker spaces with specially-trained staff at a few locations rather than at every branch, which would require increased space as well as increased operating costs.
- **Space strategy** – The renovated Columbine and Golden libraries are each reported to “feel bigger” than they were before, despite not having added a single square foot of space overall. Part of the reason for this is the emphasis on flexible space that adapts easily to a wide variety of daily uses. This design strategy maximizes space usability and utilization, compared to spaces that are difficult to use for more than one activity type.

Organizational factors

- **Outreach strategy** – In addition to delivering high-quality services in its branches, JCPL is dedicated to providing robust services at the point of need in the community. As with digital services, providing customers with more choice in how and where to access services outside the branches can moderate the amount of in-library space that JCPL will need to provide.
- **Partnership strategy** – At the same time that JCPL is developing partnerships for space in other community locations, it also recognizes the potential value of hosting community partners within the library for varying lengths of time – from a few hours to a few weeks or more. The ability to host partners within the library without displacing day-to-day library programs will require additional space.
- **Available resources** – Library systems without funding for significant capital projects must often, by default, adopt a lower space planning target. JCPL has funds available to support a planning target responsive to community space needs.

ABOUT SQUARE FEET PER CAPITA MEASURES

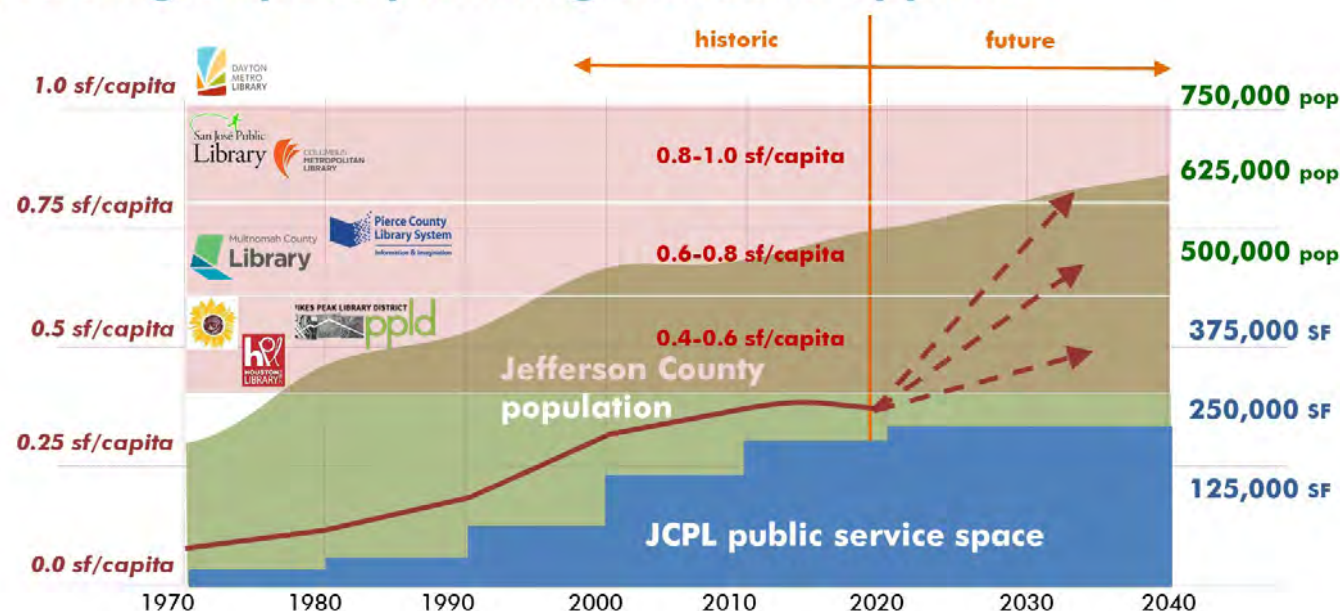
Square feet per capita is perhaps the most common method of calculating and communicating the need for space in libraries. As the demand for library services tends to grow proportionate to the population, so does the need for library space to support those services. For this reason, the ratio of space to service population is a time-tested measure for evaluating and planning library space at a big picture level.

When using this space-to-population framework, it is important to be clear about what spaces are – and are not – included in the calculation. For the purposes of this JCPL Facilities Master Plan, square feet per capita is a gross space measure that includes all staff, support, and non-assignable spaces that support branch service delivery. However, it excludes facilities and spaces that are primarily occupied by systemwide administrative and operations functions, or are essentially unable to be occupied. To illustrate, here are some examples of how different JCPL facilities fit this definition:

- The Belmar Library is included in the square foot per capita calculation, while the LSC is not.
- The western portion of the Lakewood Library is included, but the Administrative wing is not.
- The public service floor of the Evergreen Library is included, but the basement space is not.
- The first and second floors of the Arvada Library are included, but because some of the basement is used for staff and storage not directly related to services at this location, that portion is excluded from the square foot per capita calculation.

On the other hand, public service space calculations at JCPL's leased locations – Conifer, Edgewater, and Wheat Ridge – are credited at slightly more than the amount of tenant space they actually occupy. If these tenant spaces were standalone buildings, they would have additional infrastructure and support space – bathrooms, mechanical rooms, building storage, etc. As such, these facilities get an additional space credit allowance beyond the assignable square feet available within the leased tenant space.

No single space planning standard applies



Admin wing @ Lakewood ~15,000 SF today

- Lakewood Admin wing currently provides ~200 GSF per person for ~65 workstations*, which is quite low for typical office/ work environments
- This FMP uses a proposed space target of ~220-250 GSF per person for typical office/ work environments (this is a modest target for public agencies)
- More focused analysis will be required to confirm and refine current and future space needs



** GSF per person calculation includes temporary workstations/hot desks, but excludes the bookmobile garage.*



Photo above courtesy of Group 4.

SPACE FOR SYSTEMWIDE FUNCTIONS

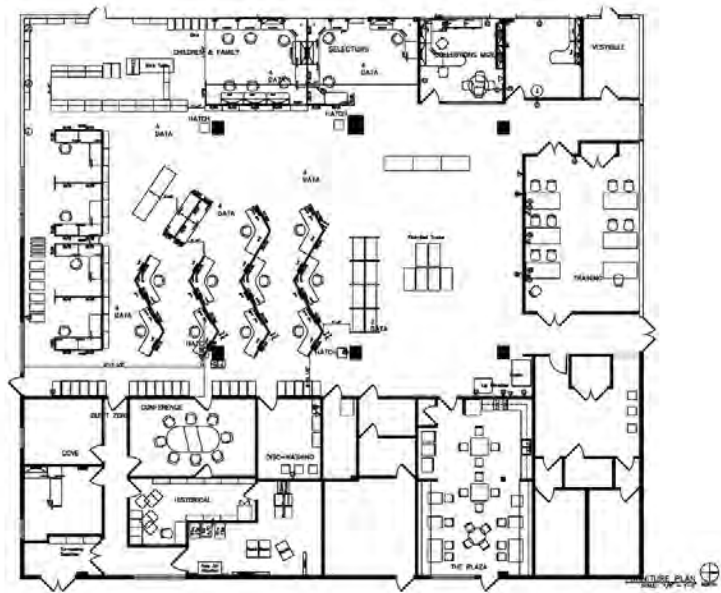
Space for systemwide functions does not tend to grow at the same linear rate as the need for space public service, which is why these spaces are excluded from the square foot per capita measure. Over time, JCPL has been highly creative in finding space for its systemwide functions, which currently are housed in multiple locations – including the Arvada Library basement as well as the east wing of the Lakewood Library, the Library Service Center, and four leased shop/warehouse spaces in an industrial park on W. 50th Avenue.

This distribution of functions and space is largely the result of necessity rather than design, and reduces both the effectiveness and space-efficiency of these important functions.

- Both inter- and intra-department connections are less than ideal. Inter-departmental meetings and collaboration often require scheduling and travel. Staff located in different places have fewer opportunities for positive “collisions” – the Harvard Business Review’s term for the “chance encounters and unplanned interactions” that spark inspiration and innovation in high-performance organizations like JCPL.

