

FACILITIES STUDY

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OVERVIEW

Communities nationwide are calling for readily accessible and user-friendly facilities which inspire pride in their neighborhoods. As public funds are squeezed, libraries are finding it increasingly difficult to maintain existing buildings, keeping them open, while securing the funds for new construction to address underserved areas.

Research reveals that SAPL struggles to balance the need to maintain its current facilities with the public's desire for additional service locations in those parts of the community that are growing. Maintenance issues are a clear concern for many: only 44% of Library staff believes that SAPL's support for facilities maintenance and capital projects is good or excellent, and 83% of respondents to the 2010 Community Needs Assessment study voiced their support for improving existing library buildings. And yet that same study revealed that 87% of respondents support developing new libraries in neighborhoods that do not have one currently. The Library agrees that both desires are important and recognizes that its challenge is one of prioritizing resource allocation.

In planning for new facilities or reinvesting in existing facilities, the Library Board and staff should undertake a systematic approach based on analysis of relevant data such as size of service population, community profiles, and proximity to other library locations. Some of the data has been identified through the research for the Strategic Plan. Additionally, the impact of the rapid growth in demand for digital resources such as ebooks and audio books should be considered as a variable related to the need for future library spaces.

This study also includes an assessment of existing library facilities which identifies needed upgrades to address deferred maintenance, and supports opportunities to repurpose, renovate, expand and reconfigure spaces in existing facilities to make them more user friendly and more responsive to the surrounding communities they serve. It is notable to point out that the Strategic Plan will serve as a "tool kit" to assist SAPL's leadership in making decisions on the types of upgrades and improvements to be made to each facility. In an effort to create a library system that is agile and adaptive, the plan offers for consideration alternate service delivery models, such as store fronts, kiosks, and shared spaces with other entities, as more sustainable strategies to effectively respond to the growth of the Library's service area and the unique needs of the communities SAPL serves.

As the Library considers appropriate ways to participate in the 2012 City of San Antonio Bond Program, the Library Board and staff will have to make difficult decisions regarding service delivery strategies to address underserved areas. The challenge will be to establish the appropriate balance between funding necessary upgrades in existing facilities and constructing new facilities. An additional challenge, and perhaps the biggest challenge the Library will face, is responding to requests by constituents and advocates for new libraries in their communities, which may not be in alignment with the priorities the Library has established. It is clear that as public funds become tighter, consideration should be given to all possible funding sources, not only bond programs, but also state and federal grants and support from the private sector. A unified approach between Library Management, the Library Board, the Library Foundation and the Friends of the Library to address the capital needs of the Library system is crucial to achieve the resources needed to maintain library facilities that offer safe, functional and attractive places for the community.

ABOUT THIS REPORT

The assessments and recommendations in this report are based on:

- Esri Tapestry Segmentation data dividing SAPL's service area into socioeconomic and demographic areas, by District and by Precinct;
- Site visits to individual facilities and surrounding neighborhoods;
- Primary research (online surveys) with staff and stakeholder groups, in-depth conversations with individual branch managers, the SAPL management team, and input from the Library Advisory Committee.

All areas of strategic focus, but most prominently *Foster Community Connections*, *Increase Public Awareness*, and *Support Workforce and Economic Development* call on individual branch managers and the SAPL management team to review the data regarding each outlet's service area to customize services and communications. In addition, because this report represents a "snapshot in time," it is highly advisable for SAPL to revisit this analysis and to subscribe to the beta version of "Community Connect," Civic Technologies' interactive online data analysis tool currently under development. This tool will provide branch-specific information for collection, service, and facilities development.

LIBRARY STANDARDS

Traditionally, development of library buildings was based on standards related to population. Texas standards, developed through practical experience and codified by professional associations, called for .75 square feet *per capita*. While this standard might have been useful for comparative purposes, it created problems because it was viewed as ideal rather than as minimal. More or less space might be needed in a particular community, and requisite spaces for storage, seating, staff, meetings, computer access, special services (such as computer labs or other learning spaces), and non-assignable areas (mechanical systems, restrooms, walls, etc.) varied facility by facility.

In line with this new approach, the Texas Library Association (TLA) now promulgates that library facility standards should be based on a library's mission statement and service goals. TLA recommends consideration of collection size, use of technology, adult and children's programming, seating, and meeting room space needs. In SAPL's case, because the collection "floats", the size of the collection is not a fixed consideration although branches do have shelving and storage issues when the "float" is out of balance. (This issue should be remedied by the Library's implementation of CollectionHQ.) To these factors, this facility study adds a consideration of the Library's strategic priorities and the lifestyles and demographics of the surrounding community each branch primarily serves.

COMPARISON WITH PEER AND ASPIRATIONAL LIBRARIES

Although locally identified needs should drive the development of public library facilities, it is useful to compare SAPL with other metropolitan library systems that serve diverse populations in the Southern and Western United States.

Peer Library System	2009 Population	Total Sq. Ft. All Facilities	Sq. Ft. Per Capita	Total Sq. Ft. Branch Libraries	Sq. Ft. Per Capita
San Antonio*	1,622,899	538,398	.33	266,821	.16
Austin	765,957	389,233	.51	278,600	.36
Dallas	1,306,350	1,022,045	.78	375,312	.29
Ft. Worth	720,250	312,495	.43	236,315	.33
Harris County	1,508,949	463,938	.31	137,495	.31
Houston	2,245,108	813,068	.36	463,938	.21
Jacksonville	891,192	785,046	.88	487,536	.55
Las Vegas-Clarke County	1,400,000	631,156	.45	631,156	.45
Phoenix	1,563,058	501,732	.32	221,732	.14
Sacramento	1,362,169	432,485	.32	272,485	.20
San Diego	1,353,993	553,049	.41	408,425	.30
San Jose	1,006,892	838,760	.83	363,760	.36
Average SF per capita	15,746,817	7,281,405	.46	4,143,575	.26

Aspirational Library System	2009 Population	Total Sq. Ft. All Facilities	Sq. Ft. Per Capita	Total Sq. Ft. Branch Libraries	Sq. Ft. Per Capita
San Antonio*	1,622,899	538,398	.33	266,821	.16
Chicago	2,896,016	1,755,467	.61	998,827	.34
Denver	598,707	775,739	1.30	236,315	.39
Portland-Multnomah Co.	717,880	265,762	.37	140,762	.20
Queens	2,293,007	860,710	.38	642,960	.28
San Francisco	845,559	580,229	.69	204,229	.24
Seattle	602,000	605,287	1.00	242,300	.40
Average SF per capita	8,977,361	5,381,592	.60	2,495,899	.28

Source: Public Library Association 2010 Public Library Data Service Statistical Report

* Includes square footage for the Mission and Parman branches, but not Molly Pruitt Library located in Roosevelt High School.

Using 2009 estimated populations, SAPL is near the bottom in terms of square feet *per capita* for peer library systems. When comparing all facilities, including central libraries, the .46 average square footage *per capita* for peer libraries is 40% higher than for San Antonio's *per capita* library space. Even by adding the library space provided by Bexar County cities that support local libraries, San Antonio's figure increases only slightly to .34 square feet *per capita*. When comparing only branch facilities (.16 sq. ft. *per capita* vs. .26 *per capita*), the disparity rises to 62%, and the differences increase even further when comparing to the six library systems targeted as aspirational systems for San Antonio. Clearly, when considering this comparison, the library space offered to San Antonio and Bexar County is inadequate. More space is needed, but what kind of space and where?

To address these questions, the areas of strategic focus identified in the Strategic Plan must be considered, and the current service patterns and geographic distribution of SAPL branches must be reviewed to identify underserved populations. Input from the Work Groups has been combined with information from on-site visits and relevant data from the Tapestry study and other research sources to develop the following recommendations.

STRATEGIC AREAS OF FOCUS AND FACILITIES PLANNING

The availability and appropriate configuration of facilities overall and individual facilities within communities affect prospects of program, collection, and service recommendations of five of the six areas of strategic focus: *Support Educational and Learning Opportunities*, *Support Workforce and Economic Development*, *Foster Community Connections*, *Increase Public Awareness*, and *Improve Organizational Health*. The success of recommendations of *Delineate Roles of Board of Trustees and Library Support Groups*—ensuring coordinated advocacy and funding for capital projects—is critical.

During the planning discussions in all groups, a number of considerations arose which can affect planning for library facilities:

- Libraries as “Learning Centers” (See *Foster Community Connections*, *Support Educational and Learning Opportunities*, and *Support Workforce and Economic Development*)
- Libraries as “Family Places” (See *Foster Community Connections* and *Support Educational and Learning Opportunities*)
- Library services for teens (See *Foster Community Connections* and *Support Educational and Learning Opportunities*)
- Libraries as “Contributors to Workforce Development and Economic Vitality” (See *Support Educational and Learning Opportunities* and *Support Workforce and Economic Development*)
- The status and condition of current facilities (See *Increase Public Awareness* and *Improve Organizational Health*)
- Successful new service models (See *Foster Community Connections* and *Support Workforce and Economic Development*)

Libraries as Learning Centers

Since the nineteenth century, the public library has been referred to as “the people’s university,” and, indeed, SAPL has been a major component in the educational fabric of San Antonio and Bexar County. *Support Educational and Learning Opportunities* affirms the Library’s role as a valued educational institution and partner.

Although all SAPL facilities offer services which support educational and learning opportunities, the Las Palmas Branch carries this role further. Nearly half of the building incorporates a Community Family Resources Learning Center operated by the San Antonio Department of Community Initiatives. The Center offers ESL classes, GED classes, computer training, and citizenship classes. The Department of Community Initiatives operates a number of other learning centers around the City, several near SAPL branches. One center is located immediately across the street from the Memorial Branch Library, and another is adjacent to the McCreless Branch.

Based on the Las Palmas Branch library model, is there an advantage to co-locating learning centers in other SAPL branch facilities? An examination of the Las Palmas model indicates that, except for shared use of the meeting room and restroom facilities, there is minimal day-to-day interaction between the library and learning center functions. At the same time, there do not appear to be any negative issues associated with this model. Both the library and learning center functions play important community roles affecting both education and economic development spheres of strategic focus. While co-location of these functions in one facility may not save significant construction and operational costs, there is a public advantage in the marriage of these two services, in that a more significant community presence is created for both partners. Also, if conveniently located, public access may be improved by a joint facility. This option also provides opportunities for more cooperation between agencies. If sufficient space is included for more classrooms, other educational partners may be drawn in, such as local universities and community colleges.

The San Antonio Public Library should remain open to the potential for co-location of branch libraries in areas where the Department of Community Initiatives is looking to expand services. One existing facility that might be considered for such a role is the Cortez Branch Library, which is located in one of San Antonio's more economically disadvantaged areas. Although many SAPL branch sites are too small for the 6,000- to 8,000-square-foot addition such an expansion would entail, the Cortez Branch Library does have space for an addition to the east of the meeting room. In such a case, cost for the addition should be borne by non-library funding sources.

Recommendation: The San Antonio Public Library should remain open to potential co-location of learning centers with branch libraries in areas where government agencies, social services, and other organizations are looking to expand. Such partnerships are viable for existing SAPL branches which can still accommodate an expansion, as well as for new branches as they are developed.

Libraries as Family Places

"Family Places" are a combination of a general purpose branch library, emphasizing services for youth and teens, with a variety of spaces shared with other organizations that focus on families and child development. These additional spaces might include indoor and outdoor recreational spaces for structured and unstructured pre-school physical activities, spaces for educational experiences for children and parents, and community meeting spaces. Services would be provided in concert with other community service agencies, and the facility should be designed with the participation of partner agencies.

