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To: Donna Walker, Executive Director

From: Steve Chestnut, Director of Facilities & Construction
Julianne Rist, Director of Public Services

Re: Updated Facility Master Plan (FMP)

Date: March 10, 2022

At the Board's request, the Library presented information and a methodology for refreshing the Facility Master Plan in July, 2021. This roadmap included the need for evaluation of changes in populations, usage, community needs and stakeholder desires specific to our buildings and services in the County. There were a number of inputs and data points required to help guide us to data driven recommendations for an updated FMP. The requirements listed are some of those questions and data points that we contracted with Group 4 Architecture to provide updated information and recommendations. Group 4 is the same consultant that did our Facility Master Plan in 2018.

- Reassess growth and per capita space needs
- Assess N/W Arvada Library assumptions
- Target size range and potential priority timing for Golden, Conifer and Wheat Ridge
- Determine if public service space is needed for Fehringer Ranch Property

The data reviewed included updated census data, geographic development patterns, as well as updated Orange Boy data and customer mapping. From that data the consultant looked at the questions around needs, locations, sizes, etc. The final output, findings and recommendations from this report were timed to be presented to the Board as part of the 2023 budget process. They are attached for your review. Group 4 is available to present their findings at the March 17th regular meeting of the Library Board of Trustees.



Jefferson County Public Library Facilities Master Plan **Implementation Strategy 2022 Update**

Summary Memorandum
March 17, 2022



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INTRODUCTION AND SUMMARY

In 2018 the Jefferson County Public Library (JCPL) adopted a Facilities Master Plan (FMP) to guide planning, decision-making, and capital investment in its facilities. The FMP was created as a flexible, “living” plan that can accommodate changing circumstances, as is inevitably the case over the life of any long-range plan. It anticipated that JCPL would revisit the plan periodically in light of new information and new opportunities.

The 2018 FMP proposed a list of capital projects for increasing library space to meet the needs of Jefferson County’s growing population, and JCPL has made great progress so far. As of the date of this report, JCPL has completed the recommended major redesign of the Belmar Library, and was able to take advantage of an opportunity and partnership to expand the Edgewater Library. Planning for a recommended new South County Library is underway, as is preparation for remodeling the Evergreen Library. JCPL has also continued to build its offsite services network.

PURPOSE OF THIS UPDATE

In late 2021, JCPL commissioned Group 4 Architecture, Research + Planning, Inc. to review and update the recommended list of capital projects and implementation strategy in light of recently-released new information and data, including:

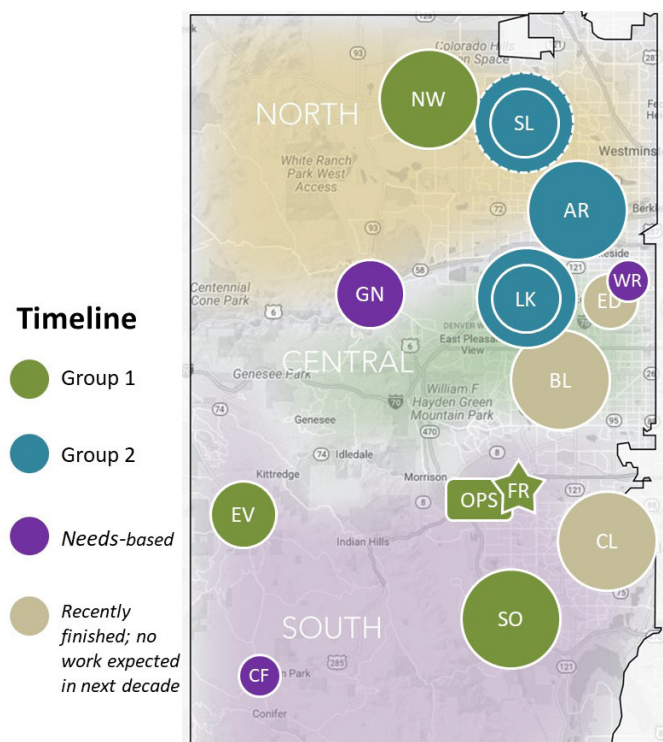
- US Census 2020 demographics for Jefferson County;
- Updated population projections for Jefferson County by the Colorado State Department of Local Affairs¹; and
- Updated JCPL financial outlook and revenue projections.

