



FOCUSED ON COMMUNITY:

A Master Plan for the City of Wichita's
Branch Library System, 2019-2023



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Preface

This report summarizes the goals, process and conclusions of the Master Plan for Branch Libraries developed for the City of Wichita and the Wichita Public Library. The plan replaces the Wichita Public Library System Master Plan adopted in 2006.

Following the opening of the Advanced Learning Library, a steering committee comprised of members of the City Council and Library Board was appointed to create a master plan for branch libraries and outreach library service to guide facility, program and service decisions for the next decade. Members of the committee included City Council members Jeff Blubaugh, Cindy Claycomb and Bryan Frye, Library Board members Lamont Anderson, Randall Johnston, Kevin McWhorter and Shelby Petersen, City Manager Robert Layton, Director of Libraries Cynthia Berner and Library Customer Services Division Manager Kristi Dowell.

The goals of the committee were to ensure alignment with the City Council and Library Board of Directors endorsed department priorities of providing equitable access to information, ensuring digital inclusion and supporting a literate community. Efforts included:

- Identifying and/or affirming locations for branch libraries that provide equitable access to library services and resident convenience;
- Establishing service priorities for each branch location or outreach service;
- Identifying and making recommendations for changes to policies and procedures that present barriers to the department's work in its three goal areas; and
- Creating a target budget for branch libraries and outreach services by identifying the capital improvements needed at each branch facility as well as the resources needed to provide the hours, programs and services to be delivered in each location.

The plan was adopted by the Library Board of Directors on May 21, 2019 and endorsed by the Wichita City Council on June 11, 2019.

Background

In 2016, the City of Wichita engaged the Public Policy and Management Center (PPMC) at the Hugo Wall School of Public Affairs (HWS) at Wichita State University (WSU) to conduct a review of Wichita's branch library systemⁱ. The PPMC collaborated with Civic Technologies to conduct a market segmentation analysis of the entire library system market and individual branch markets.

In 2018, a Library Branch Architectural Review was prepared by Spangenberg Phillips Tice Architecture to provide information about costs related to facility repairs and renovationsⁱⁱ.

These two documents, as well as data from a peer libraries report and information about the changing role of libraries obtained from the Aspen Institute and the Urban Libraries Council, were instrumental in guiding the recommendations contained in this plan.

Alignment with Community Priorities

The 21st century library is involved in a wider range of programs, services, and partnerships than ever before. Research suggests that as many as one in three library users do not visit to borrow materials, but rather to work or study, access social services, use technology, and receive language and workforce education.ⁱⁱⁱ This makes libraries critical anchors in the neighborhoods they occupy. It also puts them at risk of taking on more than they have the capacity to effectively support.

Libraries can best support community well-being by staying true to their mission and focusing their activities on the intersection of that mission with broader community priorities and initiatives.

The recommendations outlined in this master plan are based upon the common priorities of the Project Wichita plan, the mission and values of the City of Wichita, and the Library's mission and service pillars.

Project Wichita

Project Wichita is an initiative to create a common vision for the community's future over the next decade. Guiding principles of the plan include investing in assets that attract, retain and building talent and opportunities, connecting people to each other and to opportunities in education and business, and seizing opportunities to lead boldly and to attract and maintain young talent in the community.



Action plans for the 10-year vision are based on focus areas of: 1) talent; 2) economic prosperity; 3) quality of place; 4) strong communities and neighborhoods; and 5) lifelong learning. While the work of the library corresponds with each of these five focus areas, alignment with the latter three is particularly strong.

Project Wichita Action Plan Strategies Impacted by Branch Libraries

Lifelong Learning

Initiative 1- Literacy Wins: Increase literacy levels of third graders reading below grade level

Strategy A – Expand programs that promote reading and provide books to homes with young children

Strategy B – Expand programs that support reading with early elementary students

Initiative 2 – Student Success Partnership: Develop a model partnership toward greater awareness, support and workforce development.

Strategy A – Develop a model for partnership to support student success

Strong Communities and Neighborhoods

Initiative 1- Connectivity: Connect residents to resources, services, and opportunities to improve the strength of local neighborhoods and communities

Strategy A – Develop an anchor institution model that streamlines and leverages access to resources and community partnerships

Quality of Place

Initiative 5- Celebrating community with signature events and attractions across the region

Strategy A – Challenge existing attractions and events to take bold, forward-thinking actions and support them as they elevate quality of place

Strategy B – Activate gathering spots with new activities and celebrations that draw and engage diverse audiences

Strategy C – Amplify communication and promotion surrounding distinctive attractions and activities

City of Wichita Mission and Values

The mission of the City of Wichita is to be an exceptionally well-run city that will keep Wichita safe, grow our economy, build dependable infrastructure and provide conditions for living well. To accomplish this mission, the work of City departments is anchored in core values of trust and service.

Of the five service areas outlined in the mission, the work of the library is most closely aligned with those of growing the economy, providing conditions for living well and operating as a well-run City. Because the department continues to use a hub and spoke business model where all administrative and support activities are centralized in the Advanced Learning Library, for purposes of this branch plan, the focus of alignment rests with the economic development and quality of life service areas.

Library Service Pillars

During zero-based budgeting exercises in 2018, the Library was asked, “what is the work of the department that, if eliminated, would result in the department no longer being in the business of a library?” Through the exercise, four service pillars were identified and endorsed by the Library’s Board of Directors and the City Council. These are:

- Supporting a literate community;
- Ensuring digital inclusion;
- Providing equitable access to information; and
- Delivering effective, efficient administrative activities.

This master plan for branch libraries is based upon the three community-facing pillars.

Branch Focus Areas

Each branch of the Wichita Public Library system is an important resource for the neighborhoods it serves. As noted in the Wichita State University Branch Review, to serve most effectively Wichita’s diverse community, the focus areas of each branch should be tailored to match the unique challenges and needs of the individual service areas. At the same time, however, it is important that these focus areas remain aligned with the missions and service pillars of the library and the larger City of Wichita organization.

Lionel Alford Regional Library: early literacy and school readiness, K-12 student achievement and workforce development



The area surrounding this branch is one of two parts of the city where incoming kindergarten children do not demonstrate expected school readiness skills. A focus on **early literacy and school readiness** should be established to support broader community efforts to better prepare pre-school students for the start of their formal education.

Public high schools in the Alford service area have above average numbers of students who fail to become high school graduates. Aligning a branch focus on **K-12 student achievement** with activities such as the Wichita Westside Promise Neighborhoods Coalition and the United Way of the Plains' Read to Success initiative will enable the branch to contribute to the collective impact of organizations who know that entering school ready to learn and graduating on time lead to success in work and life.

A significant number of people who use public computing services at the Alford branch do so for the purpose of seeking and applying for jobs. Creating a focus on **workforce development** by expanding the library's partnership with the Workforce Alliance of South Central Kansas will enable the branch to serve more effectively job seekers who cannot easily access and use services of the Wichita Workforce Center.

Maya Angelou Northeast Branch: literacy and school readiness, digital inclusion and African-American culture

The neighborhoods surrounding the Angelou branch are the second area of Wichita where children are not entering school with needed readiness skills. This branch should focus not only on early **literacy and school readiness** but also on working with neighborhood schools and agencies that focus on third grade reading achievement to ensure that students are making the effective transition from learning to read to reading to learn.

Data suggests that residents of the Angelou service area are among the Wichitans least likely to have access to computers and the Internet. Many have portable devices, but not the data plans that support online access. For these individuals, it is essential that the branch maintain a focus on **digital inclusion** to ensure that they have not only the connectivity but also the digital literacy skills to connect effectively to the online world.

All of the neighborhoods with the City's largest concentrations of African-American residents are in the Angelou branch service area. The branch should renew a focus on **African-American culture** by expanding book, music and movie collections by African-American authors and artists, adding to reference works that document the history of the neighborhoods and their residents, and creating more programmatic opportunities for residents to celebrate their culture.



In addition to these three primary focus areas, the relatively large number of area residents who remain unemployed make it important for the branch to continue its partnerships that support **workforce development** although this effort should be considered a second tier activity for the branch.

Evergreen Branch: literacy, digital inclusion and Hispanic education

Focus area priorities for the Evergreen branch have been driven by a plan for the City of Wichita's Evergreen complex (library, neighborhood resource center and recreation center along with community partners Cloud elementary school, Grace Med Health Clinic and The Opportunity Project preschool). Community engagement to identify priorities for the complex and findings from the WSU branch review suggest that Evergreen would better residents of the service area by placing a greater emphasis on programs and collections that support **literacy** for all ages.