Library Service Center ~11,000 SF today

- LSC has many functions, including typical office-type work as well as processing/ operations spaces
- Currently there are ~25 offices + workstations; how many are assigned/ fully occupied vs. shared?
- How much will headcount grow for LSC functions in coming years? Will all require unique assigned desks or can they be shared?
- More focused analysis will be required to confirm and refine current and future space needs

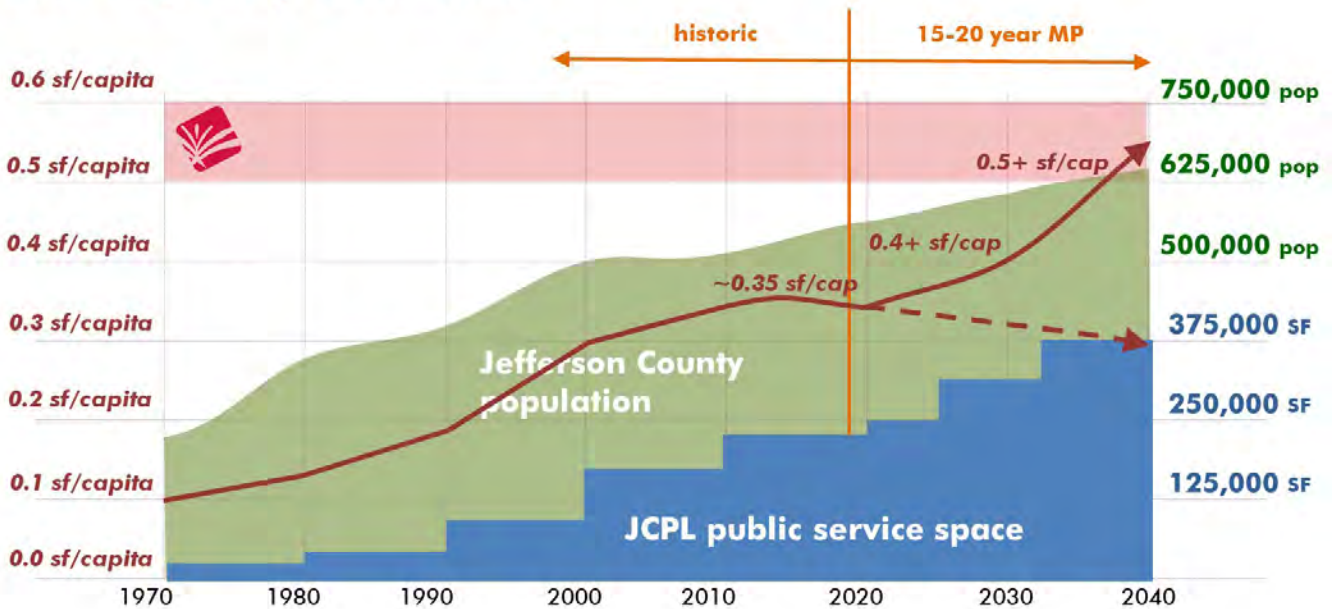


- Many JCPL work groups are mismatched to the amount of space they occupy, and most are moderately to significantly crowded. Staff report that the approximately 11,000 square foot LSC provides insufficient space for either of its main tenants – Collections Services and the Kids and Family Services team.
- Distributed among multiple buildings, JCPL's systemwide functions require proportionately more support and unassignable space than they would in consolidated facilities. For example, staff report that the total area of the four leased shop/warehouse units might be sufficient to meet JCPL's needs, if duplicated restrooms, break areas, and other support facilities were not taking up so much space.
- By some office work environment planning guidelines, the approximately 15,000 square foot Administration wing at the Lakewood Library has as much as a 25% space deficit for the number of staff currently located there.

All of these deficiencies will continue to grow and impact services as JCPL implements the recommendations of the 2017 Organizational Analysis over the next few years, in addition to growing service needs from the increasing county population over time.



Build capacity over time



RECOMMENDED BRANCH LIBRARY SPACE PLANNING TARGET

This Facilities Master Plan recommends a systemwide target of 0.5-0.6 square feet of branch library space per capita to serve Jefferson County's current and future population. The lower end of this range is a threshold below which JCPL will experience space-related challenges, while the upper end of the range will further enhance service to the community. This space per capita target is a gross square foot measure, meaning that it includes all staff, support, and non-assignable spaces associated with service delivery in the branches.¹ Space for systemwide functions is planned using a separate methodology that is discussed in the next section.

By this measure, JCPL is currently operating at a branch library space deficit of 25-30% for Jefferson County's current population of nearly 600,000 people. This translates to the need for at least 100,000 additional square feet of branch library space just to "catch up" and correct the current deficit – more than the Arvada, Belmar, and Columbine libraries combined.

And even more space will be needed to accommodate future growth. The State of Colorado projects that Jefferson County's population will add more than 115,000 people over the next two decades. That will translate to another 45,000 square feet or more of branch library space – in addition to the 100,000 square feet needed to correct today's deficit.

¹ Refer to page 17 for a more detailed description of this space-per-capita metric.

SUSTAINABLE BRANCH FACILITIES GROWTH

This Facilities Master Plan recommends that the Library should build branch library capacity sustainably according to the following principles.

- **Grow the “destination library” model.** Destination libraries are a highly efficient and effective strategy for building capacity, with economies of scale that maximize service and efficiency per square foot. New and expanded destination libraries in Jefferson County should be at least 30,000 square feet, and JCPL is encouraged to build even larger branches as opportunities and capital resources permit. The magnitude of JCPL’s need for additional space is beyond what can be met sustainably through neighborhood-scale facilities, and the Library should avoid adding small branches to its network.
- **Leverage the network.** JCPL should look for strategic capacity-building opportunities that balance community access with capital and operational costs.
 - *Capacity for the physical collection can be considered at the countywide level. JCPL customers can (and do) request materials to be delivered for pickup at the branch library of their choice. For this reason, shelving does not necessarily need to be added at every branch. Strategic opportunities to significantly increase shelving capacity at a few locations will benefit all JCPL customers.*
 - *Space for high value signature services, such as “maker spaces” and high-occupancy program space, can be considered at a regional level. Jefferson County community members do not exclusively use the libraries closest to their homes, but travel to the libraries that best meet their needs. As such, JCPL can be strategic about where it locates special services, balancing geographic access with operating considerations.*
 - *Space for people is important to consider locally. Space for library programs, group collaboration, meetings, individual study, and quiet study are all needed throughout the county. “Third place” is an increasingly important library service to provide locally, especially for community members with transit or mobility challenges. Children, teens, and families – who will continue to be a priority service population for JCPL – do often tend to choose libraries that are closer to home.*
- **Build capacity cost-effectively.** Generally speaking, JCPL’s long-standing practice of building capacity by expanding existing libraries is a more sustainable strategy than adding net new library locations. Depending on the size and design, an expanded library may be operated with few or even no additional staff – whereas each new library added to the system requires an additional complement of staff. That said, small facility expansion projects generally are not recommended as a capacity-building strategy, as they often provide low return for the capital investment.
- **Think outside the branch.** JCPL should consider opportunities to implement Alternative Service Delivery (ASD) strategies as a complement to its destination libraries and outreach services. Different ASD strategies have varying service, access, operating, and partnership implications that should be evaluated based on the specific needs and goals to be addressed. See page 32 for more information about ASD strategies.

Major branch library project recommendations are described on page 24.

RECOMMENDED SPACE STRATEGY FOR SYSTEMWIDE SERVICES

Because the need for space for systemwide services, partners, and other non-public uses tends to grow at a rate that is proportionately lower than – or even unrelated to – population growth, these are developed using different methodology and are added on top of the branch library space-per-capita target.

This master plan recommends that JCPL consolidate and right-size space for its systemwide service functions in order to provide a variety of significant benefits.

- **Adding capacity to accommodate organizational growth.** More space is needed in order to meet strategic goals and community service needs. The 2017 JCPL Organizational Analysis by Government Performance Solutions recommended adding new positions in most JCPL departments. However, both the current Administration wing at the Lakewood Library and the Library Service Center lack the space needed to accommodate this growth.
- **Increasing organizational effectiveness.** Bringing JCPL's systemwide services together will enhance organizational connectivity and communication, which will be especially critical as services, operations, and facilities grow in the coming years. Co-location will also increase opportunities for interdepartmental collaboration and innovation in responding to community needs.
- **Maximizing space efficiency.** Consolidating functions at a single site will provide more flexibility in order to support improved organizational agility as departments and work groups evolve and change over time.

Although detailed space planning for JCPL's systemwide functions was beyond this master plan's scope, a ballpark estimate of space needs was developed in order to gauge the feasibility and explore opportunities to implement this recommendation.

This master plan estimates that JCPL would need a facility of approximately 45,000 to 50,000 square feet to accommodate the functions currently located in the Administration wing at Lakewood Library, the Library Service Center, and the leased warehouse/shop facilities at W. 50th Avenue. JCPL should relocate and consolidate these functions in a more flexible and efficient Administration + Operations Center (AOC) facility with sufficient capacity for all departments. JCPL should conduct a more detailed study to refine the amount and type of space needed for an AOC.