The Tapestry market segmentation findings developed by Civic Technologies identified the five highest market segments in San Antonio: *Southwestern Families*, *Milk and Cookies*, *Up and Coming Families*, *Industrious Urban Fringe* (slightly more than half of these households have children), and *Young & Restless*. The common denominator in four of these segments is youth- and family-orientation (supported by the family nature of library use in most SAPL branches). When asked to characterize the nature of their branch's clientele, virtually every branch manager in the system responded "families." By the very nature of current customers and services, public libraries in San Antonio are already family places. But as the strategic planning process progressed, participants wanted to emphasize and expand the role of the public library as a "family place."

Many agencies in San Antonio, both public and private, provide family-based services—the parks department, medical centers, and more. Parents are often faced with arranging family experiences at multiple locations with varying costs. On Monday, a parent might take a preschooler to a for-profit indoor gym for physical development classes; on Tuesday—art classes at a community center, on Wednesday—music appreciation classes at another location, on Thursday—story hour at the local library, on Friday parent/child interaction sessions at yet another location.

SAPL branches have served as *de facto* community centers in San Antonio for many years, and this is a role replicated across the nation. Given the evolving role of the library as an information provider, it is expected that the community center role will become increasingly important. The concept of the library as a “family place” fits well with this anticipated future.

Building a new facility or converting an existing one to a new service model that may focus on children, teens, and families may require more space than in the past. Until now, the maximum size of any SAPL branch has been 17,000 square feet. To accommodate learning spaces in addition to the traditional library roles, a facility of at least 25,000 square feet should be considered. If a Community Learning Center role is added, then the facility should be correspondingly expanded beyond 25,000 square feet.

It is proposed that this service model be initially confined to one location to test its effectiveness and use by the community before replicating the model elsewhere. The Memorial Branch Library appears to be a good candidate for this pilot service model. This 10,000-square-foot branch has room for expansion and is located on a major east-west thoroughfare (Culebra Road) in an area with a high concentration of young families.

The Memorial Branch also has a relatively high percentage of Spanish-speaking users. An expansion would allow an increase in services to children and teens. It would also offer spaces for family-based learning developed and provided in concert with partner agencies.

A second “Family Place” service model might be developed at a new branch location in an area with a high proportion of young families.

Recommendation: Consider renovating and expanding the Memorial Branch Library by 15,000 square feet to support a new service model emphasizing services for children, teens, families, and Spanish-speaking residents. (See Individual Branch Assessments and Recommendations for details.)

Library Services for Teens

Foster Community Connections identifies the reconfiguration of physical spaces in SAPL facilities as a key strategy. In a number of SAPL branches, staff have already created special teen spaces, but with decidedly mixed results. These efforts have been limited by current interior configurations and the lack of funds for suitable furniture and equipment. Nevertheless, there is an almost universal agreement that effective teen spaces are top priorities for serving this at-risk population segment.

A number of branch locations could accommodate viable teen spaces by significantly reorganizing existing floor plans and procuring new furniture and equipment. In some instances, branches have multiple service desks which could be consolidated, and in most cases, reference collections in branch libraries could be reduced. Ideally, the design of teen spaces should involve participation from teens. Space should feature appropriate furniture, shelving, and technology to respond to the interests and needs of teens.

Setting aside an 800 to 1,000-square-foot area should be sufficient for most branch locations. Although reorganization of interior floor plans may be enough to create a teen space, in some cases a building expansion will be the preferred (or only) solution.

Recommendation: Spaces for the provision of teen services could be provided in all Library System facilities, either through reorganization of existing interior spaces or by an expansion to existing buildings. Construction of all future library buildings (with the possible exception of focused-service branches) should incorporate specially-designed teen areas. (See Individual Branch Assessments and Recommendations for details.)

Libraries and Support of Workforce and Economic Development

Recent history has clearly demonstrated that in hard economic times, people turn to the public library as a free resource for information and entertainment—in print, online, or in person. Furthermore, the development of the Internet has made public libraries more relevant than ever as one of the community's most accessible economic development engines. Daily, crowds of San Antonians visit SAPL facilities to make use of the Library's free Internet sessions. A vast digital divide exists in this country along race and class lines, and the San Antonio Public Library's free computer workstations help bridge this gap. In the current economic downturn, library staff report that more than half of the persons who use SAPL computers are searching for and applying for jobs.

Compared to peer libraries, the number of SAPL computers available for public use is substandard, particularly in San Antonio's more economically disadvantaged neighborhoods. In many locations the public frequently experience very long wait times for computer access. SAPL should consider using as a guide the Texas State Library and Archives Commission (TSLAC) Standards for public access to public computer workstations, which has three levels:

Basic Level	One workstation per 2,500 population served
Enhanced Level	One workstation per 2,000 population served
Comprehensive Level	One workstation per 1,500 population served

Using the TSLAC standards, and based upon SAPL's 2010 service population of 1,714,773 residents, SAPL's public computer inventory should be 686 workstations at the basic level, 857 workstations at the enhanced level, and 1,143 workstations at the comprehensive level. Currently, SAPL has only 357 PC workstations for public access, slightly more than half of the Basic Level established by TSLAC Standards. However, this is supplemented by 143 battery-operated laptop computers distributed among the branch libraries. This gives an effective workstation inventory of 500 units, still well short of the Basic Level standard.

While the TSLAC standards can serve as a guide for the immediate future, SAPL should rely on other relevant data such as market segmentation analysis to determine the need for public computers and other library technologies for each library location.

Some residents are able to provide their own laptops to access the Internet using the SAPL network, saving the monthly cost of an Internet provider. However, few of SAPL's branches have the electrical infrastructure to effectively serve this clientele. In most branches, library customers can be seen sitting on the floor near the only available electrical wall outlet, or in a chair that they have moved closer to the outlet. Very few outlets are located in the floors or on walls near study tables or lounge chairs. In some cases, a reorganization of space may partially alleviate the problem, but in most cases an upgrade of the electrical grid is the most effective solution.

Recommendations: Through reorganization of existing spaces, expansion of existing facilities, and the construction of new branches in underserved areas, the San Antonio Public Library should provide space for additional public computer workstations to respond to the individual needs of each community. The TSLAC Basic Level for public access to computer workstations should be used as a guide for the immediate future.

The electrical infrastructure in existing SAPL branches should be upgraded as needed to accommodate additional computer workstations and provide enhanced laptop computer capabilities for the public. (See Individual Branch Assessments and Recommendations for details.)

FACILITIES ISSUES FACING CURRENT SAPL BRANCHES

The San Antonio Public Library has made significant progress over the past 10 years in upgrading its system of branch libraries. Since 2001, SAPL has constructed six new branch libraries and renovated and/or expanded nine additional branches. Nevertheless, a number of facility issues remain unaddressed, and several areas in Bexar County remain underserved. Although each branch library must be considered individually, there are several issues common to multiple locations.

Security

The issue of staff and customer security is a growing concern among public libraries nationwide. SAPL has already taken steps to address security concerns, such as employing security guards and installing exterior lighting and surveillance equipment. Most of SAPL surveillance equipment consists of parabolic mirrors located in remote corners of branch facilities, but a few branches have one or two video surveillance cameras, usually observing parking areas. Research indicates that a safe environment for library customers and staff remains a priority.

Recommendation: A comprehensive risk assessment should be performed to identify security issues and recommendations for the type of security systems needed for each SAPL location.

Signage

Proper signage helps library customers find their way through the library, makes information more accessible, informs users of library services and materials, and provides an enhanced experience. Although some of the newer branch facilities included signage when they were constructed, signage throughout the San Antonio Public Library System is generally a patchwork of locally-produced paper signs of varied quality and effectiveness.

The San Antonio Public Library requires a coherent, unified system of signage that allows library customers to become more aware of services and to make more effective use of those services. The system should be designed and implemented in concert with a marketing agency or architectural firm experienced in signage design. The system should include both interior and exterior signage.

Recommendation: The San Antonio Public Library should develop and implement a unified library signage system in all library facilities.

Staff Spaces

An important aspect of library design is sufficient space for library employees to have off-desk workstations away from the public areas. This space is needed for processing hold requests, program planning, personnel appraisals, preparation of reports, and online training. It is also important for employees to have a pleasant and comfortable rest area for off-duty time and on-site meals. Conventional wisdom counsels that making the customer happy is the prime goal of any service institution, but providing support for employees and maintaining high staff morale supports that goal. Although some newer SAPL branches provide adequate staff areas, many of the older facilities do not.

Several branch staff spaces are so undersized that employees have resorted to locating staff workstations in public areas, which prevents further development of these areas for public services. Since staff workstations often appear cluttered, this has a negative impact.

Recommendation: Staff work and rest areas should be expanded and/or enhanced in branch libraries where possible in order to improve employee morale and effectiveness.

ALTERNATE SERVICE MODELS

The General Purpose Branch Library service model may not always be the most effective means of meeting the informational and educational needs of city and county residents. Consequently, several alternate methods of service delivery should be considered.

Bookmobile

The use of bookmobiles by libraries is one of the oldest forms of alternate service models. Bookmobiles have proven effective to reach remote and rural small population groups that may not have ready access to a branch library. Additionally, a highly visible bookmobile helps increase SAPL's presence in the community. SAPL should consider adding a second bookmobile to address small underserved areas.

Kiosks

SAPL should consider a kiosk pilot program in one or two targeted areas of Bexar County to work through operational issues and test if customer use and satisfaction warrants additional kiosks. Free-standing, unmanned kiosks should be considered for a location with high customer traffic, such as a shopping mall, and/or in a remote location where a nearby manned facility can oversee its operation.

Express Library

Using the Houston Public Library's model, an Express Library can utilize a relatively small space (500 to 1,000 sq ft) to offer access to public computers and a small collection of books. Users of this service may have access to 10 – 15 public computers or laptops, as well as materials holds, pick-ups, and drop-offs utilizing SAPL's system wide collection to request books and other materials that can be delivered within a 48 hour turnaround time.

Storefront Library

A storefront library can fill an identified service gap or provide special services that relieve pressures on nearby branches. It might be 5,000 to 10,000 square feet, depending upon available retail space and the services provided. Storefront branches might include holds, pickup, drop-off, computer resources, lounge seating, and a community room. Its small collection could be composed of popular materials and perhaps non-language materials. It might offer regularly scheduled story times with the assistance of neighboring branch staff.

By retrofitting a vacant retail location, the library has an opportunity to contribute to neighborhood revitalization and to test the viability of a location without committing to a costly construction project. Heavy use of the storefront library can pave the way for determining space needs and building a case for funding a larger and more permanent facility. Another significant benefit is that a storefront library may be a less intimidating environment for individuals unfamiliar with public library services.

Neighborhood Library

A neighborhood library is considered to be a stand alone or co-located facility that will range in size from 8,000 to 10,000 sq. ft. This model is provided as an option to address service gaps with a small population that has no ready access to an existing branch and will probably never achieve population densities necessary to warrant construction of a General Purpose Branch Library.

Co-located Library

This model encompasses placing a library service outlet in a facility that shares space with another entity such as a school, a City Links Center, a Senior Service Center or other appropriate partner. The space for this service outlet can vary depending on the size of the population it is attempting to serve and the available space of the shared-use facility.

General Purpose Branch Library

This is the service model for all future large branch libraries ranging in size from 17,000 to 20,000 sq. ft. It includes all service functions of existing branches and also provides areas for teen service, technology training for the public, and expanded community meeting space.

JOINT SCHOOL-PUBLIC LIBRARY BRANCHES

Joint school-public libraries are often seen as logical cooperative operations. San Antonio developed two such branches in concert with the North East Independent School District—Bannwolf Library at Reagan High School (closed when new Parman Library opened in late May, 2011) and Molly Pruitt Library at Roosevelt High School (located 2.75 miles east of the Tobin at Oakwell Branch, which is open to the public after school hours, staffed by school personnel, and houses a collection supplemented by SAPL resources).