Specifically, JCPL asked Group 4 to:

1. Determine Jefferson County’s 2030 library space needs based on the 2018 FMP-recommended target range of 0.5 to 0.6 square feet per capita and the updated county population projections;
2. Update the list of recommended projects to provide at least 0.5 square feet per capita of library public service space countywide by 2030;
3. Propose priorities and a sequencing strategy for completing capacity-building projects by 2030;
4. Review how best practices in library design have evolved since the 2018 FMP, particularly relative to COVID-19.

Between October 2021 and January 2022, JCPL Group 4 worked with JCPL’s Executive Team to gather and analyze the new data and information, review findings and options, and confirm the proposed revisions to the recommended list of capital projects. The updated recommendations will be presented to the Library Board in February 2022.

¹ <https://demography.dola.colorado.gov/population/data/race-forecast/>



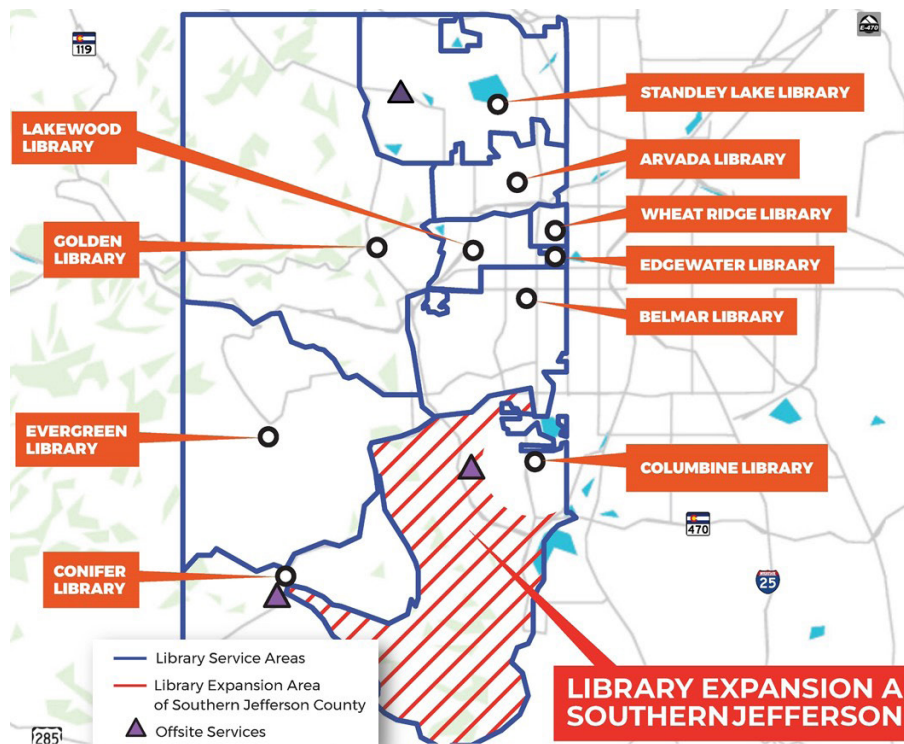
Updated Recommendations

- **Projects to achieve 0.5 SF/capita by 2030**
 - 2 new destination libraries* – South County, NW Arvada
 - Expand public service into full Lakewood
 - Capacity boosts are possible by expanding Standley Lake, including public service space at Fehringer Ranch, and/or increasing space at South County Library
- **New Fehringer Ranch Operations Center**
- **Evaluate community needs for improved service, access, and partnerships at Golden, Wheat Ridge, Conifer**

* maximum number of new branches recommended in 2018 FMP

SUMMARY OF UPDATED RECOMMENDATIONS

The graphic above summarizes the list, priorities, and proposed sequence of capital projects recommended for JCPL to provide at least 0.5 square feet of library public service space per Jefferson County resident by 2030. More detail behind these recommendations are included in the next sections of this memo.