Lower income areas within the Evergreen service area are comprised of many people with portable devices but no data plans or no access to computers and the Internet beyond the resources of the library and neighborhood resource center. For these individuals, it is essential that the branch maintain a focus on **digital inclusion** to ensure that they not only have the connectivity but also the digital literacy skills to connect effectively to the online world.



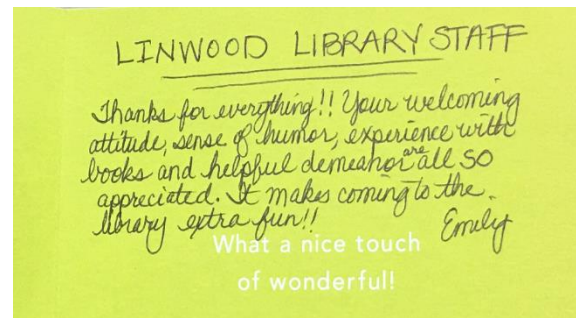
Several of the city's neighborhoods with the largest concentrations of Hispanic residents are within the Evergreen service area. Supporting **Hispanic education** should be an important focus for the branch. This could be accomplished through creating more collaboration spaces, adjusting the mix of the materials collection and refining program offerings.

In support of the Evergreen complex plan, second tier focus area activities at the branch should include **small business support** and **workforce development**.

Linwood Branch: Popular materials center and computing hub

As the smallest facility in the branch system, Linwood has little space to support library services. This branch is in greatest need of a business model change in order to increase usefulness to the neighborhoods it serves.

While use of the materials collections has remained steady, reducing the scope of the collection to please emphasis on **popular reading** materials should be implemented. This would involve adjusting the balance of materials maintained at the branch to focus on high turnover collections.



Residents of the Linwood area generally appear to have access to computers and the Internet, yet many people take advantage of public computing services at the branch. For these people, the

service is less about ensuring digital inclusion and more likely about providing faster connectivity, better software options, and printing service. Maintaining a branch focus as a **computing hub** will be important to ensuring that these individuals continue to have convenient access to online resources.

Rockwell and Westlink Branches: Service for children and families, digital inclusion, lifelong learning and leisure services

Although the market segments of their service areas differ greatly, the Rockwell and Westlink branches have each become entrenched in their areas of the city as full-service branches capable of supporting a variety of service priorities.

Services for children and families must remain a priority in both locations. The Rockwell branch serves a large concentration of public and private schools. Westlink's service area includes significant areas of the Goddard and Maize school districts as well as the entire western portion of the Wichita school district.

Generally more affluent than the service areas of other branch libraries, the volume of public computing service and technology training class attendance at these two facilities suggests that **digital inclusion** is still an important focus area for these two locations.

Lifelong learning and **leisure services** should also be maintained as primary focus areas based on use of the materials collections and attendance at branch programs.

A graphic alignment of branch focus areas with Project Wichita, City of Wichita and Library department priorities appears on the following page.



Branch System Strategic Direction

Project Wichita Focus Areas



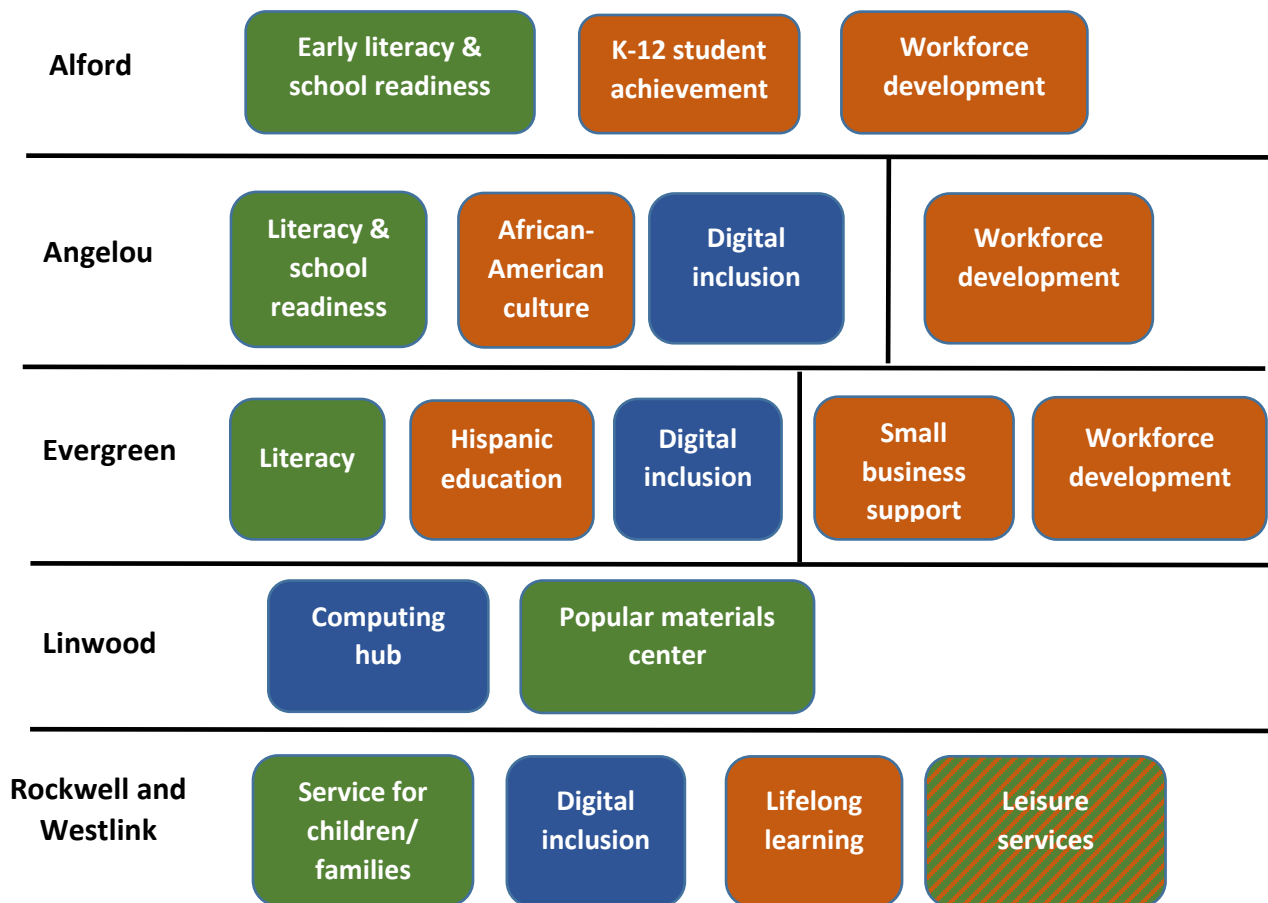
City of Wichita Mission



Library Service Pillars



Branch Focus Areas



Color Key



Recommended Facility Changes

In each branch location, facilities changes will be needed in order for the identified outcomes of this plan to be fully realized.

- The Evergreen branch should be remodeled to incorporate services of the Evergreen Neighborhood Resource Center.
- The Linwood branch should be relocated from inside the Linwood Recreation Center to an area more centrally located in southeast Wichita. Places to consider are a possible co-location with Wichita State University South campus at the former Wichita Mall, in or near the Clapp Golf Course clubhouse, or compatible alternative sites in the same general area of the city.
- The Westlink branch should be expanded in its current location to approximately 18,000 square feet with additional parking to better support the number of concurrent visitors at the library.

At the Lionel Alford, Maya Angelou and Rockwell branches, efforts should be made to complete the facility updates outlined in the Wichita Public Library Branch Architectural Review.

In addition, improved directional signage should be pursued for the Alford, Angelou, Rockwell and Westlink branches.

At all locations, consideration should be given to opportunities to incorporate public art into remodeling projects if funding to support these enhancements is identified.

Policy Changes to Enhance Branch Outcomes

The Library Board of Directors is encouraged to conduct additional research on policies that may create barriers to library access or, if revised, would enhance the likelihood that the service outcomes desired of each branch location would be achieved.

Example of policies that warrant analysis include, but are not limited to: fees for reserving and transferring materials, overdue fines on children's materials and/or children's library accounts, and requiring a library account in good standing in order to use public computers or Wi-Fi services.