The record of joint school-public library operations has been poor nationwide, but in most cases, failures have been due to poor facility and design, security concerns, and/or split administration. The prospects for success are better if the following criteria are followed:

Location

The facility should have a strong, separate, public identity and its location closely aligned with the guidelines used for public library buildings. The facility should not be submerged within a larger institutional facility or campus. Ideally, it should be located along a major, high-traffic roadway with good public access. The public should perceive the facility as a "public library." More than any factor, placing joint libraries within school environments without regard to public access has resulted in poor performance for the public library involved.

Administration

The joint facility should be administered by one of the partners on a day-to-day basis. Although policy issues will be addressed jointly, one party should be designated as responsible for operations. This has been most effective when the public library takes the lead, with school media personnel addressing specific school support concerns, such as collection development and student/faculty instruction.

Most importantly, a commitment to success is necessary from both the respective library staffs and the two administrations. Flexibility is essential. Many cooperative efforts have dissolved over philosophical fine points that are lost on those outside the library profession.

While there can be some initial capital cost savings in the development of a joint school-public library building, practice has shown that there is little or no operational savings.

SAPL's experience with the Bannwolf Branch was mixed, because it was not designed with a public library presence in mind and was located within the Reagan High School. However, the Molly Pruitt Branch was developed with SAPL input and is located in a manner which allows the public to access it directly without entering other school areas. It also has successfully addressed the administration issue; it is operated by an enthusiastic, capable, school media staff and supported by the school administration.

Nevertheless, some service issues remain. The library is open to the public only after 4:00 p.m. Public library customers cannot use the facility during school hours because of security issues. If hours are expanded, the issue of parking arises. Library staff report that during the day the school parking lot is filled, and public parking options improve only after the school closes.

The Molly Pruitt Library, while not as effective as a general purpose branch library, is a successful joint operation that clearly benefits the surrounding community. It is the only SAPL branch currently serving a large population residing east of Interstate 410.

SAPL might explore the possibility of other such operations as supplementary service options, provided the criteria for successful joint school-public libraries are met.

BRANCH SERVICE AREAS

Experience in other urbanized areas in the United States indicates that the most significant factor in public library use is distance, and such is the case with San Antonio. Applying SAPL service transactions and library cardholder data, mapping software illustrates that generally customers use the library that is closest to their home. However, this is not true for all customers. Some choose to use a library which is not within their primary branch service area. This may be due to a particular barrier, such as a freeway or railroad. It may also relate to travel patterns going to and from work, or for combining a trip to the library with some other business or recreation. Furthermore, due to an overlap of primary branch service areas, individuals living between two or more branches will, on occasion, use multiple libraries.

Travel time can also affect which branch library users may choose to frequent. In heavily populated areas, this may be affected by physical barriers or traffic conditions, but it is difficult to draw broad conclusions as these factors may vary widely given individual circumstances. However, it may be generally assumed that in less densely populated areas on the perimeter of San Antonio, lighter traffic conditions may reduce travel time permitting a larger effective service area, compared to branches serving the more heavily and densely populated suburban and urban areas.

Mapping library use can help define service areas and help site potential library facilities in locations which can best meet area residents. This might result in a new general purpose branch library in a particular area, or a branch expansion or replacement where an existing facility is inadequate to meet customer demands and needs. It can also help identify the need for a focused-service facility in cases where that might best meet specific customer needs.

SAPL customer use data confirms the experience of other library systems. Up to 75% of library use comes from persons living within two miles of a particular branch, and 85% or more comes from persons living within three miles.

Primary service areas have been designated in the facilities report for San Antonio Public Library branch facilities. The estimated population residing in each service area ranges from as low as 17,000 persons for the small San Pedro branch to as high as 98,000 for the very busy Cody branch. Most branches fall into a 30,000 to 60,000 population range, depending upon population density around a particular branch or the proximity of a neighboring branch. Where service areas of branches may overlap in the more urban parts of San Antonio, the service areas of neighboring branches are generally judged to meet at the halfway point between them.

BRANCH SERVICE GAPS

Making a case for future library service outlets is supported from two vantage points:

- The significant growth of SAPL's service area in the last five years and the projected growth for the future
- SAPL's existing square footage of .16 square feet per capita compared to the .26 square feet average for peer libraries (see page 3).

Applying the existing "three mile radius" standard that establishes the goal of providing library service to community members within a three mile distance, it is clear service gaps exist throughout the County. These gaps or pockets of population groups having to travel more than three miles to access a library are multiple and range in population sizes.

How to address these service gaps will be a challenge for SAPL as it struggles to maintain its existing facilities, and as public budgets threaten to shrink. Issues related to sustainability and available resources will dictate the decision making process on how to address these service gaps. In addition to General Purpose Branch Libraries, SAPL should consider alternate service models such as Storefront Libraries, Neighborhood Branch Libraries, Express Libraries, Bookmobiles, Co-located Libraries and Kiosks, as a more sustainable approach to addressing existing and future service gaps.

It is recommended that SAPL continue to use the three mile service radius as the primary guide to identify service gaps and underserved areas, and as a general guide to determine where additional library service outlets are needed. Other factors such as driving time should also be considered to account for geographic barriers such as lakes, rail lines, expressways, etc., that may impact accessibility to a library location. SAPL should also rely on the market segmentation data to better understand the characteristics of the population to be served and should consider this data in the decision making process.

Library systems differ in many respects and there are no hard and fast rules that are universally accepted pertaining to population thresholds that trigger the need to address service gaps or an underserved community. To assist SAPL in responding to service gaps and underserved communities, the following population thresholds are offered as a general guide:

5,000 to 10,000:	Bookmobile, Kiosks
10,000 to 20,000:	Bookmobile, Kiosks, Express Library, Storefront Library, Co-located Library
20,000 to 40,000:	Neighborhood Library, Storefront Library, Co-located Library
40,000 to 50,000:	General Purpose Branch Library, Storefront Library, Co-located Library
50,000 plus:	General Purpose Branch Library

SITE SELECTION

Acquiring the most appropriate site is perhaps the single most important decision in determining the future success of a library program. The following are the major criteria to be considered in the selection of sites for new San Antonio Public Library branches.

Accessibility

Most importantly, the site must easily be accessible by the large majority of the population in its primary service area. While commute patterns, proximity of amenities, and topographic and built structure barriers can influence use patterns, the radius of a branch service area should continue to be three miles. Although San Antonio's average drive times are shorter than those of other state or national peer cities, a site on a major roadway, ideally near a traffic junction, in a location which minimizes driving time for its service population, is optimum.

For large, general purpose branch libraries serving large service populations, the majority of library users will likely be vehicular, but locating the facility for significant pedestrian traffic is also a plus. In general, proximity to public transportation and pedestrian access becomes more important with branches serving smaller inner city residential service areas.

Visibility

Ideally, the facility should be highly visible and proximate to other traffic-generating activities, particularly retail activities such as a shopping center or major shopping district. Placing the facility at a convenient location which is highly visible to passersby en route to other community magnets will increase library effectiveness. Sites within secluded residential or park locations will usually be less effective than more visible sites. Ordinances limiting size and placement of wayfinding signs and the resulting visibility of signage from major thoroughfares are secondary but nonetheless important considerations for SAPL as planning proceeds.

Population Projections

Demographic shifts also provide direction for future decisions related to facilities. SAPL can anticipate an increased demand for public library services in specific Bexar County locales which are already experiencing or are projected to experience significant population growth.

Proximity to Other SAPL Facilities

The three mile radius rule should be observed for branches serving large service populations, unless special conditions apply, such as particularly high population densities or physical barriers. The proximity may also be closer in more disadvantaged, economically challenged areas due to the greater reliance on mass transit and pedestrian access. This radius rule, however, is not hard and fast, as it may exclude areas between one branch's service radius and another's.

Other Site Issues

The site should provide adequate square footage for the required facility and related parking, as well as for future expansion. Soil conditions, site infrastructure, and development restrictions may also affect site selection decisions.

Donated Sites

Acceptance of a donated site may be considered if it meets the established site selection criteria. However, acceptance of free land can be a short-sighted decision in the long term if the criteria are not met. In the long run, a donated site in a poor location will be much less cost effective than an expensive site in a good location, because the level of library use by the public will be affected and, as a result, will give SAPL less return on capital investments and higher *per capita* operating costs.

Political Considerations

Site selection may be influenced by external factors that bear only tangentially to community need. While a new facility can become a source of pride and a cornerstone of development or redevelopment, precedence must go to considerations of market data, customer convenience, access, and explicit need. Especially in an environment of rapid growth, site selection must track demographics and psychographics. As SAPL looks to the future, the application of Tapestry lifestyle and other data to site selection will remain the most effective means of ensuring that the people of San Antonio will be well served.

CENTRAL LIBRARY ASSESSMENT AND RECOMMENDATIONS

CENTRAL LIBRARY 600 SOLEDAD

Size:	240,000 sq. ft.	Parking:	468 spaces City-owned ramp
Date Constructed:	1995	FY2010 Circulation:	542,525
Additions/Renovations:	Weatherization 2011	FY2010 Door Count:	742,970
Collections:	500,000	FY2010 Program Attendance:	37,884
Technology:	61 Internet Stations 4 Express Stations 13 Catalog Stations 0 Laptop PCs	Service Area Population:	Bexar County

The SAPL Central Library, constructed in 1995, is an iconic presence in downtown San Antonio. Designed by the renowned Mexican architect Ricardo Legorreta in partnership with Sprinkle Robey Architects and Johnson-Dempsey & Associates of San Antonio, the building is understandably a source of civic pride. However, the location of the Central Library and many of its design elements present challenges, and the building is not reaching its full potential.

One challenge, which is not projected to change in the near future, is the lack of a critical mass of residential units close by. Those that do live in the area are characterized in the Tapestry report as primarily from the *Social Security Set* segment to the south and west, and from *Metro Renters* and *City Dimensions* segments to the north and east of the library. In addition, the building location is some distance away from the primary pedestrian traffic areas and other businesses which might attract customers.

Although the library system employs several security guards, the large size of the building and its interior design pose significant security challenges. There are many areas of the building which are not under adequate staff control or observation. In particular, the children's area poses potential risks.

Of great concern is the underutilization of the building overall. Large areas of the library devoted to the collection are frequently devoid of customers, and the customers that do use the library are most often using the library's public Internet terminals or the library's WiFi. The children's library, while very attractive, is clearly not being maximized as an institutional asset. The relatively new teen area is showing the promise of increased public use due to an active effort to reach out to San Antonio teens and to its favorable location across the street from a high school, but is not fully effective because of its current location in the back of the first floor.

Several changes in the interior arrangement of the Central Library would potentially improve program effectiveness. However, downtown San Antonio has a distinct tourist orientation, and underutilization of the Central Library by the public will likely continue unless additional building functions can be developed to make the facility more of a destination in its own right. The Tapestry analysis confirms low levels of market potential for the library. To this end, several options for repurposing interior spaces are offered for consideration.

Repurposing Central Libraries' Spaces

Conversations with staff and an on-site visit at the Central Library suggest that even though the Central Library is an architectural icon in San Antonio, the building does not attract enough visitors to have the “feel” of a busy community hub. A tour of the building also reveals there is a substantial amount of underutilized space. Examples would include:

- Space adjacent to the freight elevator on every floor
- Alcove areas on every floor with the exception of the 4th floor
- North elevator lobby space on the 3rd, 4th, 5th and 6th floors
- Space occupied by the 6th floor service desk
- Space formerly used for telephone reference on the 4th floor
- Circular reading rooms on the 1st and 2nd floors

The recent experiences of central libraries nationwide have been mixed. Absent the advent of a new central library building, libraries which have continued to provide central services on traditional models, relying upon a mix of standard reference services, print and media materials, and access to computer resources have not seen substantial growth in recent years.