Updated 2030 systemwide needs

- Approximately ~306,000 SF needed for a 2030 population of ~612,000
- JCPL current total ~204,000 SF*
- Need to add **at least 102,000 SF** to reach 0.5 SF/capita by 2030

* Evergreen SF has been adjusted to deduct large basement space; see 2018 FMP

1. HOW MUCH SPACE WILL JCPL NEED BY 2030?

SYSTEMWIDE NEEDS

According to US Census data, Jefferson County's population in 2020 was approximately 583,000. Colorado's Department of Local Affairs projects that the county's population will reach approximately 612,000 by 2030 – almost 30,000 more people (about a 5% overall increase from 2020). This revised population projection is slightly reduced from what the State projected at the time the 2018 FMP was published.

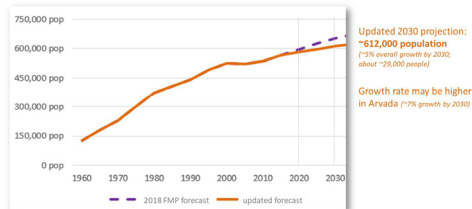
Applying the 0.5-0.6 square feet per capita multiplier established in the 2018 FMP results in an overall target of approximately 306,000 to 368,000 square feet of library space in Jefferson County by 2030. This is about 107,000 to 170,000 square feet more than JCPL provides for public service today.

PLANNING ZONES

The 2018 FMP proposed that the 0.5-0.6 square foot per capita multiplier be applied to the county's population overall. It did not propose any methodology for sizing individual libraries in any sub-areas of Jefferson County based on the population of that area. The FMP did note that most of JCPL's libraries, at the time, were located in the central and northern areas of the county. To address this, it recommended that a new destination library be built in a location to be closer to south county residents.

Updated population projections

• Revised Jefferson County population projections –6% less than assumed in 2018 FMP

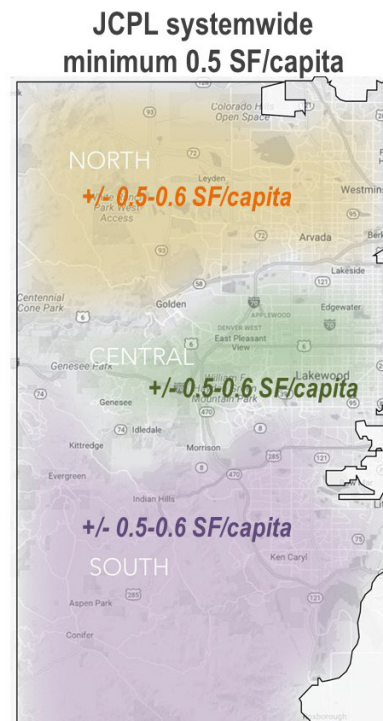


New planning zones

- Three distinct geographic districts offer a methodology for monitoring distribution of library space systemwide.
- The county's population overall remains the primary multiplier for the 0.5-0.6 SF/capita space planning target.
- Minor variance between zones is OK.

	Current Population	2030 Population	2030 SF for ~0.5 SF/capita*
North	~200,000	~212,000	106,000 SF
Central	~178,000	~186,000	93,000 SF
South	~205,000	~214,000	107,000 SF
System Total	~583,000	~612,000	306,000 SF

* Minor variance from 0.5 SF/capita relative to the population of each zone is OK.



For this FMP Update, JCPL wished to take a look at the geographic distribution of library space in Jefferson County. The population was distributed among three geographic districts, each with 30-35% of the overall county population. These districts provided a set of “planning zones” that could be used for the library analysis in north, central, and south areas of the county.

Arvada has been the fastest-growing community in Jefferson County in recent years, and is expected to keep growing faster than other areas over the next decade. For this FMP Update, the population of the North zone was projected to experience slightly higher growth than the Central and South zones. However, it is still projected to remain at about ~35% of the total county population by 2030.

2030 SPACE NEEDS SUMMARY

The table above summarizes the current and projected 2030 populations for Jefferson County and each planning zone. It shows the overall systemwide library space need for public service by 2030 to achieve the 0.5 SF/capita minimum threshold as well as the approximate minimum per zone.