Target Benchmarks for Plan Implementation

To ensure progress toward implementation of this plan, the following target benchmarks for completion of recommendations contained within this plan have been established:

2019

- Submit all branch facility updates into the Capital Improvement Program intake process
- Finalize plans for Evergreen library facility changes required to support the Evergreen complex plan
- Identify a preferred relocation plan for the Linwood branch
- Complete collection review at Evergreen branch
- Complete collection review at Linwood branch

2020

- Initiate process reviews for all branch libraries to identify LEAN improvements compatible with the focus recommendations of this plan
- Replace Meridian Street signage for the Alford branch (TBD)
- Add or enhance signage for the Angelou, Rockwell and Westlink branches (TBD)
- Complete facility updates for Evergreen branch (TBD)
- Relocate Linwood branch (TBD)
- Complete collection review at Angelou branch
- Complete collection review at Alford branch
- Implement new programming plans in all branches
- Complete partnership agreements related to the focus areas at all branches

2021

- Complete collection review at Rockwell branch, including implementation of picture book neighborhoods
- Complete short term facilities solutions for Alford branch (\$54,603.60 + 12% inflation factor)
- Complete short term facility updates for Angelou branch (\$94,204.20 + 12% inflation factor)
- Complete short term facility updates for Rockwell branch (\$184,257.60+12% inflation factor)
- Complete collection review at Westlink branch
- Complete expansion of Westlink branch (\$2,204,790)
- Complete an hours and staffing study for the Angelou branch

2022

- Complete long-term facility updates for Rockwell branch (\$270,601.20+16% inflation factor)
- Complete long-term facility updates for Angelou branch (\$162,654+ 16% inflation factor)

2023

- Complete long-term facility updates for Alford branch (\$426,039+20% inflation factor)
- Initiate next five year planning cycle for library facilities and services

Appendices

Lionel Alford Regional Branch

The Lionel D. Alford Regional branch opened in 2003 consolidating the former Seneca and Aley Park neighborhood branches. The library serves the south and southwest parts of the city.

With 18,500 square feet, it is the newest and largest branch and the only branch location with drive-up service.

The branch has noticeable use from residents of east and north Wichita, most likely reflecting individuals who work in this quadrant of the city and use library services on meal breaks, before and after work. The service area has an estimated population of 55,412 (14.2% of the city population).

Alford Branch Performance Measures		
Metric	2017	2018
Library Visits	103,725	109,333
Materials Circulation	228,689	189,487
Public Computing Use	15,079	14,327
Program Attendance	4,947	4,131
Customer Satisfaction	98%	NA

Budget

The branch operates on a seven-day, 56 hours per week service schedule during the school year but closes on Sunday afternoons from Memorial Day through Labor Day. There are ten staff members (7.5 FTE): two full-time professional librarians, three full-time paraprofessionals, five part-time clerks. The branch costs approximately \$570,000 to operate at its current service levels.

Spangenberg Phillips Tice Architecture estimates probable costs of short-term solutions to deferred maintenance and remodeling needs for the branch at \$54,603. The firm estimates costs of recommended long-term updates at \$426,039.

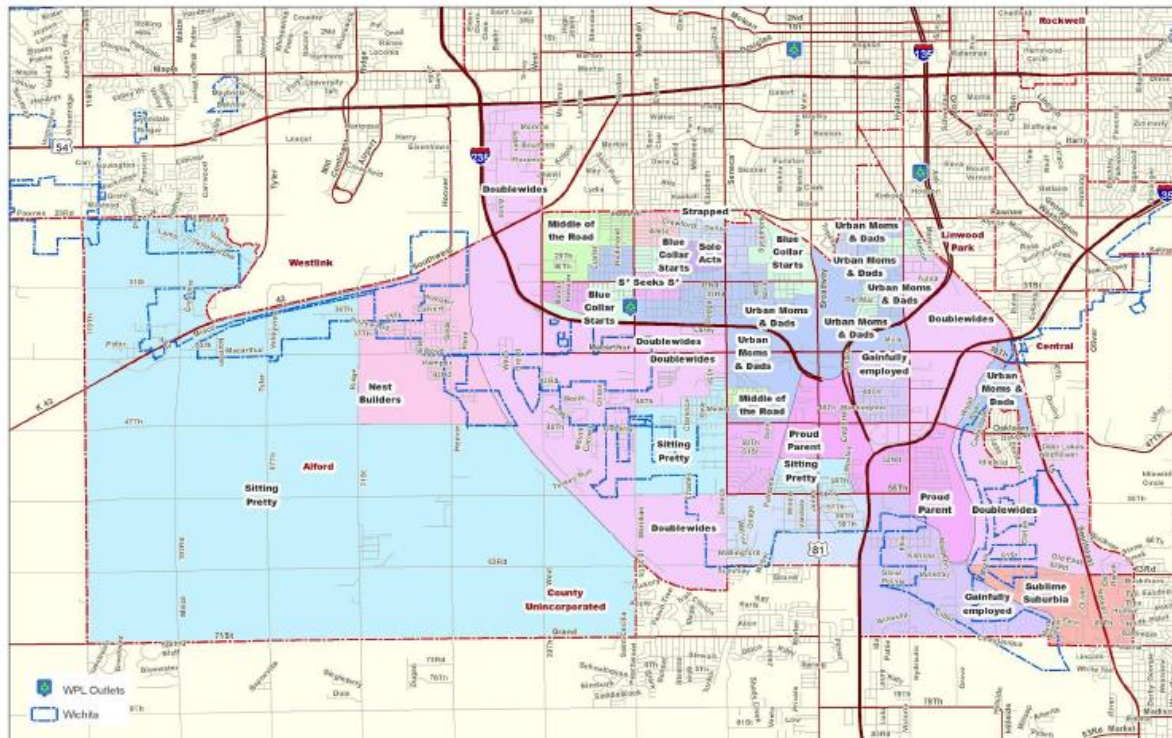
User Demographics

There are fourteen market segments represented in the Alford service area, with the top three segments comprising just over half of the area population.

The largest market segment reflects residents who are generally single and in their 20s or early 30s with an annual income of \$30,000 or less. Some people in this segment are high school graduates, although over twice the average are without high school degrees. This group tends to work in blue-collar occupations such as construction, maintenance, manual labor, food services and transportation.

The next largest segment is comprised of married couples who share a median age in the 30s. Household income levels tend to be between \$30,000 and \$50,000 per year. More than half of the residents in this group are without high school educations. These individuals work in blue and white-collar occupations including office administration, health care support and personal care. There is a higher proportion of public assistance funding for this segment than for the overall Wichita population. This segment also tends to have an above average number of young children in their households.

The third segment, reflecting 12% of the area population, is young married couples in their 20s and early 30s. This group tends to have college educations and enjoy income levels between \$50,000 and \$60,000 per year. Their relatively high earnings come from middle-class, white-collar jobs in occupations including management, protective services, personal care, sales, office administration, and repair services. Their higher than average salaries keep them and their newborn to teen-aged children comfortable.



Alford Service Area Segments

Library Service Areas

Wichita Public Library

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Performance Alignment with Department Service Pillars and Untouchable Activities

Alford performs well on each of the department's three service pillars. The number of public computing and Wi-Fi customers and users of fax services (41% of the total fax service use for the entire department) demonstrates that many residents in the area are without technology access from places other than the library.

Early literacy and elementary school programs attracted more than 1,700 children in 2017. Circulation of children's items accounts for 34% of the branch lending. According to administrators in Wichita Public Schools, the Alford service area is one of two areas in Wichita where preschool children lack in school readiness skills at the time they begin kindergarten.

Adult programming, related to both literacy and lifelong learning, is well attended. The branch supports monthly meetings of genealogists and a self-led fiber arts making group, as well as a book discussion group. Recognizing the number of public computing users doing employment searches, the branch added workforce programs into the service offerings earlier this year.

Six of the department's nine untouchable activities are delivered from this branch library. These include: pre-K early literacy services; K-5 literacy and learning programs; reading, listening and viewing for pleasure services; public computing; reference services; and interlibrary loan service.