Consequently, some library systems are rethinking central library functions to make their facilities more relevant to community needs. One of the more promising efforts is the Brooklyn Public Library's development, now underway, of an “Information Commons”, similar to a concept popularized in newly renovated academic libraries during the last decade. The concept allows libraries to take advantage of contemporary information-seeking habits by providing comfortable and exciting spaces in which library users can access, interpret, and share information.

The Brooklyn Public Library Information Commons, funded by a \$3,250,000 grant from the Leon Levy Foundation, will include:

- A 30-seat wireless training center
- Private study rooms equipped with electronic whiteboards and other technologies
- Bar-style seating for laptop computer users
- PCs equipped with traditional software packages, as well as higher-end, memory-intensive graphic design and video editing programs
- A centrally-located help desk to provide reference and information services

A number of similar ideas for repurposing of space in the San Antonio Central Library are proposed for consideration.

First Floor Entry

For persons visiting the library, entry to the building is not obvious and there is a lack of exterior and interior signage to assist customers in way-finding. Upon entering the building, the multi-floor atrium/lobby area does not provide obvious clues to the various building functions and, while impressive in dimensions, it is underutilized. For example, elevators to the other floors are not visible to visitors from the lobby area but must be accessed by traversing the popular library collection and making two turns. The lack of adequate signage both inside and outside the Central Library challenges visitors and frustrates staff. The use of some collections, services, and spaces is suppressed because visitors in the building do not know they even exist. Staff spends an unnecessary amount of time answering directional questions.

Recommendation: Redesign library entry and exit so that one portal serves both functions; relocate Security Desk to be adjacent to this exit/entry. Develop a cohesive signage system as part of the proposed branding and marketing initiative; the use of LED displays should be considered. Consolidate and redesign the Circulation Desk service area for optimal staff efficiencies; repurpose current staff Security Desk section of the Circulation Desk to serve as a Visitor Information Desk.

Jobs and Small Business Center

The SAPL staff is considering relocating the library's Jobs and Small Business Center (JSBC) from the fifth floor of the library to a more prominent location on the first floor. The goal of the relocation would be to raise JSBC's visibility and better serve the needs of business persons and job seekers. This Center might include some of those elements proposed in the Brooklyn Public Library Information Commons. This reallocation of space will help support the Strategic Focus: *Support Workforce and Economic Development*.

Recommendation: Relocation of the Jobs and Small Business Center to the first floor of the Central Library, with consideration of an adjacent Training and Technology Learning Lab for optimal effectiveness.

Public Internet Access

At present, all general adult public Internet access terminals are located on the first and second floors of the library. Library patrons frequently circulate between floors to find an available computer.

Recommendation: All existing general adult Internet computers should be relocated to the first floor to allow for a concentration of technology and staff resources in one place. This public Internet space should be adjacent to the Training and Technology Learning Lab, which will be adjacent to the JSBC area.

Teen Area

The present Teen Area is located in a back area of the first floor, separated from the rest of the library by landscape office panels. While the staff is making the best of the situation, this function could be more effectively implemented in a controlled and better defined area of the library. If the necessary funding becomes available, the Library staff is considering relocation to the third floor adjacent to the Children's Library. Care should be taken to create a clear separate identity for the Teen Area, so that it is not perceived as an adjunct of the Children's Library.

Recommendation: The Teen Area in the Central Library should be relocated to the Third Floor, separate from but adjacent to the Children's Library.

Friends Sale Area

The Friends of the San Antonio Public Library provide valuable support for the library program through its ongoing sales of donated books and withdrawn library books. This function is currently located in a remote part of the Central Library on the lower level in a "Book Cellar." Relocating this function to the vicinity of the lobby possibly to the Media Room would increase the variety of services adjacent to the building entrance. The media collection could then be relocated to an alternate first floor area. The relocation of the Book Cellar to the first floor offers the potential for changing the feel of the lobby by

creating a retail presence. The relocation would also help to attract more visitors and generate more visibility and revenue for the Friends of the San Antonio Public Library.

Recommendation: The Book Cellar operated by the Friends of the San Antonio Public Library should be relocated from the lower level of the Central Library to the vicinity of the main floor lobby area.

Reorganization of the Basement

The relocation of the Book Cellar will pave the way for the Library to re-organize the ground floor space. Library functions that necessitate public access should be eliminated in the basement, with functions that support library operations concentrated on this floor. To maximize basement areas for staff use, adequate power and data infrastructure must be added.

“A Living Room Environment”

The population in close proximity to the Central Library has a heavy concentration of seniors—many of whom are living on fixed incomes and cannot afford costly magazines and newspapers. Seniors are traditionally some of the customers who use the library to read magazines and newspapers. They also value quiet reading and study spaces. At the present time, the Central Library does not have an inviting “living room” for customers who want to use the library in this way. Space could be reconfigured on the 2nd floor adjacent to the Chihuly sculpture to create this type of area and possibly a nonfiction marketplace. Consideration should be given to moving current periodicals and newspapers in close proximity to this space as well.

Recommendation: Consider more defined use and activities in the 2nd floor Chihuly area.

An Interactive Children’s Area

In order to generate a higher level of use in the children’s area, changes should be made which will attract parents and younger children who do not live in downtown San Antonio. The changes should differentiate services/experiences offered at the Central Library from the services that are available at branches closer to their homes. The opportunity exists to emulate the success of libraries which have created interactive areas where children can learn while they play. This change might mean that less space in the current children’s area would be devoted to book shelves and more would be allocated for the interactive activities.

Space for School-Age Learners

Older elementary school age children have a difficult time sharing space with preschoolers and children in the lower elementary grades. The Library should explore the possibility of carving out an area on the 3rd floor for their use. The space would have collections, furniture and design elements, and technology more appropriate to this age group.

Recommendation: Create a destination for families that emphasizes interactive space for both early literacy learners and school-age learners.

Expansion of Texana and Genealogy

Texana and Genealogy is an attractive, but under-utilized area in the Library. Recent staff reductions have resulted in curtailed hours of service. The impact of the change of service hours should be evaluated as to its impact on the use of the collection. The collection includes acquired materials which would normally be integrated into other parts of the SAPL fiction and nonfiction collections and reflects the fact that the department lacks a clearly defined mission. During the course of the planning process, the suggestion was made to expand the scope of Texana by incorporating a newly defined Latino collection into Texana's core mission, and by expanding Texana's Genealogy collection and staffing into the 6th floor general public spaces.

Recommendation: Consider expansion of Texana and integrating other special collections such as the Latino Collection to create a floor of "Collections of Excellence."

Increased Use of the Auditorium and Gallery

The experience of other central libraries suggests it is possible to increase visitation at a central library by offering appealing programs and events. The seating capacity of the auditorium at the Central Library is approximately 150 people. This capacity is large enough to hold authors talks or to provide a space for small performances and events, but is not able to function as a larger venue for significant popular programming or events.

The Gallery supports local artists and affords SAPL opportunities to connect with the art community. The Gallery has the potential to attract a greater number of visitors; however, it is tucked away in a corner.

Recommendation: Explore ways to increase the capacity of the auditorium through reconfiguration of underutilized space. Ensure that way-finding signage highlights auditorium and gallery areas; allow for digital display signage for current and upcoming programs, events or gallery shows.

Tie-Ins with Organizations Whose Missions Are Consistent with that of SAPL

A goal for repurposing space in the Central Library is to create more of a buzz and make the library more of a hub in the city. SAPL's new Strategic Plan stresses the importance of partnerships and alliances. Efforts to lease space to organizations which offer high value partnerships could work to the Library's advantage.

Office Space for The San Antonio Public Library Friends and Foundation

Many public library Friends and Foundation offices are housed in a library facility. In order to promote coordination and communication, the Library, the Library Friends and the Library Foundation should evaluate the merits of relocating the offices of the Foundation and the Friends to space in the Central Library.

Tie-Ins with Literacy Organizations

Support for literacy for residents of all ages is an important new strategic initiative for SAPL. The space that currently houses the Jobs and Small Business Center on the 5th floor could be repurposed as a Literacy and Partnership Center and used to provide offices for literacy partners and classrooms for literacy students and their tutors.

San Antonio City Services

Space might be offered to other smaller agencies and departments which provide city services to the public, such as passports, licenses, permits, etc. Agreements surrounding these shared space arrangements must prioritize the Library's needs over those of potential tenants.

University and College Tie-Ins

Opportunities with San Antonio's higher educational institutions could be explored with space and materials collections available to support their curriculum.

INDIVIDUAL BRANCH ASSESSMENTS AND RECOMMENDATIONS

DISTRICT 1

Facilities in District 1 include Central Library and Landa, San Pedro, and Westfall Branches. See Tapestry Report Section 3.1 for Population Profile, 3.2 for Patron Profile, 3.3 for Checkout Profile and 3.4 for Tapestry Segment Profile.

County Precinct 2: Landa Branch Library 233 Bushnell Avenue

Size:	5,252 sq. ft.	FY 2010 Circulation:	137,815 6.9 items per capita
Date Constructed:	1928	FY 2010 Door Count:	133,734 6.7 visits per capita
Additions/Renovations:	1996	FY 2010 Program Attendance:	1 attendee per 2.8 residents
Technology:	7 Internet Stations 1 Express Station 1 Catalog Station 3 Laptop PCs 2 Child Internet	Service Area Population:	20,000 (50% Hispanic)
Parking:	38	Service Area Census Tracts:	1902 (50%), 1904, 1905.03, 1907, 1908,1920

By conventional standards, the Landa Branch Library is very poorly sited. Located on a quiet street in a high-income residential district known as the Monte Vista area, it is surrounded by historic mansions a few blocks from Trinity University. The population of its fairly small service area is a mix of very-high-income residents (*Urban Chic* and *Metropolitan* Tapestry segments) and pockets of low-income residents. Because of its secluded location, the most active users are from the more affluent neighborhood surrounding the library, and these users are strong supporters of this facility. The Tapestry report theoretically shows high market potential in the areas west of the library where large portions of the District are populated by *Southwestern Families*. However, this facility may not be able to realize this potential because of its location, and consideration might be given to another new branch farther west.

The Landa Branch, surrounded by large historic residences, is a designated historic site. It was built as a private home in 1928 and donated for library use in 1946. The building is eclectic but architecturally charming. The library consists of a series of small individual rooms accessed by various stairways and hallways.

No major changes to this facility are warranted by the goals in the Strategic Plan. SAPL efforts for this facility should focus on upgrades to the electrical infrastructure in general and electrical service to an upstairs glass porch for additional customer laptop use in particular. Continuing attention to the building repair needs outlined in the *2009 SAPL Facilities Needs Assessment* should be pursued.

**County Precinct 2: Westfall Branch Library
6111 Rosedale Court**

Size:	12,304 sq. ft.	FY 2010 Circulation:	194,541	3.1 items per capita
Date Constructed:	1963	FY 2010 Door Count:	222,517	3.5 visits per capita
Additions/Renovations:	1971, 1995	FY 2010 Program Attendance:	4,165	1 attendee per 15.3 residents
Technology:	11 Internet Stations 1 Express Station 1 Catalog 14 Laptop PCs	Service Area Population:	64,000	(76% Hispanic)
		Service Area Census Tracts:	1801.02, 1802.02, 1803, 1806.02, 1807.01, 1808, 1809.01, 1809.02, 1810.01, 1810.05, 1906.01, 1906.04, 1910.03, 1910.04, 1911.	
Parking:	52			

The Westfall Branch Library primarily services families, specifically a mix of middle-income residents living to the north of the library (*Rustbelt Traditions* and *Industrious Urban Fringe* Tapestry target groups), and lower-income residents living south of Interstate 10 (*Southwestern Families*, *Inner City Tenants*, and *Industrious Urban Fringe* Tapestry segments). The library staff estimates that about 25% of customers account for the bulk of materials check-outs, while 75% of customers make use of in-library resources, including computer workstations. Computer access is very important at this location, but because space for workstations is limited, the branch maintains 14 battery-operated laptops, the highest number of any branch.