Public Service Space

➤ New NW Arvada destination library 45,000+ SF

➤ Expand Lakewood by ~11,000 SF

➤ New South County destination library 40,000 SF



		0.5 SF/CAPITA BY 2030		
Public Service Locations	Current Size	2030 Population	Expansion	New 2030 SF
North Zone				
Arvada	34,200 SF			34,200 SF
Standley Lake	29,100 SF		<i>potential boost</i>	29,100 SF
Northwest Arvada	0 SF			45,000 SF
Zone Subtotal	63,300 SF	212,000 pop		108,300 SF
<i>Zone SF/Capita</i>				<i>0.51 SF/cap</i>
Central Zone				
Belmar	31,500 SF			31,500 SF
Edgewater	10,000 SF			10,000 SF
Golden	13,500 SF			13,500 SF
Lakewood	24,900 SF		11,000 SF	35,900 SF
Wheat Ridge	6,500 SF			6,500 SF
Zone Subtotal	86,400 SF	186,000 pop		97,400 SF
<i>Zone SF/Capita</i>				<i>0.52 SF/cap</i>
South Zone				
Columbine	30,000 SF			30,000 SF
Conifer	8,900 SF			8,900 SF
Evergreen	15,000 SF			15,000 SF
South County	0 SF			40,000 SF
Fehringer Ranch	0 SF			15,000 SF
Zone Subtotal	53,900 SF	214,000 pop		108,900 SF
<i>Zone SF/Capita</i>				<i>0.51 SF/cap</i>
Systemwide Totals	203,600 SF	612,000 pop		314,600 SF
<i>Systemwide SF/Capita</i>				<i>0.51 SF/cap</i>

Standley Lake offers potential to boost space if needed

Additional 15,000 SF needed at either South County or Fehringer Ranch

2. WHAT PROJECTS ARE RECOMMENDED TO MEET 2030 SPACE NEEDS?

PRIORITY PROJECTS TO INCREASE PUBLIC SERVICE SPACE

Many of the projects recommended in the 2018 FMP are still valid strategies for meeting JCPL's goal of providing at least 0.5 square feet per capita of public service space in Jefferson County by 2030 (based on the population growth assumptions in the previous section).

This 2022 FMP Update recommends the following principal projects for building JCPL's capacity for public service:

- New South County Library at 40,000 SF (in progress)
- New Northwest Arvada Library at 45,000+ SF
- Expand public service space at Lakewood Library into full building (will require JCPL Admin functions to move out of the east wing).

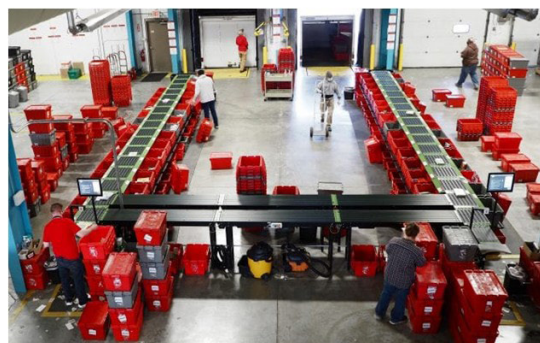
Should the population of the North Zone grow faster or larger than currently projected, there is the potential to boost space for public service at the Standley Lake Library (via expansion).

OPTIONAL ENHANCEMENTS

JCPL has been in dialogue with the City of Golden about the potential for relocating the Golden Library to a new site to support City redevelopment initiatives; this could also provide a good opportunity to expand space for public service — which is not possible at the current Golden Library site. Community needs for the Wheat Ridge Library and/or Conifer Library may also change between now and 2030. Any associated need for space changes can be evaluated at the time along with on the potential for improved service, partnerships, feasibility within available funds, etc.

Fehringer Ranch Operations Center

- **Reduces facility management and maintenance footprint**
 - Consolidation will reduce the number of buildings and associated maintenance by one
- **Improves operational efficiency and effectiveness**
 - Right-size space for organizational change, hybrid/remote work, etc.
 - High level estimate 35,000-40,000 SF for Fehringer Operations Center
- **Improves public service**
 - Allows for expanded public service space at Lakewood
 - Modernized operations = enhanced innovation + even more responsive service systemwide



FEHRINGER RANCH OPERATIONS CENTER

This FMP Update continues to recommend that JCPL develop a new Operations Center at the Fehringer Ranch site. Currently, JCPL's systemwide services are distributed among three locations – none of which is optimally sized or configured for the departments housed there. As JCPL has evolved and grown its services and organization, its teams, vehicles, and work groups have been shoehorned in where they fit – and in space that may be remote from other collaborators.