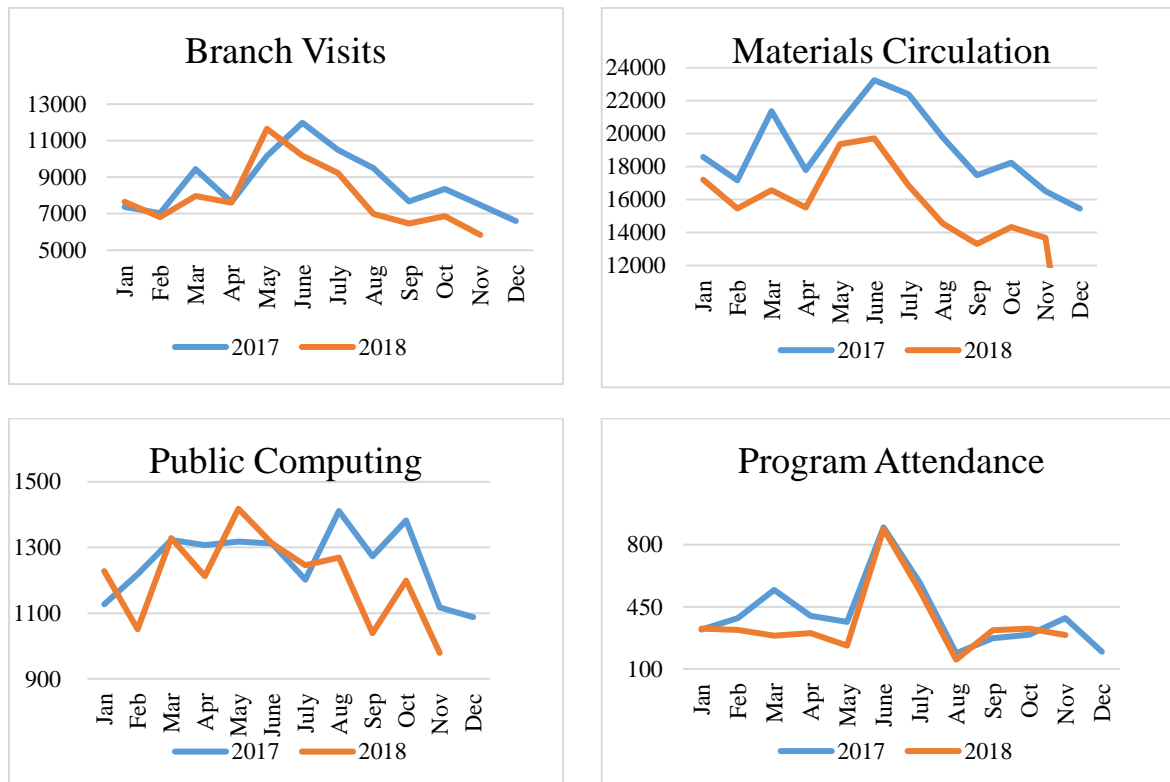
Alignment with Project Wichita

The size and location of the Alford branch provide the library with an opportunity to support Project Wichita's emphasis on strong neighborhoods and communities by offering programs and services that support the unique neighborhood cultures within its service area. The Library's role in ensuring digital inclusion aligns with the branch partnership with the Workforce Alliance of South Central Kansas to support workforce development and employment training activities within the service area. Library collections and technology help students with academic achievement while early literacy services are part of a closer partnership with Wichita Public Schools to support school readiness.

Use of Other Library Locations

About 20% of the customers surveyed indicated that they would not be willing to travel to another library branch. Thirty percent of the surveyed customers said they would be willing to travel up to 20 minutes to visit another branch while 29% of users would not travel more than 10 minutes for their library service.

Changes in Use since Opening of Advanced Learning Library



Advanced Learning Library opened June 16, 2018

The Alford branch does appear to have some overlap with the Advanced Learning Library. This is evidenced by increases in branch visits and public computing use during the weeks between the closing of the Central Library and the opening of the Advanced Learning Library. Circulation of materials has decreased 15%-20% compared to previous years in the first three months after the opening of the Advanced Learning Library, although that gap has begun to narrow during the last quarter of the year. Reductions in library visits and public computing have also occurred but at smaller rates. Program attendance has not changed, remaining at levels nearly identical to 2017.

Partnership Activities in the Service Area

Opportunities exist for the Library to serve residents of this part of the community more effectively by expanding neighborhood partnerships. Potential partnerships for the Alford branch include nearby organizations such as the South YMCA, GraceMed Health Clinic (which already collaborates with the library for the Checkup Check Out program), the Wichita Fire Department and Wichita Public Schools. Efforts should also be made to establish or build upon existing relationships between the branch and the Workforce Alliance of South Central Kansas, area neighborhood associations, the area's largest employers such as Textron and Spirit Aerosystems, and the Colvin Neighborhood Resource Center.

Possible Priorities for the Purpose of the Branch

To best support the unique needs of the branch service area and the broader priorities of Project Wichita, Alford could focus its efforts on supporting early literacy/school readiness, K-12 student achievement, and workforce development.

Continuing activities such as 1,000 Books before Kindergarten, preschool programs and outreach to childcare providers in the area, the branch could be important in supporting the work of Wichita Public Schools' effort to ensure that children from this part of the city are better prepared for kindergarten. Providing literacy and STEAM based programs, materials collections that relate to school assignments, access to computers and opportunities to collaborate with other entities to offer homework assistance will help school age children with their academic achievement. Building upon the recent expansion of the partnership with the Workforce Alliance and evaluating the need for expanded technology training might best support adults who need assistance with job skills and employment.

Information from the WSU Branch Review suggests that Alford also serves the residents of the service area by providing an oasis from life stresses through free entertainment, programs, crafts and fun to help families get through their day. Continuing to offer some "do-it-yourself" resources and leisure services collections are important to the customers of this library.

Resources Needed to Achieve Neighborhood Goals

Although the Alford branch is the newest branch facility, it does need some updates and modifications to the facility. There will also be operational costs related to updating collections and technology. Adjustments to hours of operation, programs and services may require additional staffing. The WSU Branch Review provided the following recommendations regarding improvements to the branch.

Facility Changes

Seating is the facility issue in most need of attention. Current seating options are limited and better suited for short term reading than for the longer periods that customers are likely to use them if the focus of the branch changes to education and workforce support. The addition of more collaboration spaces better suited to the needs of families, study groups and educational programs would result in more branch use.

Customers of the Advanced Learning Library have been receptive to the restructured circulation model with a reduced service point and freestanding self-check machines. Reducing the size of the service desk and making use of this new business model should be considered at Alford.

Within the public computing and seating areas, there is a shortage of electrical outlets. Expanding this capacity would enable expansion of library computers and the addition of wired study tables and reading areas for those working on their own devices. The building's lighting and acoustical systems should be assessed in relation to changing business priorities.

Display cabinets in the front entry and foyer should be removed and replaced with a bench to add customer convenience for those waiting on others in the building, and for stroller storage for families.

The building's original carpet is in need of replacement and many walls need repainting. Wayfinding throughout the facility should be enhanced for size and contrast. When combined, these changes will give the branch a more modern and appealing appearance.

When Alford was constructed, all of the area along Meridian Street between the Fire Station and the Interstate was a vacant field. As businesses and driveways have been added, the comparatively small and less visible sign for the Alford branch makes it difficult for people to find their way back to the building. Replacing the lighted sign at the driveway entrance will be a wayfinding aid for customers and can help to bring attention to the location of the branch for those unfamiliar with this facility.

Technology

Users and staff at Alford indicate a need for basic technology and computing assistance. Additional support through classes, individual information sessions and peer-support are ideas to address this need, coordinating both with the Advanced Learning Library's Technology Training Section and with the Workforce Alliance of South Central Kansas. Alford has the highest number of unique Wi-Fi users after the Advanced Learning Library and almost as many unique computer users as Westlink. Additional space for public computing services, including more desktop computers, tables with outlets for easy laptop charging and circulating tablets and laptops would better serve those who rely on the library for their technology access. Customers would also benefit from the addition of color printers, copiers and scanners.

Collections

Increasing the number of materials available to checkout was listed as the number one service need for the branch (79%). In lieu of expanding collections, however, customers will be served more effectively by updating the collection mix to align more closely with the needs of the area's workers and residents. Early literacy resources should be a particular priority as is updating educational support materials for K-12 students, including those who are part of homeschooling and online learning programs. In addition to significantly increasing resources related to job and career development, the collection needs to add more materials in Spanish for persons of all ages.

Programs and Services

Expansion of children's programming is identified in the branch review as the most important program change. This should include not only activities held in the branch, but also more outreach programming, particularly to preschools, day care centers and in-home family care providers within the service area. Implementing activity centers in the children's area to support play-based learning would be another way to enhance early literacy services.

Adding more assistance with job and career resources is another service change identified in the branch review. An expanded relationship with the Workforce Alliance of South Central Kansas is already underway and should continue to be enhanced.

Bi-lingual services are a customer concern with half of the survey respondents indicating this is a current service deficiency. Alford should explore expanding collections, programs and technology training support for the area's growing Spanish-speaking community.

Hours and Staffing

The branch review did not indicate a need for service hour changes at the Alford location.