The Tapestry report indicates moderate to high market potential. Space is needed for more computers, more study tables, and an improved area for teens. This branch, like many others, has an undersized staff area, necessitating the placement of staff workstations in the public area. There are options for a space reorganization that can address some of these issues. Transitioning to a single reference desk and conversion of the current teen area to staff work area (adding a screening wall) would free up the space in the public area to create a new, improved teen area and provide space for up to 12 additional computer workstations.

These issues could be addressed with an expansion, but the only on-site open land is a strip north of the parking area. An addition using that space would not address an access issue. The staff estimates that most of the library's use comes from north of Interstate 10. There is a moderate service gap in the area between the Bazan, Landa, Memorial, San Pedro, and Westfall Branches, centering on Fredericksburg Road between Vance Jackson Road and Zarzamora Street. Placement of a small library facility with a defined service focus could provide improved access for Westfall customers living south of Interstate 10, and remove the need to expand the Westfall branch.

Recommendation: Reorganize the interior of the Westfall Branch Library to provide space for additional computer workstations, provide an improved teen area, and provide for an improved staff work area.

County Precinct 4: San Pedro Branch Library
1315 San Pedro Avenue

Size:	4,365 sq. ft.	FY2010 Circulation:	71,167	4.2 items per capita
Date Constructed:	1929	FY2010 Door Count:	112,946	6.7visits per capita
Additions/Renovations:	2007	FY 2010 Program Attendance:	8,217	1 attendee per 2 residents
Technology:	5 Internet Stations 1 Express Station 4 Laptop PCs	Service Area Population:	17,000 (80% Hispanic)	
Parking:	26	Service Area Census Tracts:	1107, 1108, 1901, 1902(50%), 1905.04, 1705	

The San Pedro Branch Library is prominently located on a major north/south connector road leading into downtown San Antonio, which should bode well for customer use. However, the building is only 4,365-square-feet in area and it figuratively sits in the shadow of the Central Library only one mile south. Consequently its primary service area is severely restricted and its level of public use is the lowest in the SAPL system. The fact that library parking is metered also negatively impacts public access.

The area surrounding the branch is home to a variety of Tapestry segments, including *New West residents*, *Great Expectations*, *Metro Renters*, *Old and Newcomers*, and *Southwestern Families*. Although 80% of the area’s residents are Hispanic families, there appears to be more limited family use than might be expected; the Tapestry report shows high percentages of patron potential, especially north and east of the branch.

The staff reports that many of the persons currently using the San Pedro branch are San Antonio College students and middle-aged to older men. This latter group may account for the unusual use patterns for the branch, which has many items being checked out by persons residing quite some distance from the branch.

While the building itself is quite charming, it has limited utility as a service outlet, and no further building enhancements or changes are advisable. The facility doubtless has a number of devoted supporters and likely would be difficult to close; but on a functional basis, it would be better put to use for some other public purpose than a public library.

Recommendation: Because of the close proximity to the Central Library and the Landa Branch Library, staff should consider repurposing this facility as a new pilot service model.

DISTRICT 2

Branches in District 2 include Carver and Molly Pruitt (no recommendations). See Tapestry Report Section 4.1 for Population Profile, 4.2 for Patron Profile, 4.3 for Checkout Profile and 4.4 for Tapestry Segment Profile.

**County Precinct 4: Carver Branch Library
3350 East Commerce Street**

Size:	12,000 sq. ft.	FY2010 Circulation:	91,187	2.3 items per capita
Date Constructed:	1973	FY2010 Door Count:	129,196	3.2 visits per capita
Additions/Renovations:	1994,2006	FY2010 Program Attendance:	4,064	1 attendee per 9.9 residents
Technology:	11 Internet Stations 2 Express Stations 2 Catalog Stations 5 Laptop PCs	Service Area Population:	40,000	(55% Hispanic)
Parking:	52	Service Area Census Tracts:	1304.01,1304.02, 1305, 1306 1307, 1308, 1309, 1310, 1311, 1312 (50%), 1313 (50%)	

The Carver Branch Library is located in one of San Antonio’s more economically disadvantaged areas. The largest Tapestry segments around the branch are *Modest Income Homes, Southwestern Families, Crossroads, Rustbelt Traditions, Industrious Urban Fringe, and Family Foundations*. The population of the service area is 55% Hispanic, but the library serves a sizable African-American clientele as well (38% of the service population). Following its most recent expansion in 2006, the branch has an attractive interior and is managed by an enthusiastic staff committed to making a difference in the community. The Tapestry report shows moderate to high percentages of market potential, especially to the east of the branch.

Since this facility serves a very young clientele (the Tapestry report shows an overwhelming majority of the block groups around the branch consists of family units), the creation of a teen services area should be a priority. The creation of such an area is possible without major changes in the building, by reducing the reference collection, relocating some nonfiction and Spanish language materials to the former reference area, and freeing up the front 000-300 nonfiction alcove and converting it into a very appealing teen space.

The library has significant demand for more Internet stations. Relocation of the reference desk to the back of the circulation desk would allow centralization and expansion of Internet stations (adding 3-4). This would require an upgrade to the electrical infrastructure and trenching the area to allow for the addition of floor outlets. Additional stations could also be added in the proposed teen area.

The library suffers from extremely poor lighting in a number of areas. Light levels of 10 foot-candles were recorded in several spaces, whereas, 50 foot-candles is the recommended minimum at table level.

Literacy is a major issue in this community. Should the San Antonio Department of Community Initiatives be in the position to develop another Learning Center, the Carver Library would be an excellent choice to follow the Las Palmas Branch model. The site can accommodate a building expansion.

Recommendation: Renovate and possibly expand the Carver Branch Library to create spaces that respond to the demographics of the Carver’s service area. Consideration should be given to upgrading the electrical infrastructure, and adding additional public computers.

DISTRICT 3

Branches in District 3 include McCreless and Mission (no recommendation). See Tapestry Report Section 5.1 for Population Profile, 5.2 for Patron Profile, 5.3 for Checkout Profile and 5.4 for Tapestry Segment Profile.

**County Precinct 4: McCreless Branch Library
1023 Ada Street**

Size:	12,677 sq. ft.	FY2010 Circulation:	176,343	2.8 items per capita
Date Constructed:	1966	FY2010 Door Count:	194,072	3 visits per capita
Additions/Renovations:	1996	FY 2010 Program Attendance:	3907	1 attendee per 16.3 residents
Technology:	11 Internet Stations 1 Express Stations 3 Catalog Stations 11 Laptop PCs	Service Area Population:	64,000 (81% Hispanic)	
Parking:	54	Service Area Census Tracts:	1303, 1402, 1403, 1401, 1405, 1406, 1407, 1408, 1409, 1410, 1411.01, 1412, 1413, 1414.03, 1414.04, 1508	

The McCreless Library, one of SAPL’s oldest branches, serves a very large, economically disadvantaged, inner-city population. According to the Tapestry report, segments around the branch include *Southwestern Families*, *Rustbelt Traditions*, *Rustbelt Retirees*, and *City Dimensions*. These groups represent a variety of life stages, with families, retirees, and college/pre-family being the largest. Partly due to the limited mobility of the residents in its service area, the library has one of the lower rates of materials checkout, door count, and program attendance, which indicates that it is not reaching its potential market effectively. The Tapestry report confirms moderate to high percentages of market potential. The building is well-located, adjacent to one of the City of San Antonio’s Learning Centers, but its limited size in comparison to its service population compromises the service it can provide. The new Mission Branch Library to the southwest will draw off some of the McCreless library traffic and McCreless’ effective service population will decrease.

The branch’s Internet stations receive heavy use from job seekers and students and there is a need for more stations. A teen area should also be a goal. The site will not permit any expansion, but options exist for space reorganization that would address both needs. A teen area could be developed and up to five additional Internet stations could be added by eliminating the Youth Service desk and relocating the media collection. Floor outlets should also be installed beneath several tables to support increased use of laptops. Since the floor is not slab on grade, no trenching will be required and the result would be reduced cost. Tables in the Youth Services area are adult-height and should be replaced with units designed for shorter users.

McCreless does not effectively reach its current large service population, and adjacent areas to the north and east do have easy access to library options. New library service outlets could address these service gaps. Strategies to accomplish this are set forth elsewhere in this report.

Recommendation: Interior spaces of the McCreless Branch Library interior should be reorganized to develop a teen area, increase access to library technology, and establish other public spaces based on the market the library serves.

DISTRICT 4

Branches in District 4 include Cortez, Johnston, and Pan American. See Tapestry Report Section 6.1 for Population Profile, 6.2 for Patron Profile, 6.3 for Checkout Profile and 6.4 for Tapestry Segment Profile.

**County Precinct 1: Cortez Branch Library
2803 Hunter Boulevard**

Size:	10,452 sq. ft.	FY2010 Circulation:	134,357	3.9 items per capita
Date Constructed:	1981	FY2010 Door Count:	181,861	5.3 visits per capita
Additions/Renovations:	2007	FY 2010 Program Attendance:	5,408	1 attendee per 6.3 residents
Technology:	10 Internet Stations 3 Express Stations 2 Catalog Stations 7 Laptop PCs	Service Area Population:	34,000 (93% Hispanic)	
Parking:	45	Service Area Census Tracts:	1512, 1513.02, 1517, 1520 (50%), 1610, 1611, 1612 (50%)	

The Cortez Branch Library is a very attractive facility, from the result of a major renovation in 2007. The library serves a young, family-oriented clientele. Branch staff reports that most library users appear to be under 50 years of age. The Texas A&M San Antonio campus is nearby, as is the relatively new Toyota plant. Although most of the service population resides north of Interstate 410, a housing development is planned in an area south of the library, which should impact future use. Tapestry report segments indicate that the service area's lifestyle segments include *Southwestern Families* and *Industrious Urban Fringe* north of 410, and mostly *Rural Bypasses* with some *Southwestern Families* south of 410. The report also shows moderate to high market potential around the library.

Although the recent renovation greatly enhanced the appearance of the Cortez Branch, several functional issues remain. The library suffers from a severe lack of staff work area for behind-the-scenes tasks, such as program planning, preparation of reports, personnel matters, and related activities. As a result, four employees have had to co-opt public space for personal work space. This space could more effectively be used for additional Internet stations, which are in high demand at this facility. The electrical infrastructure also needs upgrading to provide for more computer workstations and for electrical outlets for customer laptop PCs. Given its young service demographic, the Cortez Branch is a good candidate for a teen area. Each of these needs could be addressed by a 2,100-square-foot expansion to the rear of the building, replacing the library's old entry canopy, which was relocated to the area in a previous renovation.

Given the service area demographics, the Cortez Branch is a potential candidate for the co-location of a Learning Center if the San Antonio Department of Community Initiatives sees a need for one in this area. There is sufficient space to the west of the library to accommodate an expansion for this purpose.

The Cortez Branch Library should receive a major upgrade of interior signage as part of the SAPL signage program set forth elsewhere in the Facilities Study.

Recommendation: Consider expanding the Cortez Branch Library by approximately 2,100 square feet to provide additional space for Internet services, teen services, and staff work space. The electrical infrastructure should be upgraded to facilitate access to library technology.