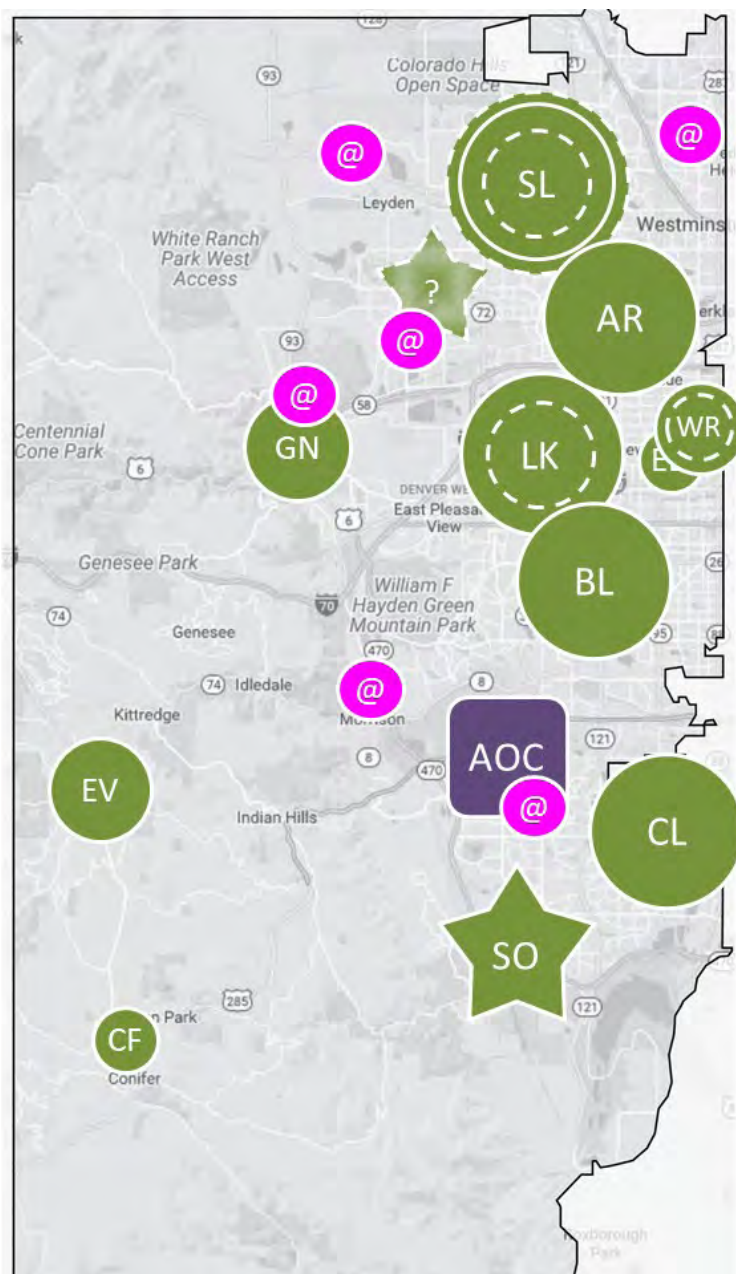
Opportunities to develop an AOC include the following.

- The Fehringer Ranch property appears to fulfill the capacity and location requirements for new construction of an AOC, if this project is an early priority for implementation.
- JCPL should also explore the availability and feasibility of alternate sites, including opportunities to acquire an existing building (such as an office building, grocery store, distribution center, etc.) for conversion to an AOC.
- The current Library Service Center site appears to lack sufficient capacity for a building, parking, and site circulation for all AOC functions. Further study may be warranted to confirm this assumption and/or determine whether some functions might remain at the LSC or if it should become a surplus asset.

It may be possible to develop an AOC in multiple phases over time, if needed. Relocating staff out of the east wing of the Lakewood Library is a particularly high priority.

MASTER PLAN SYSTEM BUILDOUT VISION

The buildout vision for the JCPL Facilities Master Plan is a network of up to 12 vibrant destination libraries serving a thriving Jefferson County community. JCPL's destination libraries will be enhanced with ASD strategies that increase access and impact in targeted community locations to be determined over time. Systemwide functions will be consolidated into centrally-located, operationally efficient, and cost-effective facilities that support excellent and sustainable operations.



MASTER PLAN BUILDOUT VISION

11-12 branch libraries

(1-2 net new)

- 0.5-0.6 SF/capita over 15-20 years
- full-service destination libraries
- leverage partnerships for space and services

@ alternative service delivery (ASD)

- leverage opportunities for increased access and impact
- (locations shown on map are placeholders)

■ consolidate systemwide services

- effective and space-efficient

RECOMMENDED FACILITIES PROJECTS**Arvada Library**

- Renovate building and site systems to address deferred maintenance and life cycle needs.
- Interior makeover to update the service model in public areas of the library (first and second floors).
- Explore opportunities for reorganizing the lower level to expand capacity for public service.

Belmar Library

- Renovate site and building systems to address deferred maintenance and life cycle needs.
- Interior makeover to update the library service model.
- Evaluate the feasibility of significant building expansion (minimum 5,000 square feet) to enhance capacity.

Columbine Library

- The Columbine Library reopened in 2017 after a major renovation and service model update. Other than ongoing maintenance, no major capital improvements are planned for this library during the Master Plan timeline.

Conifer Library

- The Conifer Library is owned by Jefferson County Public Schools, which is responsible for site and building maintenance.
- Explore opportunities to relocate the Conifer Library to a larger and/or more accessible space, as well as ASD strategies to enhance service.

Edgewater Library

- The Edgewater Library will move to a new, larger location in 2019. No renovation (other than ongoing maintenance) is planned for this library during this Master Plan timeline.

Evergreen Library

- Renovate building and site systems to address deferred maintenance and life cycle needs (including roof replacement).
- Interior makeover to update the service model in public areas of the library.

Golden Library

- The Golden Library underwent major renovation and a service model makeover in 2015. Other than ongoing maintenance, no major capital improvements are planned for the Golden Library during the Master Plan timeline.
- Although the current Golden Library does not provide as much space as might otherwise be recommended, expansion or replacement is not likely to be a cost-effective strategy for building capacity. This Master Plan recommends that JCPL evaluate ASD strategies to supplement the services available at the Golden Library.

Lakewood Library

- Renovate building and site systems to address deferred maintenance and life cycle needs (including roof replacement).
- Service model makeover and conversion of the east wing to public service space (once vacated by JCPL administrative and operations functions).

South County Library

- Develop a new destination library in south Jefferson County of at least 30,000 square feet; a larger facility is encouraged if financially feasible.
- Consider partnership opportunities for site acquisition and/or joint facility development.
- Consider opportunities to acquire an existing building for conversion to a library as an alternative to all-new construction.

Standley Lake Library

- Renovate the building to address deferred maintenance and life cycle needs, with interior makeover to update the library service model.
- Expand the building by at least 15,000 square feet to provide additional capacity for public service.
- Expansion may be achieved in multiple phases depending on system capacity needs and available funding.

Wheat Ridge Library

- The current Wheat Ridge Library space is owned by the Senior Resource Center, which is responsible for maintenance of site and building systems.
- Explore opportunities to relocate the Wheat Ridge Library into expanded space for increased service capacity and impact.

North County Additional Capacity

- As the population grows and residential development continues over time, JCPL should evaluate the needs, feasibility, and cost-effectiveness of building additional capacity in northern and northwest areas of the county. Capacity-building strategies may include significant expansion of the Standley Lake Library; a new destination branch library; and/or ASD and partnership strategies.

Administration + Operations Center

- JCPL should relocate and consolidate systemwide functions in a flexible and efficient Administration + Operations Center (AOC) facility. JCPL should conduct a detailed analysis of the amount and type of space needed for an AOC.



Flexible furnishings and shelving support a welcoming and comfortable environment that customers can tailor to meet their individual needs and preferences.

VISION FOR CUSTOMER EXPERIENCE IN JCPL FACILITIES

Jefferson County Public Library is committed to providing safe, convenient, and inviting places where customers can access information and resources and participate in community life. As recently demonstrated by the comprehensive makeover of the Columbine Library, JCPL is moving away from the past character of the public library as a warehouse of materials to one that reflects 21st century library roles promoting learning, discovery, creation, engagement, and more.

Examples of current best and emerging library design practice include:

- Consideration of the library as a “third place” or “community living room” for the public to feel welcome, spend time, and socialize when not at home, school, or work.
- Comfortable seating and flexible tables invite visitors to extend their stay at the library, and encourage group collaboration.
- Distinct, attractive children’s areas that delight the youngest library patrons.
- Well-equipped maker spaces, craft areas, and/or media production facilities that offer opportunities for creative and experiential learning.
- Collaborative spaces from open commons to group study and conference rooms of varying capacity to promote literacy, community engagement, and support for entrepreneurs and small businesses.
- Technology-rich spaces — with library-provided audio-visual and computer resources as well as support for customer provided devices — that provide the tools needed for modern day study and work.
- Merchandising presentation to make materials more accessible and browsable.

Images on pages 26-28 are courtesy of Group 4.

Functionality and Sustainability

To support excellent service for decades to come, library spaces must be durable, easy to maintain, and environmentally and operationally sustainable. Quality materials will keep the building looking fresh and welcoming. Each project should be evaluated for ambitious energy conservation goals which have the added benefit of lowered utility costs. Materials should be considered for both recycled content and impact on indoor air quality.