At the present time, there is only one part-time bi-lingual staff member assigned to the branch. Reclassifying a portion of the part-time clerical positions to bilingual paraprofessionals would enable Alford to have at least one Spanish-speaking staff member on duty during all service hours. Expansion of technology training and programming to include activities in Spanish may require additional staffing.

The Alford staff is currently too small to schedule staff at the drive up service window during all public service hours without violating the City's cash controls and information technology administrative regulations. In order to better support this service, additional adjustments in staffing and scheduling are required.

Maya Angelou Northeast Branch

The Maya Angelou Northeast Branch Library is Wichita's only freestanding neighborhood branch library.

The 4,900 square foot facility opened in 1996 to provide library services to neighborhoods immediately surrounding the branch. The majority of users come from these adjacent neighborhoods although there has been a slight expansion to the east of the user base since the closing of the Comotara branch.

The service area has an estimated population of 16,804 (4.3% of the city population) with a significant African-American constituency.

Angelou Branch Performance Measures		
Metric	2017	2018
Library Visits	33,071	33,496
Materials Circulation	31,195	32,483
Public Computing Use	4,466	3,891
Program Attendance	402	598
Customer Satisfaction	88%	NA

Budget

The branch has the shortest service schedule of all Wichita Public Library locations, open only 27 hours per week on a Tuesday through Saturday schedule. The library is open five afternoons, one evening and no mornings. There are currently three (1.5 FTE) part-time paraprofessional employees assigned to the branch which costs approximately \$103,500 per year to operate at its current service levels.

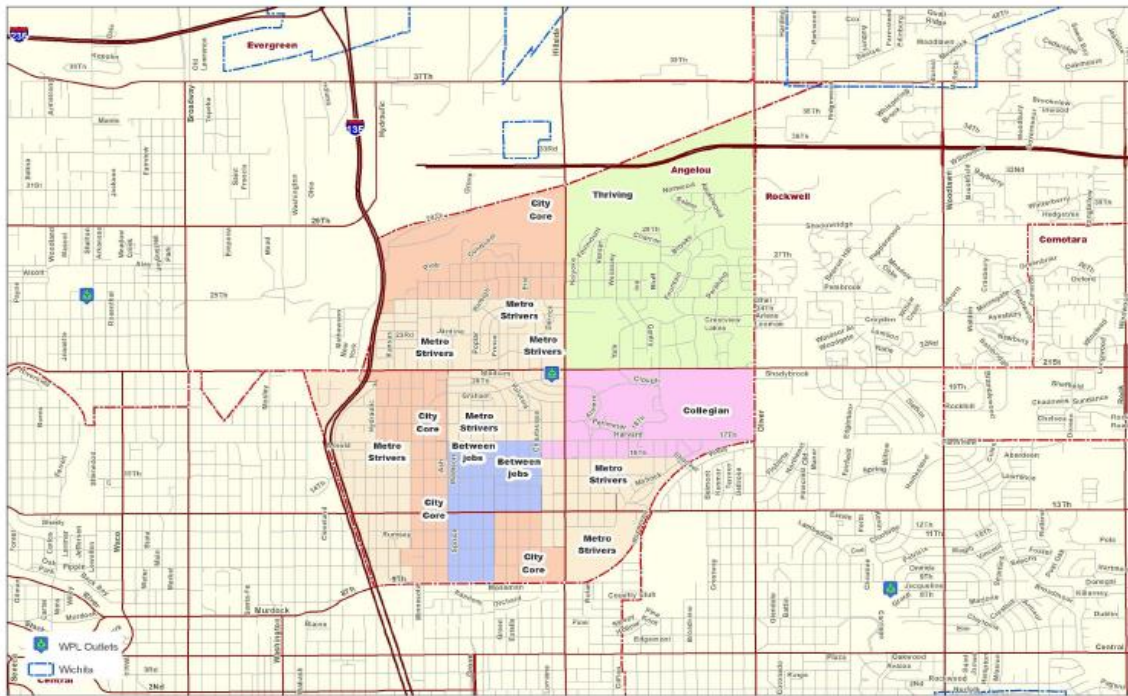
Spangenberg Phillips Tice Architecture estimates probable costs of short-term solutions to deferred maintenance and remodeling needs for the branch at \$94,204. The first estimates costs of recommended long-term updates at \$162,654.

User Demographics

The Angelou service area is significantly different from other areas with more than 62% of block groups represented by two market segments: "Metro Strivers" (41%) and "City Core" (21%).

The "Metro Strivers" segment includes African Americans in their 20s to early 30s who rank at the national average in income from salaries and wages but also have public assistance income rates of 2.5 times the average for the community. These residents work in a variety of jobs, but proportionally are overrepresented by white-collar employment in healthcare services, building maintenance, protective services, food preparation, and personal care industries.

The "City Core" segment also includes residents are in their 20s and early 30s, with median annual incomes of \$30,000 or less. These residents are employed in healthcare, building maintenance, production and transportation but work more frequently in blue-collar positions in these industries. The segment includes large numbers of both males and females who are single parents who have never been married. Many residents are high school graduates, but the number without high school diplomas is twice the community average.



Angelou NE Service Area Segments

Library Service Areas

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Performance Alignment with Department Service Pillars and Untouchable Activities

The branch performs best on the department pillar of ensuring digital inclusion. Public computers generally are all in use with additional customers waiting for the equipment. Wi-Fi service is gaining in popularity at this location.

After learning from staff at United Way of the Plains about the number of unemployed individuals in the area, Angelou has expanded employment services through a partnership with the Workforce Alliance of South Central Kansas. The branch is now a One-Stop Career Center for the Alliance and has added employment-related technology training classes and job fairs to the branch calendar of events.

Angelou underperforms in the areas of literacy services and equitable access to information. The limited hours of the service make it difficult to support preschool learning (mornings), after-school access (afternoons) and community programming (evenings and weekends).

Customers who use the branch to access materials most frequently do so for materials related to literacy and leisure reading. Just over one-third of the branch materials circulation comes from use of children's materials.

Four of the department's nine untouchable activities are delivered from this location. These include reading, listening and viewing for pleasure services; public computing; reference service; and interlibrary loan service.