County Precinct 1: Johnston Branch Library
6307 Sun Valley Drive

Size:	11,428 sq. ft.	FY2010 Circulation:	137,455	2.7 items per capita
Date Constructed:	1981	FY2010 Door Count:	133,754	2.6 visits per capita
Additions/Renovations:	1996	FY 2010 Program Attendance:	6,748	1 attendee per 7.7 residents
Technology:	9 Internet Stations 2 Express Stations 1 Catalog Station 10 Laptop PCs	Service Area Population:	52,500	(66% Hispanic)
Parking:	35	Service Area Census Tracts:	1613.02, 1613.03, 1613.04, 1614, 1615.01, 1615.03, 1615.04, 1618.01, 1618.02, 9800.03	

The Johnston Branch Library serves a middle- to low-income population that is predominantly Hispanic. However, the area also includes a number of active retired service personnel associated with nearby Lackland Air Force base. The overall primary service population of 52,500 residents is 66% Hispanic, but when persons living on the Air Force base are excluded, the Hispanic proportion of the service area increases to 79%. The Tapestry report shows that most block groups are *Southwestern Families* and *Industrious Urban Fringe*, sandwiched between *Military Proximity*. A large block of the Crossroads area population is to the south of the branch. The report also shows a relatively high number of Spanish language checkouts.

The facility is in very poor condition and suffers from numerous problems. The HVAC system is inadequate in hot weather. On occasion, inside temperatures exceed 80 degrees and spot coolers are required. There is heavy demand for access to the nine Internet stations, with customers frequently experiencing wait times of up to two hours. However, there is insufficient space and electrical service to add more. Customers wishing to use their own laptop computers have very limited access to electrical outlets. The interior is unwelcoming and cluttered due to space limitations. Like several other SAPL branches, the staff work area is inadequate, providing only 500 square feet, about one-third what is required for a staff of 10. The staff rest area is 90 square feet and has no heat.

The exterior of the library also needs attention. Exterior signage is poor, and the parking area is both inadequate in size and in poor condition.

The Tapestry report confirms this high market potential. A renovation and expansion might be considered, but given the age and condition of the building, replacing the Johnston Library with a new, larger building would not likely increase the cost greatly. Sufficient space exists on the site to possibly construct a larger building with more parking.

Recommendation: Renovate and expand the existing library facility or replace the Johnston Branch Library with a new general purpose 20,000-square-foot building on the same site.

**County Precinct 1: Pan American Branch Library
1122 West Pyron Avenue**

Size:	11,322 sq. ft.	FY2010 Circulation:	136,982 2.7 items per capita
Date Constructed:	1969	FY2010 Door Count:	177,096 3.5 visits per capita
Additions/Renovations:	1995, 2008	FY 2010 Program Attendance:	2,747 1 attendee per 18.5 residents
Technology:	16 Internet Stations 2 Express Stations 2 Catalog Station 2 Child Internet 5 Laptop PCs	Service Area Population:	51,000 (93% Hispanic)
Parking:	46	Service Area Census Tracts:	1505.02, 1506, 1507, 1509, 1510, 1511, 1513.01, 1514, 1515, 1609.01, 1609.02, 9800.02

The service area of the Pan American Branch Library encompasses a large lower-income population and, as a result, this branch experiences a high demand for Internet access by both job seekers and students. At 11,322-square-feet, the branch is inadequate to the needs of a 50,000+ service population. But with the opening of the new Mission Branch Library two-and-one-half miles east, this problem is expected to be somewhat alleviated. The area around the Pan American Branch is family-oriented, and the staff reports that most teen use is currently family-based. The Tapestry report shows that the largest segment around the library is *Southwestern Families*, and it has a relatively high number of Spanish language checkouts.

The library site is built out, so no further expansion is possible (or needed, given the proximity of the Mission and Cortez branches). However, the branch would benefit from a reorganization of the interior. The three service desks should be reevaluated and perhaps compressed to two desks and both placed centrally facing the entrance. Also, additional electrical outlets should be installed under several study tables to support increasing personal laptop use. Currently, customers are moving seating to available wall outlets, and wires are often strung in traffic areas causing safety issues.

The staff rest area has a window with a view into the public area which is covered by closed blinds. At the same time, an outside wall in the space, adjacent to the rear delivery entrance, has no window. Placing a window in this wall and replacing the interior window would enhance the space and provide improved exterior security, by allowing observation of the delivery entrance and an adjacent playground that is in development.

Recommendation: Reorganize interior spaces to centralize the information desk for both youth and adults, upgrade the electrical infrastructure to provide the public more effective access to electrical outlets, and improve security.

DISTRICT 5

Branches in District 5 include Bazan, Collins Garden, and Memorial. See Tapestry Report Section 7.1 for Population Profile, 7.2 for Patron Profile, 7.3 for Checkout Profile and 7.4 for Tapestry Segment Profile.

**County Precinct 2: Bazan Branch Library
 2200 West Commerce Street**

Size:	12,000 square feet	FY2010 Circulation:	94,130	2.9 items per capita
Date Constructed:	1993	FY2010 Door Count:	164,333	5 visits per capita
Additions/Renovations:	2008	FY 2010 Program Attendance:	3,427	1 attendee per 9.5 residents
Technology:	14 Internet Stations 3 Express Stations 2 Catalog Stations 9 Laptop PCs	Service Area Population:	33,000	(89% Hispanic)
Parking:	43	Service Area Census Tracts:	1105,1106,1701.01, 1701.02,1702,1704.01, 1704.02	

The Bazan Branch Library is a bright, welcoming, and well-laid-out facility serving a young clientele. Walk-in traffic is predominantly youth and children, followed by family use. This is doubtless due to the fact that the library is at the center of a circle of five schools within six blocks. Some senior use is noted, but this is a minority. While the population of the service area is 89% Hispanic, the branch staff estimates the use by Hispanic residents is proportionally even higher. The Tapestry report indicates that the area around this branch is populated primarily by the *Southwestern Families* segment, and Spanish checkouts are relatively high. The report also shows high percentages of market potential.

This is a prime location for the establishment of a teens-only space, which would be possible within the existing building by replacing three separate service desks with a new smaller, centrally located service station that would serve both youth and adult spaces. This would also free up enough space to add six (6) Internet workstations, which are badly needed due to public demand. Four (4) more Internet stations could be included in the new Teen Area, raising the total number of stations in the branch to 24. Reducing the size of the little-used print reference collection will also free up needed space for these changes.

Like other branches, the Bazan branch suffers from a lack of effective interior signage. This can be addressed by inclusion in a system-wide comprehensive signage program.

Recommendation: Reorganize interior to replace three service desks with a central service station, create a separate teen space, add six (6) Internet workstations, and upgrade the buildings electrical capacity adding circuits and outlets for both workstations and laptop use.

**County Precinct 2: Collins Garden Branch Library
200 North Park Boulevard**

Size:	9,000 sq. ft.	FY2010 Circulation:	94,002	2.6 items per capita
Date Constructed:	1984	FY2010 Door Count:	159,249	4.4 visits per capita
Additions/Renovations:	1996	FY 2010 Program Attendance:	3,622	1 attendee per 10 residents
Technology:	12 Internet Stations 1 Express Station 1 Catalog Station 12 Laptop PCs	Service Area Population:	36,000	(95% Hispanic)
Parking:	32	Service Area Census Tracts:	1501, 1503, 1504, 1601, 1602,1603, 1604, 1605.02	

The Collins Garden Branch Library serves an inner-city, economically disadvantaged area on the southern edge of Downtown San Antonio. The service population is 95% Hispanic, and the clientele is very young. As with other branches in District 5, the Tapestry report shows that it serves the *Southwestern Families* demographic. Use by children ages seven and up is particularly heavy due to significant after-school traffic. Internet access is extremely important at this location. The library's 12 Internet computers are in constant use by both students and job seekers. The branch also has 12 battery-operated laptop PCs, more than any other SAPL branch, but many residents cannot make use of them because they owe fines in excess of \$10.

The library has a favorable location adjacent to Nogalitos Street, a major north-south thoroughfare. However, at 9,000-square-feet, the library is one of the smallest in the SAPL system and too small to meet local demand. Expansion will be difficult because the facility is located on a boulevard between two streets. Branch staff identifies additional Internet stations as the biggest need, and options exist for adding as many as 14 additional stations with a reorganization of interior space and an upgrade of the electrical infrastructure.

Although the site is very restrictive, a small expansion could be a much more effective way to address service needs. A 1,400-square-foot expansion appears feasible by adding to the front of the building, enclosing a court that has no identifiable function, and also including in the expansion a portion of the sizable plaza in front of the building. Interior spaces, which are currently cramped, could then be redeveloped and improved.

Recommendation: Consider expanding the Collins Garden Branch Library by 1,400 square feet to the east, incorporating the front court and a portion of the front plaza, and renovating the existing 9,000 square feet, to provide additional space for Internet stations, teen services, and staff work area.

**County Precinct 2: Memorial Branch Library
3222 Culebra Road**

Size:	10,000 sq. ft.	FY2010 Circulation:	104,588 3 items per capita
Date Constructed:	1981	FY2010 Door Count:	138,963 3.9 visits per capita
Additions/Renovations:	1995	FY 2010 Program Attendance:	8,016 1 attendee per 4.4 residents
Technology:	12 Internet Stations 3 Express Stations 1 Catalog Station 5 Laptop PCs	Service Area Population:	35,500 (94% Hispanic)
Parking:	51	Service Area Census Tracts:	1706, 1707, 1708, 1712, 1713.01, 1713.02, 1714.01, 1714.02, 1805.04 (50%)

The Memorial Branch Library is located on a major east-west thoroughfare and serves a low-income, family-oriented population that is 94% Hispanic. The primary Tapestry report segment around the branch is *Southwestern Families*. The branch becomes quite busy during after-school hours with teens and ‘tweens from a high school, a middle school, and four elementary schools within walking distance of the library. St. Mary’s University and the St. Mary’s Community Family Resource Learning Center are located across the street from the Memorial Branch.

The branch has a clean interior with good lighting, but as with other SAPL facilities, it suffers from poor signage. If a minimal approach were taken with this facility, it would be confined to establishing a special teen space in the rear of the public area, replacing the reference desk with a smaller reference kiosk, and adding electrical outlets. However, the Strategic Plan calls for the development of more family-based services, and the concept of the library as a multi-faceted family place is proposed. The Memorial Branch would be an ideal candidate for development of this model. It serves a low-income family area with a high proportion of Spanish-speaking residents; the Tapestry report shows a large number of Spanish language checkouts. It is an area in need of support as families are increasingly challenged by the economic downturn. This high market potential is reflected in the Tapestry report. Because it is located on a major road, the site has sufficient space for a building expansion to accommodate a full range of family services; it is also located near a Learning Center.

As noted previously in the study, a facility of at least 25,000 feet is proposed to serve anticipated community partners. This will require an addition of 15,000 square feet, and renovation of the current 10,000-square-foot building to create a unified service facility, with parking for a minimum of 120 vehicles.

Recommendation: A 15,000-square-foot addition to the Memorial Branch Library should be pursued as well as the renovation of the existing 10,000-square-foot area to develop a functional 25,000-square-foot branch on the family place library model. Building programming and design to be developed with input from the community and potential service partners.

DISTRICT 6

Branches in District 6 include Great Northwest, Guerra, and Las Palmas. See Tapestry Report Section 8.1 for Population Profile, 8.2 for Patron Profile, 8.3 for Checkout Profile and 8.4 for Tapestry Segment Profile.

**County Precinct 1: Guerra Branch Library
7978 Military Drive West**

Size:	15,000 sq. ft.	FY2010 Circulation:	200,547	4.3 items per capita
Date Constructed:	2004	FY2010 Door Count:	234,546	5 visits per capita
Additions/Renovations:	None	FY 2010 Program Attendance:	11,256	1 attendee per 4.2 residents
Technology:	15 Internet Stations 2 Express Stations 4 Catalog Stations 3 Child Internet 3 Laptop PCs	Service Area Population:	47,000	(79% Hispanic)
Parking:	60	Service Area Census Tracts:	1616, 1716.01, 1716.02, 1717, 1718.01, 1718.02, 1719.02, 1719.03	

Guerra Branch Library serves a middle-class family community that is predominantly Hispanic. The Tapestry report shows high market potential, as well as a high rate of Spanish language checkouts, in the area to the east of the branch. The report identifies those living near the branch as the *Southwestern Families* segment, with some senior citizens as well.