Strategies to enhance functionality include:

- Excellent wayfinding and sightlines that make it easy for customers and staff to interact.
- Access to power at every seat, enabling patrons to spend more time in the library working or browsing on their own devices.
- Single point of service desks (combining traditionally separate reference and circulation services).
- Labor-saving technologies such as automated materials handling equipment.
- Ample short-term parking spaces for convenient drop off and pickups as well as general parking to support longer library visits.

Flexibility

Rather than single-purpose rooms that sit empty for much of the day, spaces in the library should maximize use by supporting a variety of activities. Features such as sliding glass walls, shelving on wheels or casters, and movable white boards make spaces adaptable to different uses and age groups from hour to hour.

Libraries should also be highly adaptable, with building systems that facilitate reorganization over time in response to changing community needs over the years. Investments in long term flexibility such as column-free spaces and raised floors should be evaluated on every project.



Flexible collaboration spaces at the Columbine Library provide comfortable seating and connections for power and display.



Retractable glass doors enhance the flexibility of the Columbine Library meeting room to accommodate varied activities and group sizes. Depending on the need, the meeting room can be opened up to the main reading area or to the maker space — or to both.



A technology-rich media lab is an example of a signature service that JCPL can consider implementing in improved and expanded branches.



Top: Comfortable seating and windows provide great views and places to read.

Above: Generous aisles and seating interspersed with shelving makes the collections far more accessible and easy to browse.

Signature Design

Customers entering the library should experience wonder and delight at all that is on offer. The primary impression in this vibrant, community-oriented place should be of people – including family, friends, and neighbors as well as skilled, helpful staff. A high degree of transparency in the building envelope makes libraries inviting, filling interior spaces with light and views.

Attractive, well-designed outdoor spaces provide opportunities for the community to enjoy library services during pleasant weather. Children are able to express their exuberance in protected gardens, while teens and adults read, socialize, and perhaps even turn a spade in a pleasant, shaded terrace.

Interior “branding” of library spaces communicates that each branch is part of the JCPL family, while providing opportunities to develop a unique design that reflects and connects to its community. Dynamic and different furnishings provide a variety of settings for reading, work, study, collaboration, and socializing that the community may not be able to find anywhere else.

Design Process

Each proposed library improvement project will go through a programming and design process that will be enriched through community and staff input. Each project will be planned in consideration of its nearby libraries and will contain many similar features but may also have unique or complementary features to serve the overall system best.

CAPITAL BUDGETS AND RESOURCES

This Master Plan recommends the renovation of more than 130,000 square feet of existing library facilities, as well as significant expansion and new construction of more than 150,000 additional square feet to make up for the current space deficit and build capacity for future population growth. While the recommendations represent a relatively modest and cost-effective approach to addressing maintenance needs while building capacity for future population growth, implementation of the recommended projects will still require a significant financial investment.

In 2018 dollars, the overall capital program recommended in this Master Plan is budgeted at more than \$100 million. This budget includes general allowances for design/engineering fees and other owner costs as well as the “hard” costs of site and building construction, furniture, shelving, and technology infrastructure. Property acquisition costs are not included in this budget, nor are potential proceeds from disposition of surplus assets (if any). Additional staffing, operations, and maintenance costs at new and expanded libraries are also excluded from this overall capital program budget, as are ongoing capital maintenance throughout JCPL’s facilities.

Because of the flexible nature of this Master Plan and the recommended projects, detailed budgets were not developed for individual projects. Project-specific budgets should be developed as each project is defined and designed, and revisited regularly to ensure that construction market changes and anticipated escalation are reflected. This will support accurate and informed planning and budgeting for projects through JCPL’s CIP.

Fortunately, as of early 2018, JCPL has financial reserves available to begin working on the first capital projects. Even though its expenditures will increase as the organization grows and operating costs rise, JCPL is optimistic that revenue generated through the mill levy can support the recommended facilities projects and reaching the 0.5 square feet per capita public space threshold over a 15 to 20 year timeframe. Supplemental capital funds may provide opportunities for JCPL to shorten the implementation timeframe and/or pursue a higher public space per capita target.



Opportunities for Admin/Operations Center

Options

- Option A: new construction @ Fehringer Ranch site
 - include public service elements (e.g., kiosk for materials pickup/dropoff; meeting/program room)
 - can potentially develop in phases
 - can use a mix of building types – e.g., prefabricated
- Option B: acquire alternate site with sufficient capacity and central location
 - new construction or acquire an existing building for adaptive reuse
 - public service elements?



FACILITIES PROJECT SEQUENCING

Based on known priorities at the time of this Master Plan, the recommended facilities projects are proposed for implementation in three “phases” as listed below. Each phase includes both renovation and capacity-building projects, in order to achieve progress toward both goals. JCPL need not necessarily wait for all projects in each phase to be completed before initiating the next phase. Depending on resources and capacity, JCPL may well be able to manage and overlap phases such that the community sees continuous improvements without interruption over the implementation timeline of the plan.

The list of projects within each phase is ordered alphabetically, and is not meant to suggest any particular priority or sequence. JCPL will determine the sequence of projects within each phase to reflect individual project requirements and budgets, available funds, staff capacity, strategic priorities, and other considerations. JCPL may also choose to resequence projects within or between phases in response to changing opportunities, conditions, and resources over time.

The timeframe shown for each phase is a preliminary estimate based on estimated project budgets and revenue projections. The actual time to complete each phase will depend on a variety of factors, such as available capital funds, individual project budgets and development schedules, JCPL staff capacity to manage multiple projects simultaneously, branch closure management, etc.

Phase 1 projects — begin 2018

- Belmar Library renovation
- Evergreen Library renovation
- Standley Lake Library renovation/expansion
- South County new branch — minimum 30,000 square feet

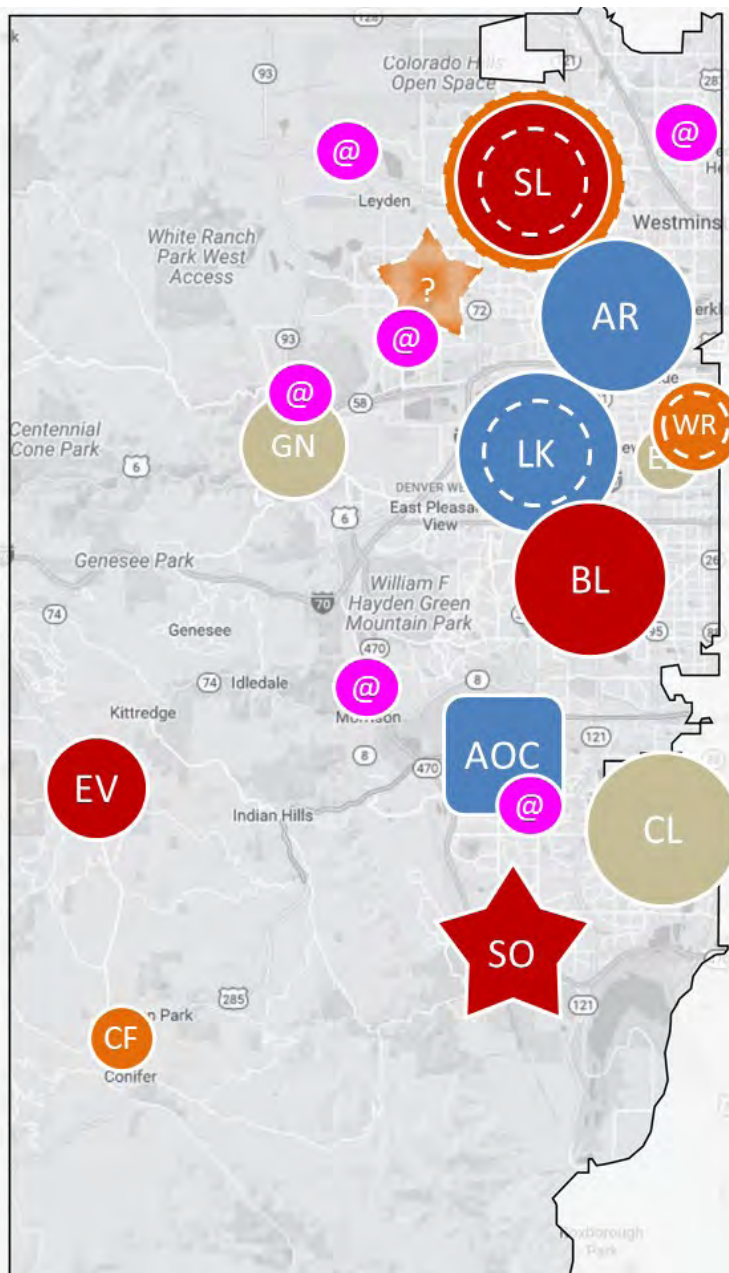
Phase 2 projects — begin ~2023-2025

- Administration/Operations Center relocation/consolidation
- Arvada Library renovation
- Lakewood Library renovation/expansion into east wing