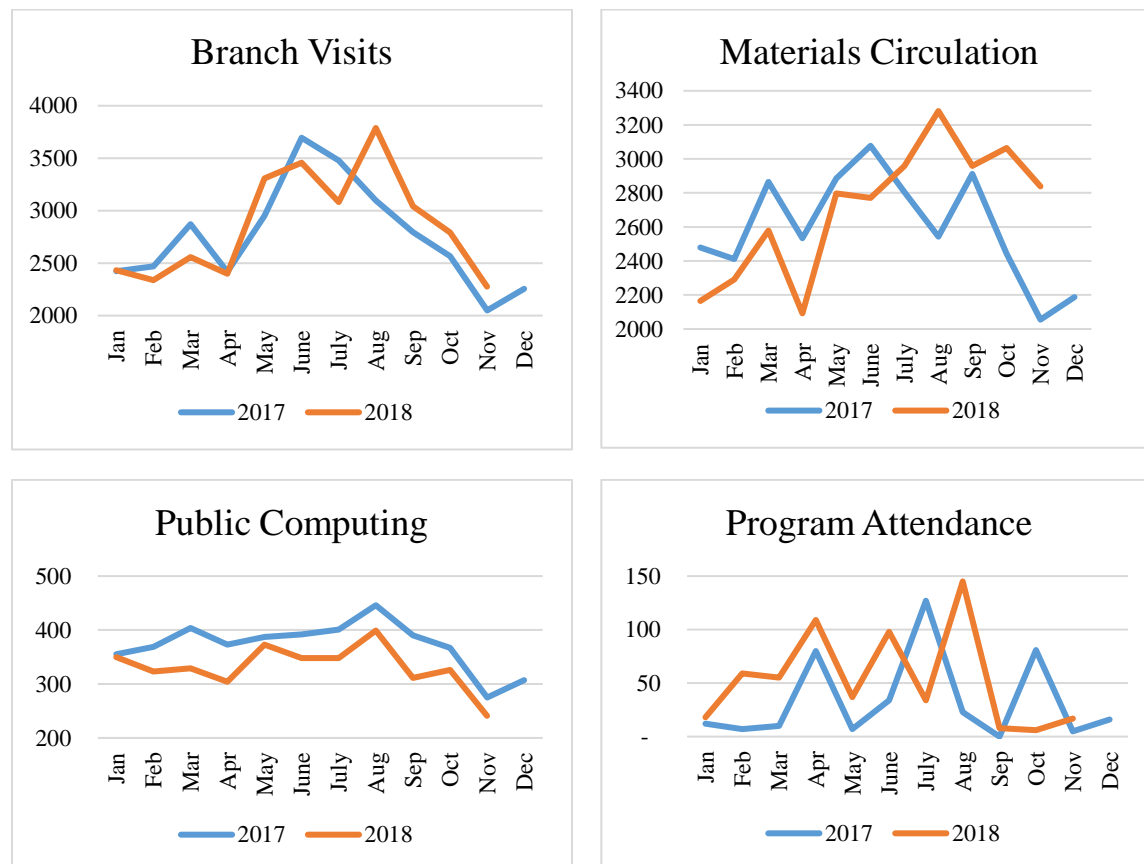
Alignment with Project Wichita

The Angelou branch supports Project Wichita's emphasis on strong neighborhoods and communities by offering programs and services that support the unique neighborhood cultures within its service area. The Library's partnership with the Workforce Alliance in supporting workforce development aligns with the Project Wichita topic on economic opportunity. A new after-hours lab to be added in 2019 through the Grow with Google sponsorship will further work in this area. Library collections and technology help students with academic achievement while early literacy services are part of a closer partnership with Wichita Public Schools to support school readiness. This is particularly important at Angelou where school administrators report fewer students entering kindergarten with appropriate levels of school readiness than in most other areas of the city. These efforts relate to Project Wichita education topic.

Use of Other Library Locations

About 17% of the Angelou customers participating in branch review surveys indicated that they would not be willing to travel to another branch library. Just over one-third of those surveyed expressed a willingness to travel up to 10 minutes for library service, with an identical proportion willing to spend between 11 and 20 minutes to get to a library. More than half (60%) of the survey participants reported visiting the Central library, but most indicated that they did so no more than once or twice per year.

Changes in Use since Opening of Advanced Learning Library



Advanced Learning Library opened June 16, 2018

Comotara branch closed July 13, 2018

More than the opening of the Advanced Learning Library, Angelou appears to have been impacted by the closing of the Comotara branch. Materials circulation and branch visits have both increased since August. Public computing use has shown a small decrease in sessions per month but these are offset by increases in hours of Wi-Fi access provided through the branch since the 2017 Internet bandwidth enhancement. A special back to school event planned with assistance from Councilman Johnson and library board members Lamont Anderson and TaDonne Neal resulted in a program attendance spike in August of 2018.

Partnership Activities in the Service Area

The branch will better serve residents of this part of the community if the Library expands its neighborhood partnerships. Entities with which the branch can establish or expand upon partnerships include but are not limited to: Boys & Girls Club, Storytime Village, the Workforce Alliance of South Central Kansas, HealthCore Clinic, Urban League, the Council of Elders, Community Operations Recovery Empowerment Inc. (CORE), TOP Early Learning Center North, Gordon Parks Academy, Community Voice and the area's faith communities. Better connectivity and coordination with the City of Wichita's service points at the Lynette Woodard and McAdams recreation centers and the Atwater neighborhood resource center could also improve delivery of City services to the area.

Possible Priorities for the Purpose of the Branch

Information from the Branch Review suggests the Angelou branch should retool as a resource for workforce development for teens and adults. Because the area is one of two in the city where administrators from Wichita Public Schools report that students enter kindergarten with below average levels of school readiness, a greater emphasis on children's literacy is important. Ensuring digital inclusion is important for this area as many households are without computer and Internet access. An additional priority suggested by the branch review is that of providing resources specific to African and African-American culture.

Resources Needed to Achieve Neighborhood Goals

To make the best use of the space in this facility, some modifications are needed. The WSU Branch Review provided the following recommendations regarding improvements to the branch.

Facility Changes

The customer service desk is outdated, too tall to offer appropriate customer access and creates ergonomic challenges for staff. Replacing the desk with something that offers ADA accessibility and is better suited to serving customers of all ages is important. The adjacent employee work area is too small to meet the needs of staff for completing their non-public service responsibilities. Coordinating a redesign of the work area along with changes to the service desk may be beneficial.

Customers have offered enthusiastic response to the shelving installed in the Advanced Learning Library. Replacing the oversized, wooden shelves with shorter steel shelving will create a more open feeling in the library while also making the spaces easier for staff to supervise. Reconfiguring the stacks and seating should be accomplished with the service priorities of the branch in mind. A window shade or film on the west window would allow for protection against sun glare and reduce heat gain.

Creating a larger area for children and families, with space for play based learning stations will better support children's literacy and school readiness. Acoustical baffles could be added in the children's area to reduce sound travel in the open space. Acoustical wall panels could be added to the perimeter of the building to help with sound as well.

The branch review found that customers want comfortable seating for parents and children in the children's area, as well as additional comfortable seating for reading, studying, and meeting in small discussion groups. Lounge seating and additional seating on casters with tablet arms could be added as well as various sizes and styles of tables and chairs.

Focus group participants indicated a need for more, larger meeting space. Utilizing external space for programming, seating and a positive gathering space was another suggestion from the focus groups. Meeting room storage is inadequate, causing chairs and tables to be stored in the room itself. This limits the functionality of the room for other community engagement purposes.

Technology

According to the branch review, over half of the users surveyed at Angelou were there to use computers. In addition to providing the connectivity, many residents rely upon the assistance of staff due to their lack of digital literacy skills. Additional space to expand the number of computers and to provide more workspace around each computer is needed. Customers would also benefit from the addition of a wider variety of technology tools such as laptops, tablets, scanners, color printers and copiers.

Throughout the building, but particularly in public computing and seating areas, there is a shortage of electrical outlets. Adding capacity for more library-owned computers and for customers to be able to charge their own devices are important to the technology services of this library.

Collections

Three out of four users surveyed during the branch review reported using the Angelou branch to borrow or return books.

In addition to changing the layout of collections and making use of more accessible shelving, the composition of the materials collection should change. More space is needed for materials that focus on African-American culture and that connect to the history and future of the area, as well as job resource and career information materials and literacy resources.

Because the size of the branch limits the number of materials that are housed in this location, customers at Angelou are reliant on the branch delivery system to request specific materials from other Wichita libraries. Eliminating hold and transfer fees should be implemented as a way to ensure equitable access to information for the users of this branch.

Programs and Services

Partnerships are critical for the community to utilize fully the services available at Angelou and to expand library services beyond the walls of the library. Adult programming should focus on children's activities, workforce development and cultural programming such as the Candid Conversations series.

Technology training services, including those offered in partnership with the Workforce Alliance and an after-hours computer lab to begin in 2019 with funding from the Library's Grow with Google sponsorship, remain program priorities for the branch. Requests for technology assistance should be monitored with the Library's Book-a-Librarian program added to the service mix in this location if it appears that the need and demand for the service warrants.

An emphasis on early literacy activities should be a new priority for Angelou. The specifics of these programs should be developed in conjunction with Wichita Public Schools and other agencies that work in the early literacy area.

Hours and Staffing

Angelou service hours are a concern for customers. The branch serves neighborhoods with some of the greatest literacy and digital inclusion needs in the city, yet it offers the shortest weekly public access schedule in the library system. Complaints about the lack of access have increased as use at Angelou has grown since the Comotara branch closing.

Although there is consensus among users that the branch hours should be expanded, there is little agreement about when those additional hours would be most useful. Continued conversations with the community and service partners are needed before any changes to the service hours are made.

Any expansion of services or hours at Angelou will require expansion of the authorized staffing. Meanwhile, as positions become vacant through turnover, efforts should be made to recruit staff that reflect the community the branch serves.

Evergreen Branch

The Evergreen Branch Library opened in the former Wichita Arts Center in 2002. The branch was originally co-located with a Head Start center. That agency left the building when The Opportunity Project built a school immediately to the north of the library.

After water leaks caused significant building damage to the empty Head Start space, the north portion of the building was remodeled, expanding the overall area of the library to 14,300 square feet. Approximately half of the space is a traditional library area with the remainder allocated to community meeting and programming space.

Evergreen Branch Performance Measures		
Metric	2017	2018
Library Visits	73,966	66,622
Materials Circulation	133,194	118,433
Public Computing Use	13,540	11,708
Program Attendance	2,113	2,292
Customer Satisfaction	96%	NA

The service area has an estimated population of 27,716 (7% of the city population) and includes areas with a significant Hispanic population.