Guerra is a relatively new facility, constructed in 2004. In 2009, a comprehensive facilities study was conducted for all SAPL buildings to determine repair and maintenance needs. Some of these issues have subsequently been addressed, but several remain. The carpet is in very poor condition; the building has very bad acoustics; study tables have been damaged throughout; and overall, lighting is substandard for a library.

Functionally the library serves its community well. Although most SAPL branches have inadequate staff work areas, the Guerra Library is an exception. It has a very large space available for behind-the-scenes work.

Recommendation: Replace carpet, upgrade lighting, improve acoustics, replace damaged tables, and reconfigure space as needed to respond to the specific needs of its service area.

**County Precinct 2: Great Northwest Branch Library
9050 Wellwood Street**

Size:	17,032 sq. ft.	FY2010 Circulation:	306,248	3.9 items per capita
Date Constructed:	1994	FY2010 Door Count:	257,067	3.3 visits per capita
Additions/Renovations:	2006	FY 2010 Program Attendance:	28,759	1 attendee per 2.7 Residents
Technology:	10 Internet Stations 2 Express Stations 5 Catalog Stations 7 Child Internet 5 Laptop PCs	Service Area Population:	78,500 (61% Hispanic)	
Parking:	65	Service Area Census Tracts:	1719.12, 1719.23, 1719.24, 1719.25, 1817.04, 1817.05, 1817.12, 1817.13, 1817.15, 1817.16 (50%), 1817.25, 1817.27, 1817.30, 1817.31	

The Great Northwest Branch Library, situated in an area of upper middle class families, serves a relatively diverse community. The staff noted active use by all ethnic groups, and there appears to be more use by seniors than at many other SAPL branches. Persons who identified themselves in the 2010 Census as of Hispanic heritage comprise 61% of the primary service population. The Tapestry report indicates a relatively high rate of Spanish language checkouts for the branch and predominance of the following segments living around the branch: *Up and Coming Families*, *Milk and Cookies*, *Aspiring Young Families*, and *Young and Restless*. Although persons living to the West of Highway 1604 are outside the primary service area of the Great Northwest Branch, the library is used by residents of that area, as is the case with other SAPL branches on the west side of San Antonio.

This facility is a system leader in program attendance. In FY 2010, nearly 29,000 persons attended library-sponsored programming at the Great Northwest Branch. The Tapestry report shows a high level of market potential south of the branch. The staff is working to develop more programming focused on teens and seniors.

The branch has one of the better planned SAPL teen spaces already in place. Overall, the Northwest Branch Library facility appears, at the writing of this report, adequate to its service mission at this time.

Recommendation: No major changes to the Great Northwest Branch Library are proposed.

**County Precinct 2: Las Palmas Branch Library
515 Castroville Road**

Size:	12,000 sq. ft.	FY2010 Circulation:	88,524	2 items per capita
Date Constructed:	1994	FY2010 Door Count:	147,220	3.6 visits per capita
Additions/ Renovations:	None	FY 2010 Program Attendance:	5,904	1 attendee per 7.7 residents
Technology:	12 Internet Stations 2 Express Stations 2 Catalog Station 9 Laptop PCs	Service Area Population:	45,000	(95% Hispanic)
Parking:	84	Service Area Census Tracts:	1605.01, 1606,1607.01,1607.02, 1703, 1709, 1710,1711,1715.01,1715.02	

The Las Palmas Branch Library is unique in the SAPL system in that it shares a building with a Community Family Resources Learning Center operated by the San Antonio Department of Community Initiatives. Although this cooperative venture does not offer significant benefit to the library system, it is a convenience to the public to have both library and learning center co-located. The model could be considered for other sites where library facilities are located in areas targeted by the Department of Community Initiatives. Potential sites elsewhere identified in the Strategic Plan are the Carver and Cortez branches.

This branch experiences very heavy demand for Internet use from both job seekers and students, and long waiting lists for computer access are the norm. The Tapestry report indicates moderate market potential in the areas surrounding the branch, which is populated primarily by the *Southwestern Families* segment. More Internet workstations are badly needed. Building expansion would be the preferred solution, but the site is constrained. The only option might be the enclosure of a back courtyard, but that space is currently used for library and learning center activities. A reorganization of interior spaces should accomplish the goal at lower cost.

The staff reports heavy walk-in use by teens, and the development of a special area for teens should be considered a goal in interior space reorganization.

The Las Palmas Branch, as with other SAPL facilities, has very poor interior signage to direct the public to services and should be included in the overall SAPL Signage Program, recommended elsewhere in the report.

Recommendation: Reorganize the floor layout of the Las Palmas Branch Library to increase the number of public Internet stations, and to develop a special service area for teens and other population groups identified in the market segmentation analysis.

DISTRICT 7

Branches in District 7 include Forest Hills and Maverick. See Tapestry Report Section 9.1 for Population Profile, 9.2 for Patron Profile, 9.3 for Checkout Profile and 9.4 for Tapestry Segment Profile.

**County Precinct 2: Forest Hills Branch Library
5245 Ingram Road**

Size:	12,200 sq. ft.	FY2010 Circulation:	131,955	4.1 items per capita
Date Constructed:	1988	FY2010 Door Count:	126,505	4 visits per capita
Additions/Renovations:	1999, 2006	FY 2010 Program Attendance:	5,483	1 attendee per 5.8 residents
Technology:	10 Internet Stations 1 Express Stations 2 Catalog Stations 10 Laptop PCs	Service Area Population:	32,000 (83% Hispanic)	
Parking:	35	Service Area Census Tracts:	1804, 1805.01, 1805.03, 1805.04 (50%), 1806.03, 1806.04, 1816.01, 1816.02	

The Forest Hills Branch Library serves a largely middle-class family neighborhood including a variety of demographics (*Southwestern Families, Inner City Tenants, Industrious Urban Fringe, Rustbelt Retirees, and Milk and Cookies*). These lifestyle clusters generate a younger clientele, although use by seniors increases on weekends, according to the library staff, and Spanish-language checkouts are relatively high. Given the area’s demographics, a higher overall check-out rate might be expected. (The Tapestry report shows moderate to high percentages of market potential.) However, the library is located in a housing area which is far from any commercial magnets or any major thoroughfare—a factor likely to have a negative impact on the level of use. In addition to the 32,000 resident service population, the Forest Hills Branch likely draws some users from the nearby community of Leon Valley, which operates its own library. The staff reports teen use is limited.

The building’s interior signage is poor, and the facility should be included in the system-wide signage program discussed earlier in this study. The library’s carpet is in poor condition and should be replaced, but no substantial changes to the building are warranted at this time.

Recommendation: The Forest Hills Branch Library should be re-carpeted and appropriate interior signage should be provided.

**County Precinct 2: Maverick Branch Library
8700 Mystic Park**

Size:	15,000 sq. ft.	FY2010 Circulation:	361,287	4.8 items per capita
Date Constructed:	2006	FY2010 Door Count:	202,092	2.7 visits per capita
Additions/Renovations:	None	FY 2010 Program Attendance:	8006	1 attendee per 9.3 residents
Technology:	18 Internet Stations 1 Express Stations 3 Catalog Station 3 Laptop PCs	Service Area Population:	75,000 (51% Hispanic)	
Parking:	77	Service Area Census Tracts:	1817.03, 1817.11, 1817.16 (50%), 1817.18, 1817.20, 1817.21, 1817.22, 1817.23, 1817.24, 1817.26, 1818.11, 1818.17, 1818.18, 1818.21, 1818.22	

The Maverick Branch Library serves a mostly middle- to upper-middle-class family area. The surrounding community is composed primarily of single-family homes with few apartment complexes and is about half Anglo, half Hispanic in composition. A number of different segments live around this branch, according to the Tapestry report: *Milk and Cookies, Up and Coming Families, Crossroads, and Exurbanites*. The report also shows a mix of families with children and older families (i.e., empty nesters).

This branch has more Internet stations for public use than most branches, and is one of the few with little need for additional workstations. The staff reports that there is seldom a wait for public computer access, and limited demand for the library’s three laptops. One strategic plan goal which will affect the Maverick Branch is the enhancement of teen services. It is possible to create a new teen area within the existing building by centralizing its placement of public Internet stations and relocating the periodicals collection. These changes would make it possible to create a teen area in the northeast corner of the public area. However, the building is slightly undersized at 15,000-square-feet for the 75,000 person service population. The preferred solution is an expansion to provide more space for teen and youth services. The site can accommodate an addition up to 3,000 square foot on the Northwest side of the library. Little additional renovation to the rest of the building should be necessary.

Recommendation: To accommodate improved teen and youth services, the Maverick Branch Library should be expanded by approximately 3,000 square feet. If an expansion is not possible, reconfiguration of existing space to provide spaces for teens and youth should be considered.

DISTRICT 8

Branches in District 8 include Cody and Igo. See Tapestry Report Section 10.1 for Population Profile, 10.2 for Patron Profile, 10.3 for Checkout Profile and 10.4 for Tapestry Segment Profile.

County Precinct 3:	Cody Branch Library 11411 Vance Jackson Road		
Size:	13,617 sq. ft.	FY2010 Circulation:	463,101 4.7 items per capita
Date Constructed:	1984	FY2010 Door Count:	319,368 3.8 visits per capita
Additions/Renovations:	1999, 2005, 2008	FY 2010 Program Attendance:	16,054 1 attendee per 6.1 residents
Technology:	9 Internet Stations 2 Express Stations 2 Catalog Stations 6 Laptop PCs	Service Area Population:	97,643 (43% Hispanic)
Parking:	66	Service Area Census Tracts:	1810.03, 1810.04, 1811, 1812, 1813.02, 1813.03, 1814.02, 1814.03, 1814.04, 1818.08, 1818.13, 1818.14, 1818.15, 1911.01, 1912.02, 1914.05, 1914.08, 1914.12 (40%), 1914.13(50%), 1915.03, 1915.04, 1915.05, 1915.06

The Cody Branch Library checks out more library materials items than any other branch in the San Antonio Public Library system. The clientele is diverse. Although the majority of use is by Anglo, there is substantial use by Hispanic residents as well. Staff has also noted a sizable number of African-American and Middle Eastern customers. With many coming from nearby apartment complexes, local residents are identified in the Tapestry analysis as *Young and Restless, Enterprising Professionals, Exurbanites, Aspiring Young Families, Prosperous Empty Nesters, and Rustbelt Traditions.*

The Cody Branch has made an effort to reach out to teens through programming, but its facility does not have a suitable teen space to support this initiative. Currently, the teen area consists of some shelving and several bean bag chairs in the middle of the public area. An analysis of existing space use indicates it would be possible to relocate the teen area to the southeast corner of the public area by eliminating the youth services desk, combining its functions with the nearly adjacent reference desk. This would also allow the addition of four (4) Internet stations, and improved seating in the new and enlarged teen space.

The 13,617-square-foot Cody Library suffers from inadequate space to serve the very large and heavily populated service area. Nearly 100,000 persons reside within the primary service area of the library, which provides less than .15 square feet per capita. The Tapestry report indicates moderate market potential. However, the library fully occupies the existing site and cannot be further expanded. Nevertheless, action should be considered in order to relieve this overburdened facility. This could be accomplished by establishing a new SAPL service outlet between the Cody Branch and equally busy Brook Hollow Branch five and one-half miles to the east.