Phase 3 projects — begin ~2030-2032

- Conifer Library relocation/expansion
- North County additional capacity strategy
- Wheat Ridge Library relocation/expansion





MASTER PLAN PROJECTS

Phase 1 ~ begin 2018

- Belmar renovation (expansion opportunity?)
- Evergreen renovation
- New South County library *adds capacity* **adds staff**
- Standley Lake expansion *adds capacity*
- +ASD opportunities

Phase 2 ~ begin 2023-2025

- Admin + Operations Center (AOC) w/ASD
- Arvada renovation
- Lakewood renovation/expansion *adds capacity* (**adds staff**?)
- +ASD opportunities

Phase 3 ~ begin 2030-2032

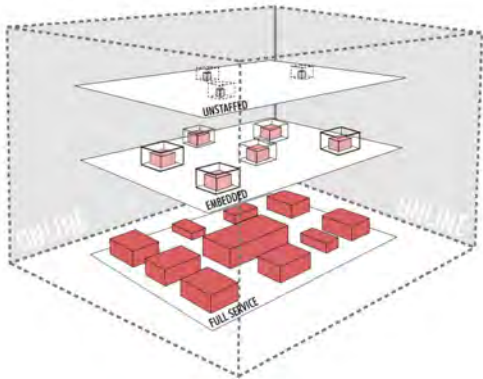
- Conifer remodel/relocate
- Add capacity in North County – strategy and location TBD (ASD, additional expansion @ SL, new branch?)
- Wheat Ridge remodel/relocate
- +ASD opportunities

ongoing capital maintenance at all branches will also continue

Alternative service delivery (ASD)

	Browsing	Pick-up	Technology	Places Programs	Hours	Cost capital/ops
Large Branch	+++	++	+++	+++	+++	\$\$\$
Small Branch	++	++	++	+	++	\$\$
Embed	+	++	+	++	+	\$
Pop-up	+	++	+	+	+++	\$
Kiosk	+	++	o	o	+++	\$

INSIDE | OUTSIDE | ONLINE



ASD STRATEGIES AND IMPLEMENTATION

This Master Plan encourages JCPL to leverage alternative service delivery (ASD) strategies to complement and enhance its services available through its library branches and outreach programs, but does not include a set of specific recommendations for ASD in the same way that it recommends facilities projects.

Defining impacts, requirements, and capital and operating budgets for each ASD strategy will be important for JCPL in communicating with potential partners, stakeholders, and the community about opportunities. JCPL should continue to refine its framework and criteria for evaluating ASD needs and opportunities. JCPL should also clarify the measures and criteria it will use to evaluate whether ASD strategies – individually and overall – are achieving their service targets and impact goals.



Library materials pickup and online service access point in the Olathe Community Center in Olathe, Kansas. Photo courtesy of Group 4.

SITE CRITERIA

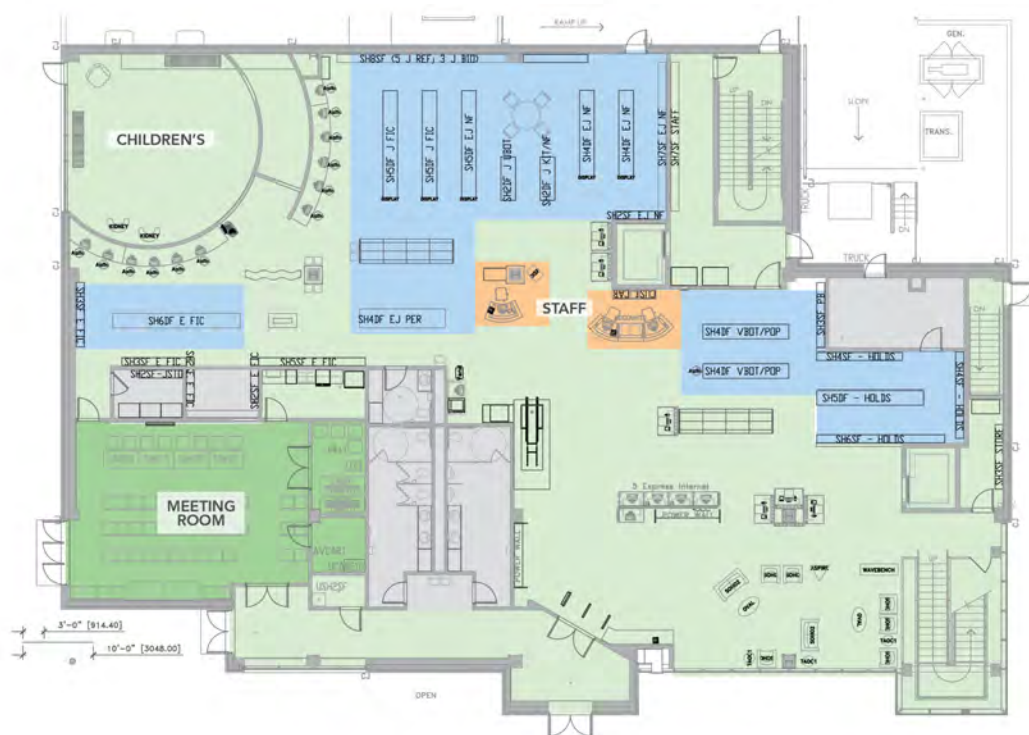
Some of the recommended projects will require JCPL to find new or alternate locations for some of the branch libraries. Considerations for identifying appropriate sites include:

- **Site capacity.** New sites should have enough buildable area to accommodate the library building, outdoor amenities (such as patio seating and children's story gardens), landscaping, and parking. The Belmar and Columbine library sites demonstrate that approximately 4 to 5 acres is sufficient for a single-story building of around 30,000 square feet with on-site surface parking. Additional site capacity is recommended for larger buildings and to preserve the flexibility for future expansion. Smaller sites may require more compact development, such as a multi-story library building (which may be more expensive to operate over time) and/or a multi-level parking garage.
- **Compatibility with adjacent uses.** Some uses, such as parks and community/cultural centers, are excellent neighbors that increase community awareness and use of library services. If identified early, there may even be opportunities to develop shared facilities in order to increase service, decrease development costs, and optimize operational costs over time. Co-location with commercial/retail uses, civic facilities, and large mixed-use developments may offer opportunities for shared parking strategies.
- **Site visibility and accessibility.** Sites should have a high degree of visibility and accessibility from major travel corridors. Each of JCPL's facilities is an important member of the countywide network, and should feel accessible and welcoming to all county residents. Co-location with other partners/uses is acceptable and even encouraged, so long as the library is prominently located and highly visible on the site.
- **Cost.** The Library will need to evaluate the cost of acquiring specific properties against the benefits they offer, including ongoing service and operational considerations. A property with a higher pricetag may actually be a great value if it can support a building that will be less expensive to staff and maintain over time. A property with a lower acquisition cost may prove less of a bargain if it requires a more expensive building solution (such as under-building parking) or a less efficient operational model.
- **Availability.** JCPL may decide to delay or accelerate certain projects depending on the availability of appropriate sites. JCPL should evaluate the availability and feasibility of acquiring properties with existing buildings that can be adapted cost-effectively. There are many examples of a broad range of building types – including offices, retail spaces, and even warehouses – being transformed into modern, attractive, and operationally efficient public libraries as well as operations center/support facilities.

ARVADA



Second Floor

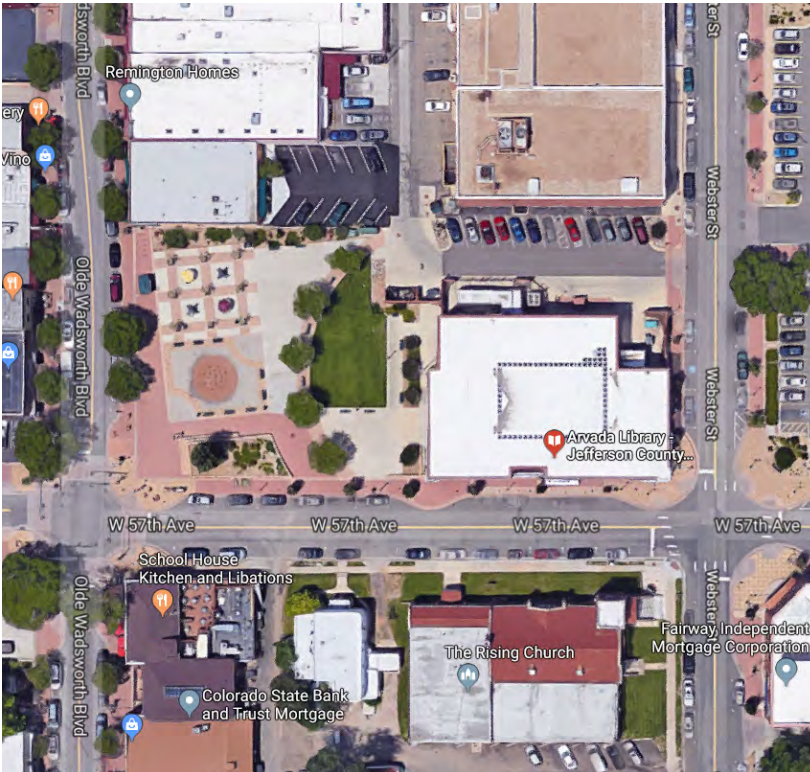


First Floor



Basement
N.T.S.