Budget

The branch operates on a seven-day, 56 hours per week service schedule during the school year but closes on Sunday afternoons from Memorial Day through Labor Day. The branch has nine staff members (7 FTE): two full-time professional librarians, three full-time paraprofessionals, two part-time bilingual paraprofessionals and two part-time clerks. The branch costs approximately \$520,000 per year to operate at its current service levels.

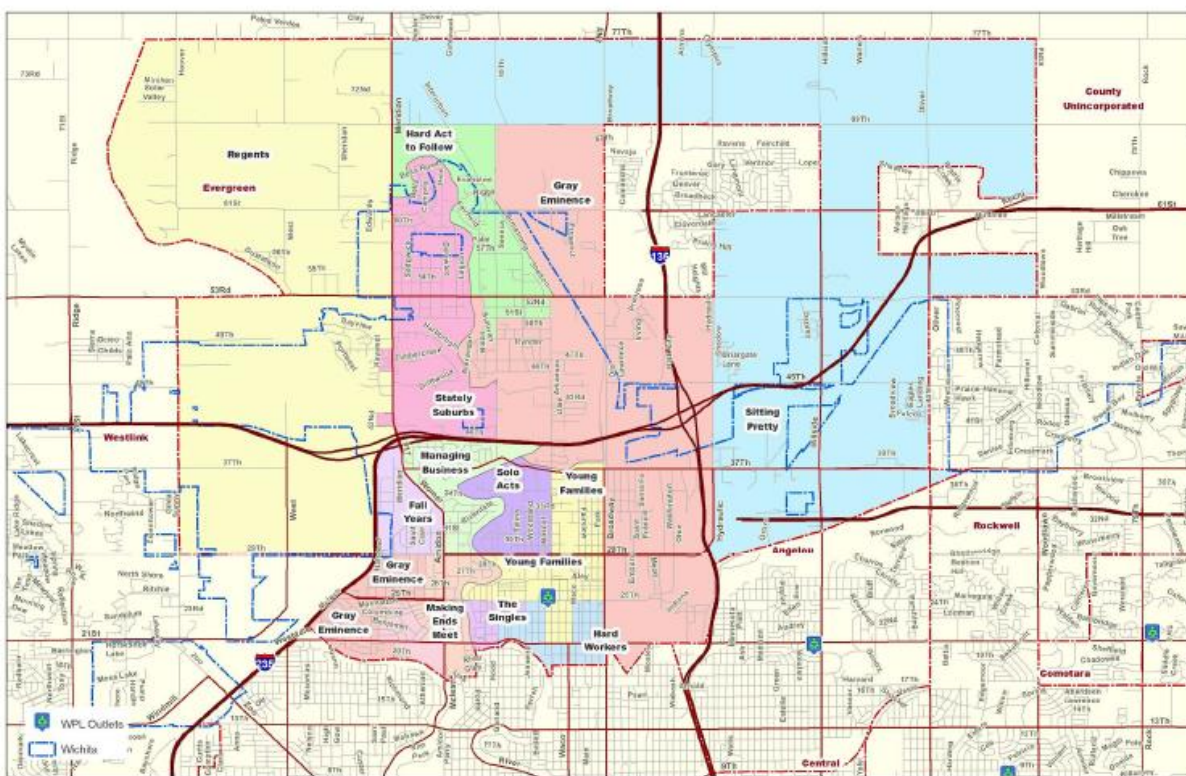
Spangenberg Phillips Tice Architecture estimates of probable costs of short-term deferred maintenance and remodeling needs at \$36,938 with additional \$148,250 in recommended long-term updates.

User Demographics

There are thirteen market segments represented in the Evergreen service area, with the five largest comprising half of the area population, and the largest two accounting for approximately one third of the population.

The largest segment (18%) is “Young Families” which are typically Hispanic, in their late 20s and early 30s, ranking high in the number of children in the household, especially with children under the age of six. High school education is the most common achievement level. Income levels vary widely for this group. Most residents working in blue-collar occupations such as construction, maintenance and outdoor work.

The second largest market segment (14%) is comprised of adult families with a median age in the 40s. This group has average incomes of \$50,000-\$70,000 with a significantly higher number of retirees than is comprised in the general population. Those who are employed work in white-collar occupations. This segment has more leisure time with fewer children at home and more established lifestyles.



Evergreen Service Area Segments

Library Service Areas

Wichita Public Library

CIVICTechnologies
civicttechnologies.com
(888) 606-7800

Performance Alignment with Department Service Pillars and Untouchable Activities

Ensuring digital inclusion is an important role for this branch and one in which it performs well. The branch has the highest technology use per visit in the branch system. Because the branch is the only one that has bi-lingual staff on duty during all public service hours, these services are particularly popular with non-English speakers needing assistance with computing services or digital literacy training.

The branch does an adequate job of providing literacy support through its English and Spanish early literacy programs and its long-standing book discussion groups.

The adjacency of the branch to Cloud elementary school and the Evergreen City complex afford unique opportunities for providing equitable access to information. From K-5 programming relating to library instruction and STEAM learning, to providing spaces for health screenings, community meetings and cultural awareness programming, Evergreen staff seek to meet the learning needs of those they serve.

Evergreen offers six of the department's nine untouchable services. These include: Pre-K early literacy services; K-5 literacy and learning programs; reading, listening and viewing for pleasure services; public computing; reference service; and interlibrary loan service.

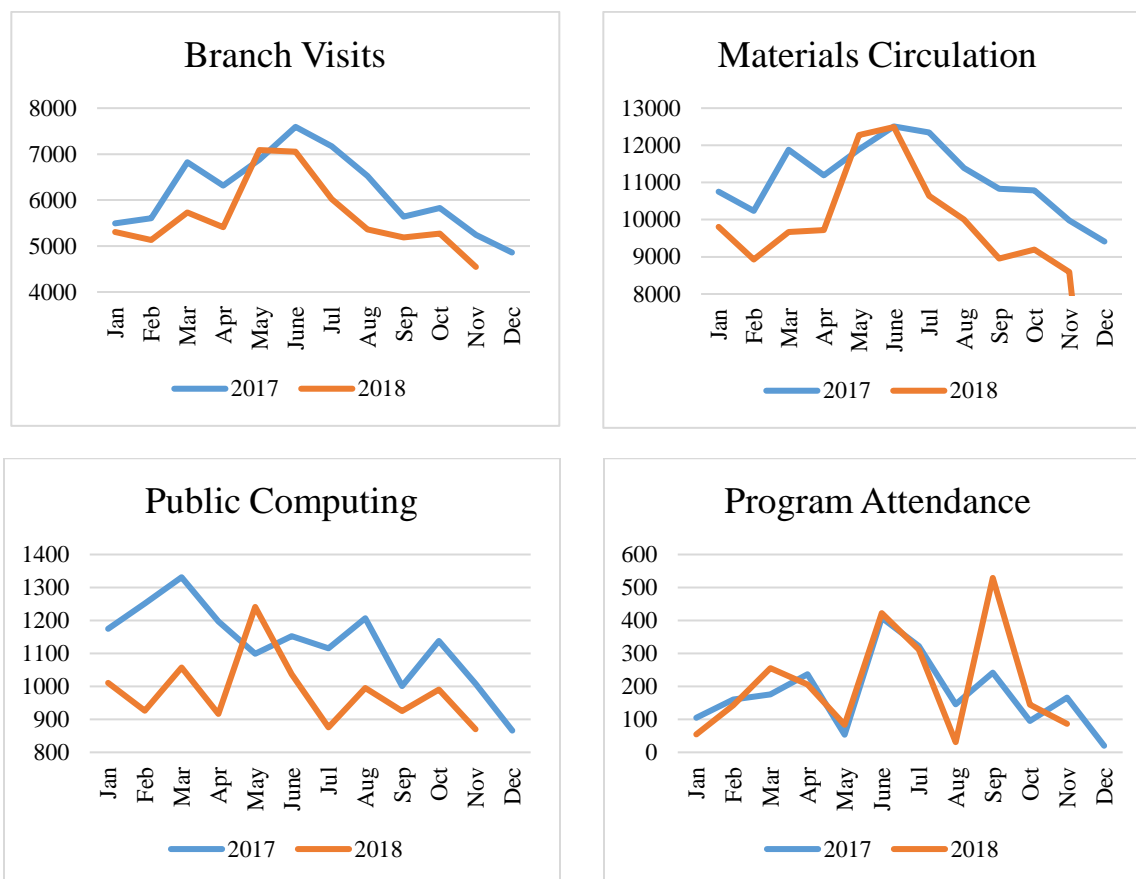
Alignment with Project Wichita

Evergreen's size and location provide the library with an opportunity to support Project Wichita's emphasis on strong neighborhoods and communities by offering programs and services that support the unique and diverse neighborhood cultures within its service area. The Library's role ensuring digital inclusion and the new opportunity to support entrepreneurship that will be a priority for the Evergreen complex align with Project Wichita's economic opportunity focus. Library collections and technology help students with academic achievement while early literacy services are part of a closer partnership with Wichita Public Schools to support school readiness, both part of the Project Wichita education focus area.