As with nearly all SAPL branches, an upgrade of signage is needed. The Cody Branch should be included in the overall system signage program called for in the facilities report.

Recommendation: Consider relieving the usage pressure of the branch library by strategically locating other library outlets. The interior of the Cody Branch Library should be reconfigured to create an enlarged teen area.

**County Precinct 3: Igo Branch Library
13330 Kyle Seale Parkway**

Size:	16,554 sq. ft.	FY2010 Circulation:	391,978	6.6 items per capita
Date Constructed:	2004	FY2010 Door Count:	305,652	5.1 visits per capita
Additions/Renovations:	None	FY 2010 Program Attendance:	24,228	1 attendee per 2.5 residents
Technology:	19 Internet Stations 1 Express Station 6 Catalog Stations 3 Laptop PCs	Service Area Population:	60,000	(41% Hispanic)
Parking:	98	Service Area Census Tracts:	1818.09, 1818.16, 1818.19, 1818.20, 1818.23, 1818.24, 1818.25, 1818.26, 1819.01, 1820.01, 1820.02, 1820.03	

The Igo Branch Library serves an area which has seen considerable growth in the last 10 years. This growth is expected to continue according to demographic indicators and the Tapestry report. Although Anglo and Hispanic residents make up the bulk of the library's service population, this library experiences significant traffic from Asian customers, both East Asians and South Asians. Tapestry report segments in the area include *Up and Coming Families*, *Enterprising Professionals*, *Milk and Cookies*, *College Towns*, and *Exurbanites*. There is less customer competition for internet stations than at other libraries. The staff reports that there is seldom a wait list for a terminal. The service area is more affluent than most in Bexar County and a higher percentage of residents have home access to computers. The area consists primarily of single-family homes.

This is an extremely well-used library and the Tapestry report shows moderate to high market potential. Although the Brook Hollow and Cody branches check out more library material items, their use is due in part to the very large service populations they serve. Despite its smaller service population, the Igo Branch actually experiences the most intense use in the SAPL system, checking out 6.6 items *per capita*. Door count is also relatively high with 5.1 visits per capita, and program attendance is highest in the system on a *per capita* basis.

As one of the newer SAPL branches, Igo Library is in generally good condition but suffers from low light levels in selected areas. Light levels of 10 to 20 foot-candles were recorded in several areas.

Recommendation: The lighting system of the Igo Branch Library should be reevaluated and measures taken to achieve acceptable minimum levels recommended for public libraries.

DISTRICT 9

Branches in District 9 include Bannwolf (recently closed), Brook Hollow, and Parman (no recommendation). See Tapestry Report Section 12.1 for Population Profile, 12.2 for Patron Profile, 12.3 for Checkout Profile and 12.4 for Tapestry Segment Profile.

**County Precinct 3: Brook Hollow Branch Library
530 Heimer Road**

Size:	14,470 sq. ft.	FY2010 Circulation:	395,632	5.2 items per capita
Date Constructed:	1983	FY2010 Door Count:	255,584	3.3 visits per capita
Additions/Renovations:	1997,2006	FY 2010 Program Attendance:	9,394	1 attendee per 8.1 residents
Technology:	8 Internet Stations 2 Express Stations 4 Catalog Stations 3 Laptop PCs 4 Children/Teen	Service Area Population:	77,000 (35% Hispanic)	
Parking:	68	Service Area Census Tracts:	1211.08, 1211.15, 1211.16, 1211.17, 1211.18, 1211.19, 1211.20 (60%), 1211.21, 1211.22 (60%), 1912.01, 1913.03, 1913.04, 1914.10, 1914.11, 1914.12 (40%), 1914.13(50%), 1917.01, 1917.02, 1923	

The service population of the Brook Hollow Branch Library is predominantly Anglo, but the Brook Hollow Branch Library serves a diverse clientele, including Hispanic, African-African American, and Asian residents. This diversity is mirrored in the large number of Tapestry segments around the branch: *Prosperous Empty Nesters, Metropolitans, Connoisseurs, Enterprising Professionals, In Style, Milk and Cookies, and Old and Newcomers* are some of the groups. This branch has a higher proportion of senior use than most SAPL facilities. Family use is heavy, and the branch maintains a higher number of story-time sessions than most branches (five per week). Teens make use of the library, but avoid the small teen areas, which has no special seating. They instead congregate in the Youth Area because of the availability of lounge seating and computers in that space.

The rear of the Youth Services Area could be expanded by up to 1,250 square foot to the southeast, which would allow the creation of a new teen area near the entrance to the Youth Area. Although this is a preferred solution, a smaller teen area could also be created without building expansion in the adult area, by reducing the amount of space in the reference area devoted to shelving and by relocating the periodicals display shelving.

The Brook Hollow Branch Library is the second-highest-circulating branch in the SAPL system, trailing behind the neighboring Cody Branch (5.5 miles west) in the number of library material items checked out. Staffs at both of these facilities are hard pressed to keep up with public demand due to the large service populations. The situation will only intensify as the Tapestry report anticipates the area between the Cody

and Brook Hollow branches will see population growth and high market potential. A new library facility located between these two facilities should help relieve the pressure on both and greatly improve the service experience for users of each branch.

Recommendation: Consider expanding the Brook Hollow Branch Library by approximately 1,250 square feet to provide for the creation of a specifically designed new teen services area. Renovate comparable space in existing building.

DISTRICT 10

Branches in District 10 include Semmes, Thousand Oaks, and Tobin. See Tapestry Report Section 13.1 for Population Profile, 13.2 for Patron Profile, 13.3 for Checkout Profile and 13.4 for Tapestry Segment Profile.

**County Precinct 3: Semmes Branch Library
 15060 Judson Road**

Size:	15,975 sq. ft.	FY2010 Circulation:	359,105 5.9 items per capita
Date Constructed:	2005	FY2010 Door Count:	155,796 2.6 visits per capita
Additions/Renovations:	None	FY 2010 Program Attendance:	12,204 1 attendee per 2 residents
Technology:	25 Internet Stations 1 Express Station 1 Catalog 3 Laptop PCs	Service Area Population:	60,500 (44% Hispanic)
Parking:	84	Service Area Census Tracts:	1211.10, 1211.11 (50%), 1212.06 (50%), 1218.02, 1218.03, 1218.04, 1218.08, 1218.09, 1218.10, 1218.11, 1218.12, 1218.13, 1219.09

The Semmes Branch Library is the third-busiest branch in the SAPL system in terms of materials checked out. It is a very attractive building with large floor-to-ceiling north-facing windows that fill the interior with light during the day. However, the building has a number of functional issues that limit its effectiveness. Despite the positive effect of the windows during daylight hours, the building suffers from a very poor lighting grid, which leaves many shelving areas significantly under-illuminated, and there are no floor outlets at table locations.

The library receives heavy use from families with young children and provides a large number of programs directed at that demographic. The Tapestry report shows that segments living around the branch include *Milk and Cookies*, *Up and Coming Families*, *Aspiring Young Families*, and *Crossroads*. However, staff efforts to enhance programming will continue to be limited by a very undersized meeting room—the smallest in any of SAPL’s recently constructed branches. An additional factor is that there is no special teen area. Neither of these issues can be resolved without expanding the building. A small addition to the Semmes branch is possible immediately outside the youth services area and the present meeting room, which are adjacent to each other.

Recommendation: Pursue the expansion of the Semmes Branch Library to allow an increase in the space available for meetings and for youth services. The most feasible option for creating a teen space is to reconfigure the existing youth services space to provide a 500-square-foot teen area near the entrance to the public area. Evaluate the existing lighting grid and explore upgrading the electrical infrastructure to provide floor outlets at study table locations.

**County Precinct 4: Thousand Oaks Branch Library
 4618 Thousand Oaks Drive**

Size:	11,350 sq. ft.	FY2010 Circulation:	215,055 6.1 items per capita
Date Constructed:	1987	FY2010 Door Count:	201,320 5.7 visits per capita
Additions/Renovations:	1997	FY 2010 Program Attendance:	9,527 1 attendee per 3.7 residents
Technology:	8 Internet Stations 2 Express Stations 3 Catalog 10 Laptop PCs	Service Area Population:	35,500 (42% Hispanic)
Parking:	90	Service Area Census Tracts:	1211.11 (50%), 1211.12, 1211.20 (40%), 1211.22 (40%), 1212.03, 1212.05, 1212.06 (50%), 1213, 1215.04

The Thousand Oaks Branch Library serves a diverse family area, which includes both middle-income and lower-income residents. The Tapestry report reflects that diversity, with segments in the area including *Industrious Urban Fringe, Great Expectations, Cozy and Comfortable, Inner City Tenants, Cozy and Comfortable, Aspiring Young Families, Crossroads, and Rustbelt Traditions*. There is high market potential to the west of the branch.

An apartment complex adjacent to the Library is the source of notable use by teens. The availability of a special teen area would be a service asset.

The Internet stations are heavily used and there is a need for additional stations. The electrical infrastructure requires upgrading to provide more electrical outlets to allow more stations, as well as for customer use of personal laptops at study tables. As with several other branches, the staff work area is very small.

A sizable reduction in the little-used reference collection would permit a reorganization of the interior to address some space issues, but not all. A modest expansion of up to 1,200 square feet would allow additional staff space, a new teen area with Internet workstations, and a slightly larger youth area, also with additional Internet stations. Because the library site is constrained, this would have to be accomplished by small additions to both the front and rear of the building. Renovation of existing space could be confined to some minor wall relocations, flooring, and finishes.

Recommendation: Explore the expansion of the Thousand Oaks Branch Library to develop a teen area and to expand youth services and staff work areas. Upgrade electrical infrastructure to support additional computer workstations and customer personal laptop use.

**County Precinct 4: Tobin and Oakwell Branch Library
5134 Harry Wurzbach Road**

Size:	13,000 sq. ft.	FY2010 Circulation:	275,752	3.9 items per capita
Date Constructed:	1969	FY2010 Door Count:	191,783	2.7 visits per capita
Additions/Renovations:	1995	FY 2010 Program Attendance:	3,648	1 attendee per 19.5 Residents
Technology:	10 Internet Stations 2 Express Stations 2 Catalog 3 Laptop PCs	Service Area Population:	71,000 (36% Hispanic)	
Parking:	65	Service Area Census Tracts:	1203, 1204, 1205.01, 1205.02, 1206, 1207.01, 1207.02, 1208, 1209.01, 1209.02, 1210, 1212.04	

The Tobin at Oakwell Branch Library is a library of extremes. The library staff notes that its primary clientele consists of mostly older customers above middle-age and young persons (18 years and under). The Tapestry report shows a number of segments around the branch, including *Enterprising Professionals*, *Prosperous Empty Nesters*, *Midlife Junction*, *Old and Newcomers*, *Cozy and Comfortable*, and *Inner City Tenants*. It also serves both relatively high-income and low-income areas of San Antonio. Because of the high number of elderly customers, one-on-one service with a high degree of socialization is the norm.

The branch is undersized for the large population it serves, and the Tapestry report shows high market potential to the north of the branch. The building is extremely crowded with every square inch of space occupied. Some improvement in functionality is possible with a reorganization of spaces, but the more effective solution is an expansion which would bring the building to a size comparable with other SAPL branches serving large populations. The site can accommodate an addition of up to 4,000 square feet, which would allow for additional public seating, an expanded youth services area, additional meeting room space, and a special teen area. The interior would have to accommodate both quiet spaces for older customers to read and socialize and a more lively designated teen space. This would require relocation of either the staff work area or mechanical spaces, depending upon the location of the addition.

Recommendation: Pursue the expansion of the Tobin at Oakwell Library by approximately 4,000 square feet and renovate the existing 13,000-square-foot facility to provide additional space for youth services, additional seating, additional meeting space, and a teen services area.