Note: part of basement is used for system-wide services.



ARVADA LIBRARY RECOMMENDATIONS

- Renovate building and site systems to address deferred maintenance and life cycle needs.
- Interior makeover to update the service model in public areas of the library (first and second floors).
- Explore opportunities for reorganizing the lower level to expand capacity for public service.

Building Data

Year built: 2006

Public service area allocation: ~29,200 SF (third largest in JCPL system)

Total building size: ~34,200 GSF

2017 Statistics

- 332,811 total visits (ranked #4)
- 581,652 circulation (ranked #4)
- 25,202 program attendees

BELMAR



Floor Plan
N.T.S



BELMAR LIBRARY RECOMMENDATIONS

- Renovate site and building systems to address deferred maintenance and life cycle needs.
- Interior makeover to update the library service model.
- Evaluate the feasibility of significant building expansion (at least 5,000 square feet; preferably more) to enhance capacity.

Building Data

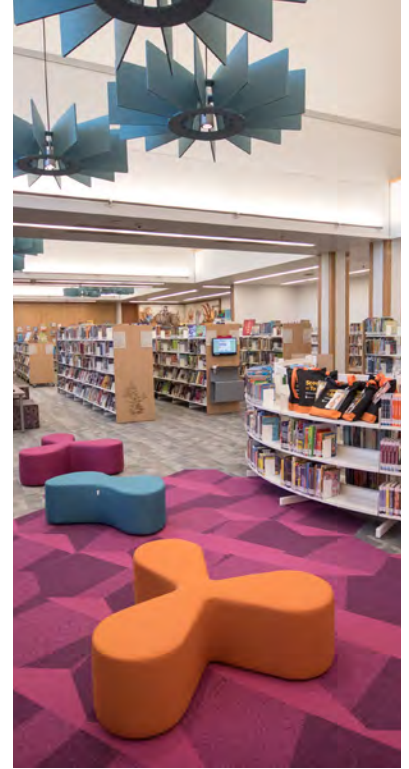
Year built: 2006

Total area: ~31,500 GSF (largest public service allocation in JCPL system)

2017 Statistics

- 505,086 total visits (ranked #1); most visits per open hour of any JCPL branch
- 1,062,140 circulation (ranked #1); highest circulation per open hour in JCPL system
- 34,453 program attendees (ranked #2)

COLUMBINE



Floor Plan
N.T.S



COLUMBINE LIBRARY RECOMMENDATIONS

- The Columbine Library reopened in 2017 after a major renovation and service model update.
- Other than ongoing maintenance, no major capital improvements are planned for this library during the master plan timeline.

Building Data

Year built: 1989

Remodeled: 2017

Total area/public service allocation:
~30,000 GSF (second largest in JCPL system)

2017 Statistics

Note: Columbine Library was closed for renovation for part of 2017

- 395,801 total visits (ranked #2); second most visits per open hour of any JCPL branch
- 885,123 circulation (ranked #2); second highest circulation per open hour in JCPL system
- 36,239 program attendees (ranked #1); highest average attendance per program

2016 Statistics

- 486,947 total visits (ranked #1)
- 1,112,429 circulation (ranked #1)
- 42,156 program attendees (ranked #1)

CONIFER



Building Data

Opened in current location: 1996

Public service SF: ~8,900 SF

2017 Statistics

- 50,117 total visits
- 148,987 circulation
- 2,017 program attendees



CONIFER LIBRARY RECOMMENDATIONS

- The Conifer Library space is owned by Jefferson County Public Schools, which is responsible for site and building maintenance.
- Explore opportunities to relocate the Conifer Library to a larger and/or more accessible space, as well as ASD strategies to enhance service to the community.





EDGEWATER LIBRARY RECOMMENDATIONS

- The Edgewater Library will move to a new, larger location in 2019. Conceptual floor plan (courtesy Jefferson County Public Library) is shown above.
- No renovation (other than ongoing maintenance) is planned for this library during this master plan timeline.

Building Data

Current location is ~1,200 SF; occupied by JCPL since 1987

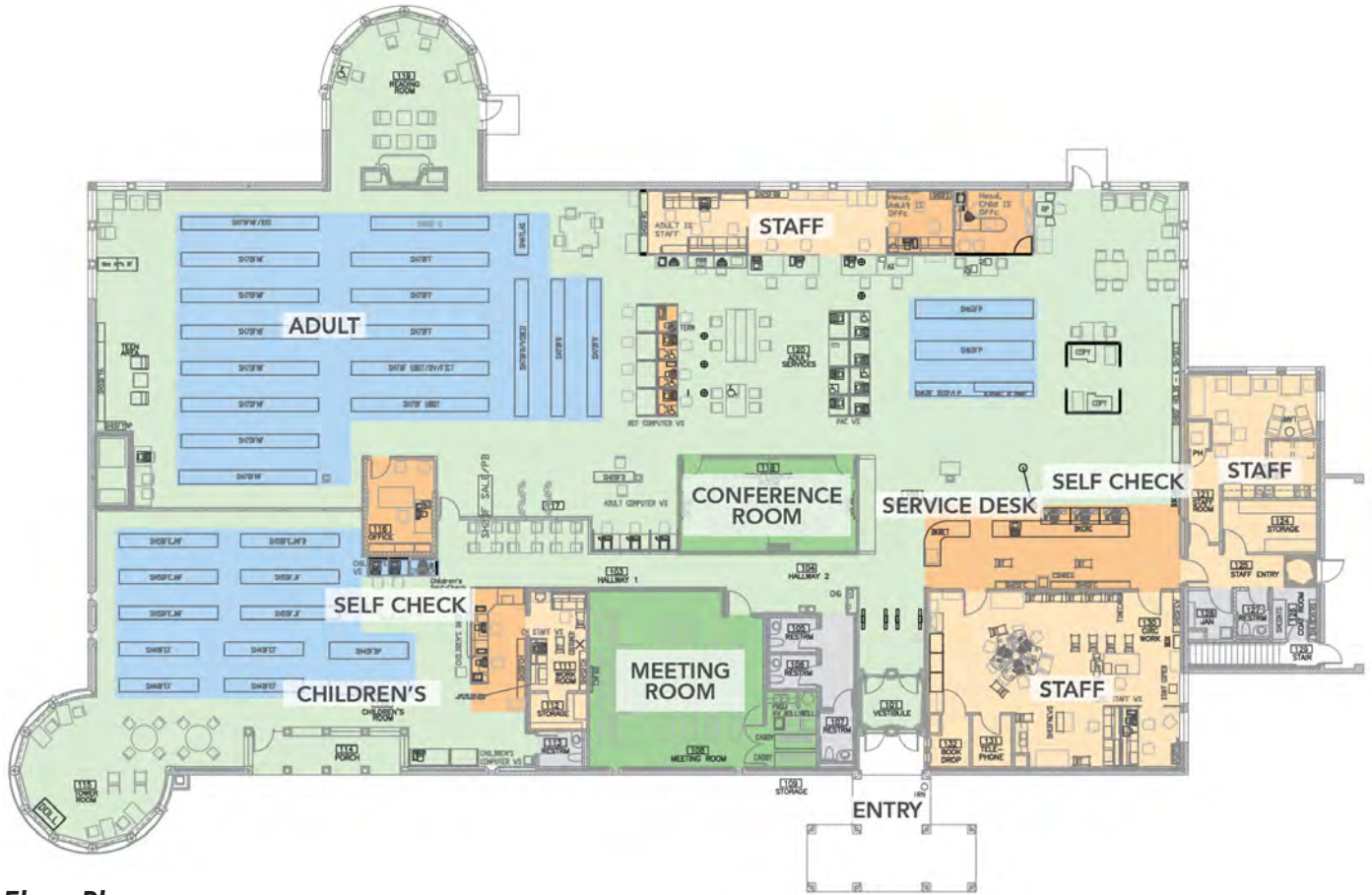
New location (opening 2019) will be a ~10,000 SF tenant space

2017 Statistics

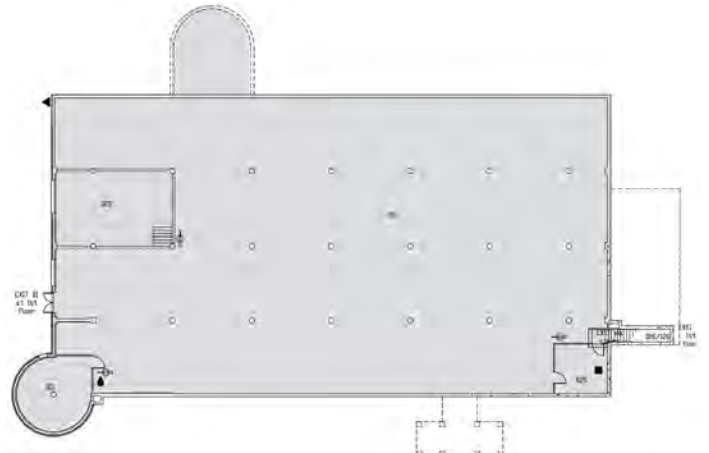
- 66,989 total visits
- 93,896 circulation
- 4,043 program attendees



EVERGREEN



Floor Plan
N.T.S



Basement Plan
N.T.S



EVERGREEN LIBRARY RECOMMENDATIONS

- Renovate building and site systems to address deferred maintenance and life cycle needs (including roof replacement).
- Interior makeover to update the service model in public areas of the library.