A consolidated Operations Center will not only enable public service to expand into the full building at Lakewood, but will also reduce the number of buildings housing JCPL systemwide services. Once all functions move out of the Library Service Center and Warehouse, these two buildings won't be needed anymore. JCPL can sell the LSC and stop paying for the Warehouse lease (which is up for renewal in 2024).

The Fehringer Ranch site still appears to be a great site for the Operations Center. It is well-located to serve systemwide functions and to support branch service, outreach, and offsite strategies throughout Jefferson County day-to-day and long-term. The Fehringer Ranch site offers plenty of space for an Operations Center of approximately 35,000 to 40,000 square feet and associated vehicular circulation, parking, and landscaping.

At its currently-planned size of 40,000 square feet, the new South County Library will not provide enough space to bring the South Zone up to 0.5 SF/capita. Increasing the size of the South County Library to about 50,000 square feet would take care of the need in the South Zone for the projected 2030 population. Otherwise, including space for public service at the Fehringer Ranch site would be recommended to boost capacity in the South Zone.

Priority Sequencing

Group 1	Evergreen Remodel
	New South County Library
	New NW Arvada Branch
	New FR Operations Center
Group 2	Standley Lake Remodel (Expansion)
	Lakewood Expansion
	Arvada Remodel
Needs-based	Golden Library
	Conifer Library
	Wheat Ridge Library

3. WHAT IS THE PROPOSED TIMELINE FOR THE RECOMMENDED PROJECTS?

GROUP 1

The recommendations are to prioritize three major projects by 2025:

- The new South County Library will continue on its current course, moving quickly into design and construction once a suitable site is acquired.
- JCPL should begin looking for an appropriate site for the new Northwest Arvada Library now. The ideal site will have similar characteristics and size to what JCPL is seeking for the South County Library.
- The Fehringer Ranch Operations Center is also recommended for first phase implementation. This will enable JCPL to quit the lease on the Warehouse and to sell the LSC property to partially offset other project costs.

GROUP 2

The Lakewood, Arvada, and Standley Lake libraries are all due for maintenance and renovation.

The Lakewood project will include redesign to expand public service into the entire building.

At that time, JCPL can assess whether expansion of Standley Lake might be warranted in light of faster or stronger population growth than was anticipated at the time of this 2022 Update.

OTHER PROJECTS

The potential for improvements at Conifer, Golden, and Wheat Ridge will be determined based on community needs.

4. HOW HAVE LIBRARY DESIGN BEST PRACTICES EVOLVED SINCE 2018?

COVID-19 has put most communities' library facilities to the test. The good news is that many of the library design best practices that have emerged during the 21st century have served their communities — including Jefferson County — pretty well during the past two years. Some of these best practices include:

- Large, open layouts with furnishings that can be easily rearranged as needed, such as for social distancing, modified staffing and operations, etc. Flexible power and data access further simplify the process of modifying spaces to meet changing occupancy requirements and evolving best practices for COVID-safe operations.
- Soft furnishings are still an important part of providing comfortable and accessible choices for diverse preferences and body types. The healthcare industry has long been developing soft, lounge-type furnishings with fabrics and finishes that can be easily cleaned and disinfected. Antimicrobial surfaces are advantageous where possible.
- As consumer technology devices have become increasingly affordable and as libraries have diversified the types of technology they provide to their customers, designers have been specifying fewer long banks of side-by-side computer stations. Quad and pod arrangements can easily include dividers between for COVID safety as well as privacy. Modified pods are also possible to support collaborative computer use, such as in children's areas.
- Even before COVID, library designers were specifying more one- and two-person reader table options and fewer four-tops. The smaller options are often lighter and more flexible, and can be pushed together or apart more easily for different group sizes (and for social distancing).

JCPL also reviews and updates its own design best practices and lessons learned for service, operations, and customer experience from each new and renovated project, such as the Belmar Library redesign.



Flexibility

Open, flexible spaces with operable partitions and plenty of storage offer lots of options as COVID-safe operations and requirements evolve.



Furniture

The healthcare industry has developed a wide range of furniture options that are attractive and comfortable as well as easy to clean.



Fresh air

Usable outdoor spaces extend libraries' ability to offer programming and places for customers to use during pleasant weather.

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