Building Data

Year built: 1993

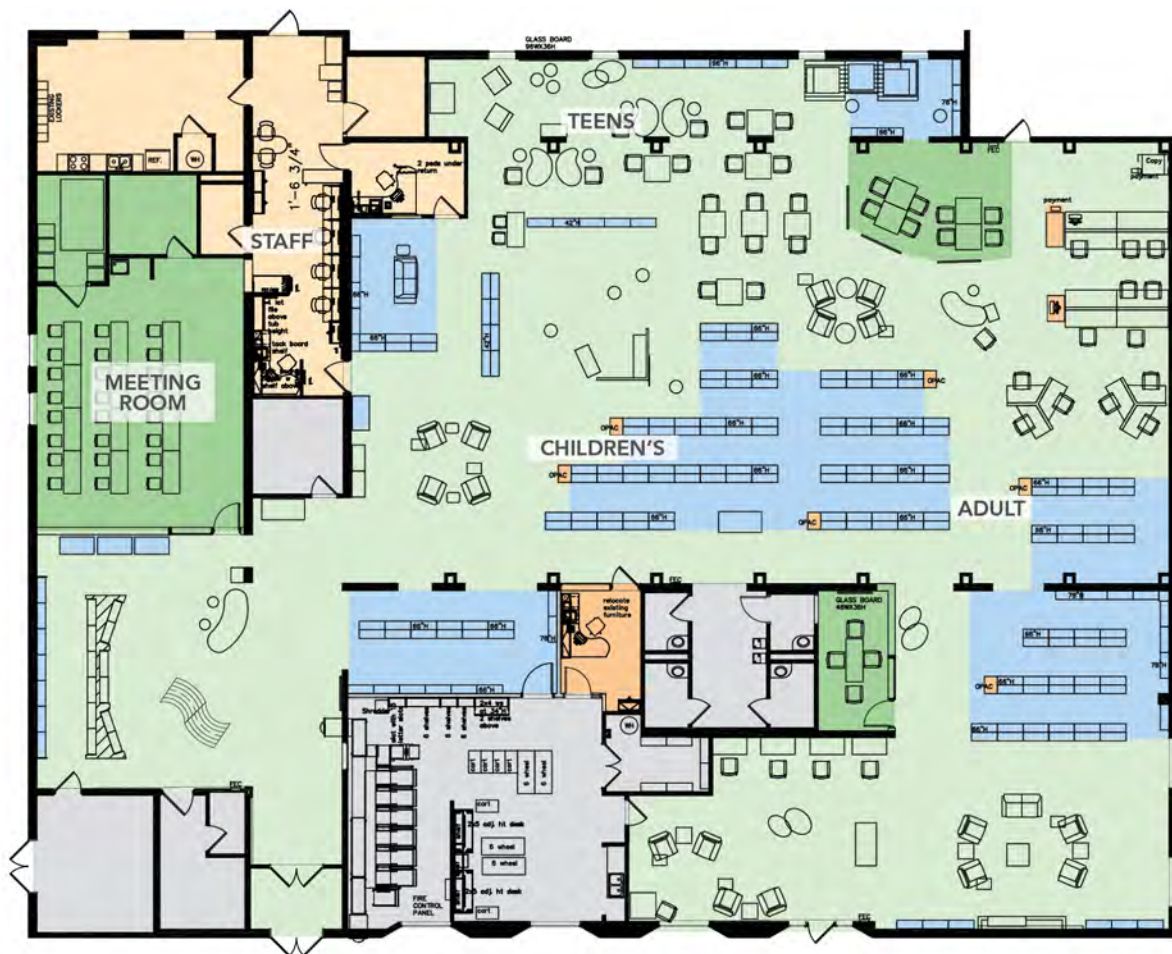
Public service area allocation: ~15,000 SF

Total building area: ~27,400 GSF

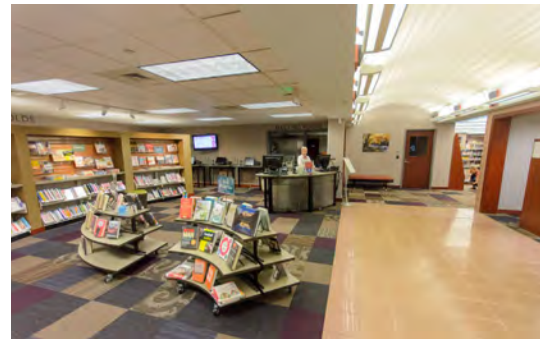
2017 Statistics

- 186,543 total visits
- 386,295 circulation
- 16,422 program attendees

GOLDEN



Floor Plan
N.T.S



GOLDEN LIBRARY RECOMMENDATIONS

- The Golden Library underwent major renovation and a service model makeover in 2015. Other than ongoing maintenance, no major capital improvements are planned for this library during the master plan timeline.
- Although the current Golden Library does not provide as much space as might otherwise be recommended, expansion or replacement is not likely to be a cost-effective strategy for building capacity. This Master Plan recommends that JCPL evaluate ASD strategies to supplement the services available at the Golden Library.

Building Data

Occupied by JCPL since: 1996

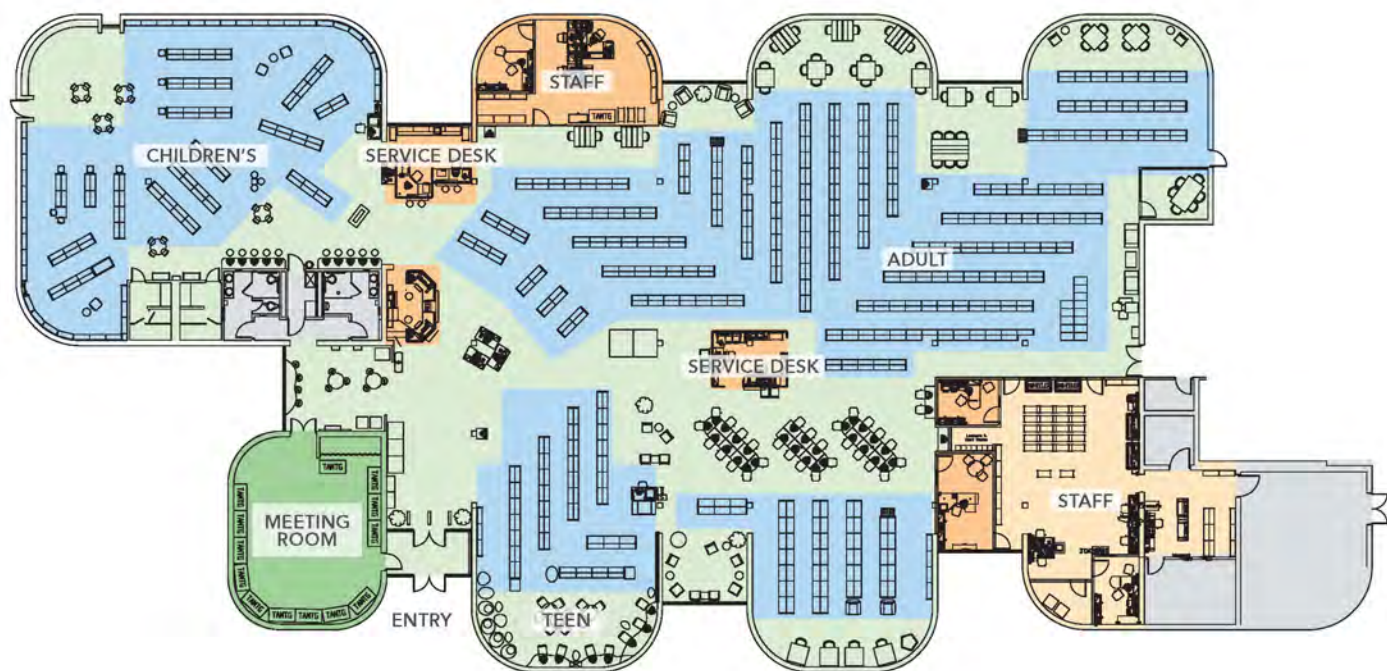
Renovated 2016 with new service model

Total area/public service allocation:
~13,500 GSF

2017 Statistics

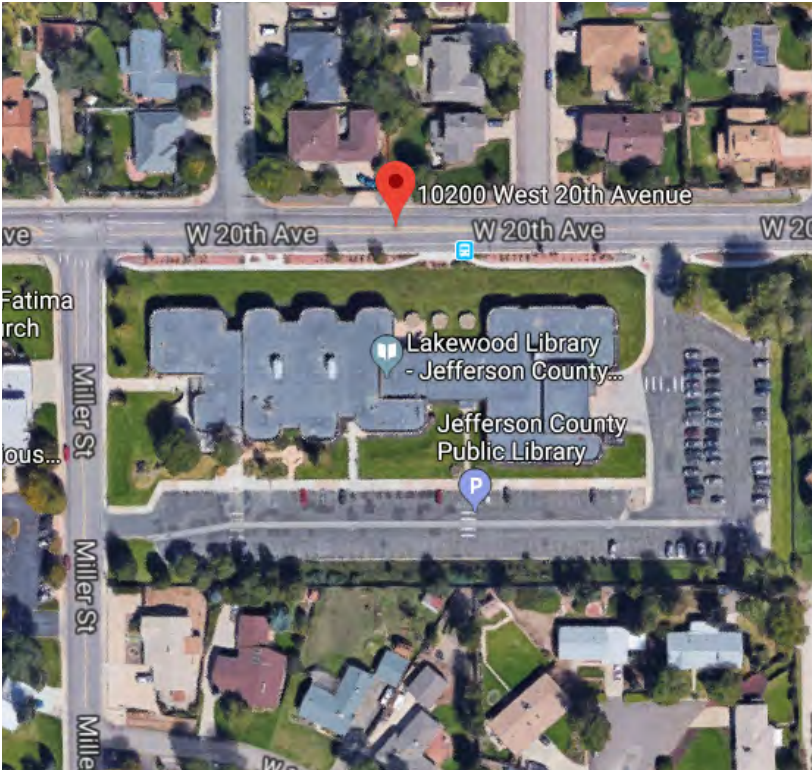
- 286,062 total visits
- 474,872 circulation
- 27,851 program attendees

LAKEWOOD



Floor Plan
N.T.S

LAKEWOOD



LAKEWOOD LIBRARY RECOMMENDATIONS

- Renovate building and site systems to address deferred maintenance and life cycle needs (including roof replacement).
- Service model makeover and conversion of the east wing to public service space (once vacated by JCPL administrative and operations functions).

Building Data

Occupied by JCPL since: 1976

Total area/public service allocation:
~24,900 GSF

2017 Statistics

- 319,619 total visits
- 593,785 circulation
- 20,472 program attendees

STANDLEY LAKE



Floor Plan
N.T.S

STANDLEY LAKE



STANDLEY LAKE LIBRARY RECOMMENDATIONS

- Renovate the building to address deferred maintenance and life cycle needs, with interior makeover to update the library service model.
- Expand the building by at least 15,000 square feet (more is encouraged) to provide additional capacity for public service.
- Expansion may be achieved in multiple phases depending on system capacity needs and available funding.

Building Data

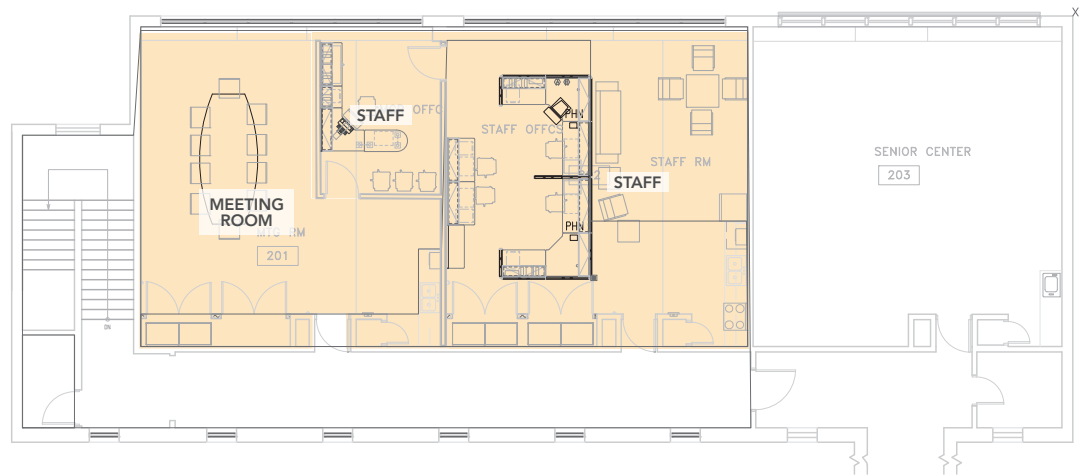
Year built: 1991

Total area/public service allocation:
~29,100 GSF

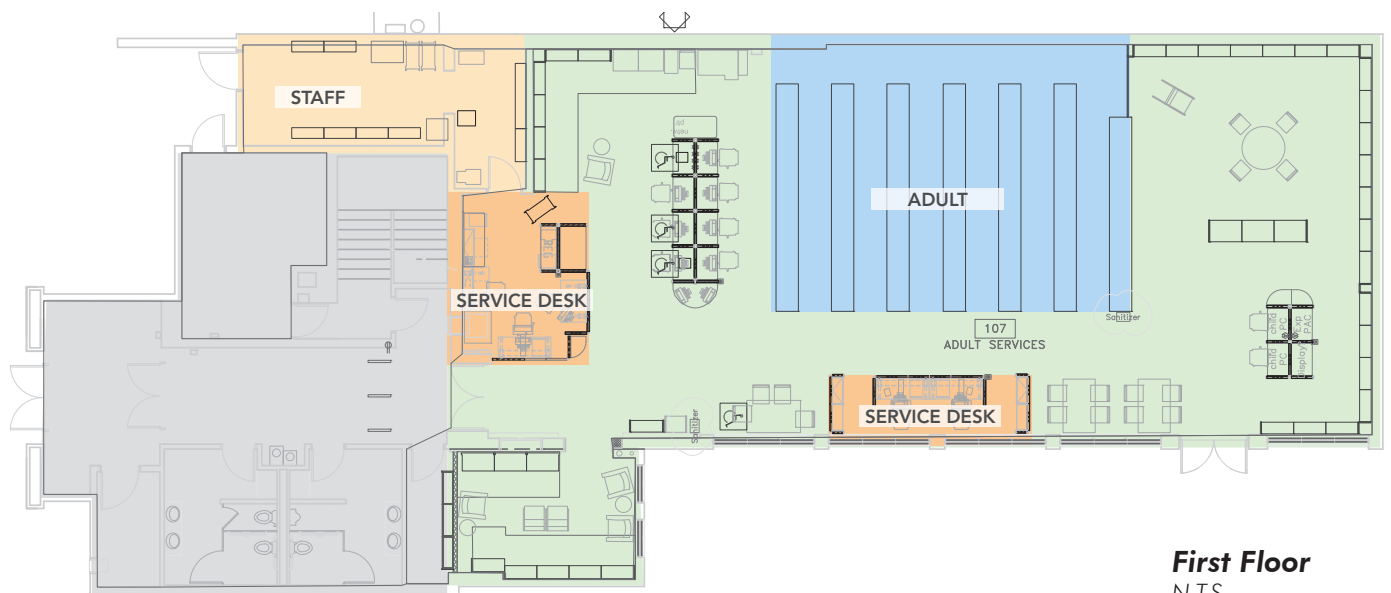
2017 Statistics

- 353,008 total visits (ranked #3); third highest rate of visits per open hour
- 873,282 circulation (ranked #3); third highest circulation per open hour
- 31,761 program attendees (ranked #3); second highest average attendance per program

WHEAT RIDGE



Second Floor
N.T.S



First Floor
N.T.S



WHEAT RIDGE LIBRARY RECOMMENDATIONS

- The current Wheat Ridge Library is owned by the Senior Resource Center, which is responsible for maintenance of site and building systems.
- Explore opportunities to relocate the Wheat Ridge Library for increased service capacity and impact.

Building Data

Space occupied by JCPL since: 1979

Total public service allocation:
~6,500 SF

2017 Statistics

- 92,220 total visits
- 135,410 circulation
- 5,297 program attendees