Use of Other Library Locations

About 17% of the customers participating in branch review surveys indicated that they would not travel to another branch library. The greatest proportion of users (40%) said they would travel 10 minutes, with about 38% willing to travel up to 20 minutes.

Changes in Use since Opening of Advanced Learning Library



Advanced Learning Library opened June 16, 2018

The Evergreen branch does appear to have some overlap with the Advanced Learning Library. This is evidenced by increases in use during the weeks between the closing of the Central Library and the opening of the Advanced Learning Library. Circulation of materials from the branch has decreased 10%-15% compared to previous years since the opening of the Advanced Learning Library. Reductions in library visits and public computing have also occurred but at smaller rates. Program participation has

remained steady, with little loss of attendance since the new library opened. In September, a special program from the Kansas Children's Discovery Center in Topeka was held at the branch so that children from Cloud Elementary could attend, resulting in the unusual attendance spike for that month.

Partnership Activities in the Service Area

The Evergreen branch has long-standing partnerships with several of the schools within the service area, particularly Cloud elementary school as well as with the City departments operating out of the Evergreen recreation center and neighborhood resource center.

Over the course of the past several months, a strategic plan for the Evergreen Complex (neighborhood resource center, recreation center, library, Cloud elementary school, Grace Med clinic and The Opportunity Project/North preschool) has been created. The plan calls for the creation of space to be programmed by non-City of Wichita agencies working in support of early entrepreneurship and Hispanic education.

In addition to the agencies and City departments that may become activity partners in the Evergreen Complex plan, there are additional opportunities for the Library to serve residents of this part of the community more effectively by expanding neighborhood partnerships. Some examples of potential partners are the La Familia Senior Center, the Workforce Alliance of South Central Kansas, Wichita Public Schools, and the area's faith communities.

Possible Priorities for the Purpose of the Branch

The Evergreen branch is well positioned to support the entrepreneurship and Hispanic education priorities of the Evergreen Complex plan. This could be accomplished by creating more collaboration spaces, expanding public computing services and adjusting the mix of the materials collection.

Information from the branch review suggests that Evergreen would better serve residents of its service area by placing a greater emphasis on programs and collections that support literacy for all ages, citizenship, and job skill development.

The WSU study also noted that the Evergreen service area contains a significantly higher number of retirees compared to the general population. These residents would be better served by creating more relevant leisure services collections and improving access to these resources.

Resources Needed to Achieve Neighborhood Goals

If the Evergreen branch is to remain in operation in its current location, some facility repairs and modifications will be needed. There will also be operational costs related to updating of collections and technology. Adjustments to hours of operation, programs and services may require additional staffing. The WSU branch review provided the following recommendations regarding improvements to the branch.

Facility Changes

The branch study identified a need for community gathering spaces in and near the library. Customers want family-friendly spaces such as a children's play area and quiet areas for studying and collaboration rooms to accommodate small groups.

On the east side of the building near the entrance, outdoor concrete benches are starting to collapse and need to be replaced.

The former Head Start play space north of the Parkview Room can be more effectively used. This could become an outdoor activity and community gathering space. Other options for this area would be to use it to add parking spaces or to do a small building expansion to support the program requirements of the Evergreen Complex plan.

Exterior lighting should be reviewed in response to focus group concerns about citizen safety when entering and leaving the library.

The building has five unrented office spaces that could be repurposed. Better uses of this space might be as collaboration rooms, tutoring or study spaces. Before changes are made, consideration will need to be given to how to monitor the rooms as these rooms cannot be seen from the library space.

The public service desk is in need of redesign. Countertops are showing wear. Materials security equipment is no longer used and should be removed. Workstations need to be more ergonomic with adjustable keyboard and monitors. Space to integrate self-checkout and public computer reservation stations would create efficiency for both customers and staff.

Throughout the public area of the library, there is a lack of electrical capacity to support public computing and those wanting to charge their own devices.

Adding acoustical wall panels around the perimeter of the building would help to reduce noise level in the open floor plan, particularly if the business model of the branch changes from a traditional library to a community learning space.

The branch review found that customers want comfortable seating for parents and children in the children's area, as well as additional comfortable seating for reading, studying and meeting in small discussion groups. Lounge seating and additional seating on casters with tablet arms might be better utilized than the existing library study tables.

Customers have offered enthusiastic response to the shelving installed in the Advanced Learning Library. Replacing the oversized, wooden shelves with shorter, more modern steel shelving will create a more open feeling in the library, and will improve customer access to materials while also making the spaces easier for staff to supervise.

Technology

Evergreen serves a section of the community that has limited access to computers. In addition to providing the connectivity, many residents are in need of assistance to help enhance their digital literacy skills. Additional space to expand the number of computers and to provide more workspace around each computer is needed. Customers would also benefit from the addition of a wider variety of technology tools such as laptops, tablets, scanners, color printers and copiers.

Collections

The branch study identified a need for more materials in Spanish, as well as materials focusing on American history, citizenship requirements, immigration issues, Hispanic cultures, resources for job and career development, leisure reading material for retirees and family entertainment. In support of the Evergreen Complex plan, more educational resources and materials relating to entrepreneurship should also be considered.

The branch will be challenged to enhance these collection areas while also reducing the overall collection inventory in order to create more space for other prioritized activities and services. Customers will

become more reliant on the branch delivery system to request specific items from other WPL locations. Eliminating hold and transfer fees should be implemented as a way to ensure equity for the users if the collection size is reduced.

Programs and Services

Hispanic customers have requested programs that serve the entire family. This might be addressed through coordinated scheduling such as offering an adult technology program in one meeting room while a children's program is simultaneously occurring in another part of the library, or through family-oriented programs where parents and children attend together. Adding interactive child learning centers in the children's area is another educational service that would appeal to families.

The Library should consider offering more programs and services in Spanish. Programs that provide literacy support and language skills for all ages, and activities focused on citizenship, immigration, technology training and more assistance with job searching and GED preparation appear to be activities that would be well-attended by areas residents.

The branch should consider supporting the learning interests of senior citizens and retired middle agers by offering programs similar to Senior Wednesdays.

Hours and Staffing

Although the majority of surveyed customers appear to be satisfied with the Evergreen library hours of operation, many Hispanic customers requested that the Library extend evening hours beyond the 8:00 p.m. weeknight closing time.

Although the branch currently seeks to have one bi-lingual staff member on duty during all service hours, this is not always possible. It also leaves the branch without the ability to support fully bi-lingual programs and specialized services. Continuing to seek additional bi-lingual staff as positions become vacant through turnover should remain a priority.

If the branch extends its service hours or significantly adds new programs or services, additional staffing will be necessary.

Linwood Park Branch

The Linwood Park Branch Library opened as part of the Linwood Park Mini City Hall in 1981. Although several branches were originally co-located with other City services in similar facilities, the Linwood branch is the last of these libraries remaining in operation.

Linwood occupies 3,752 square feet of space at the east end of the recreation center. The space includes a conference room, but no space large enough for significant programming. As a result, any large activity must be coordinated with the Park &

Recreation Department in order to make use of activity space elsewhere in the center.

Because the building is inside the recreation center, many residents are not aware of the existence of the library, in spite of signage near the corner of Mt. Vernon and Hydraulic. The service hours of the branch are also limited to those that fall within the building hours established by the Park & Recreation Department.

Block groups in the branch service area are located in a section of south central Wichita roughly bounded by Lincoln Street on the north, Hillside on the east and Southeast Boulevard on the west and south. The service area has an estimated population of 10,776 (2.8% of the city population).

Budget

The branch operates on a five-day, 35 hours per week service schedule. There are no weekend hours and only one evening in the operating schedule. The branch has four staff members (2 FTE), all of whom are part-time paraprofessionals. Linwood operates as a satellite of the Alford branch that provides the branch with management and programming services. The branch costs approximately \$107,770 to operate at its current service level.

Spangenberg Phillips Tice Architecture estimates of probable costs of Linwood deferred maintenance and remodeling needs are \$28,080 in short term solutions and \$194,740 in long term needs.

User Demographics

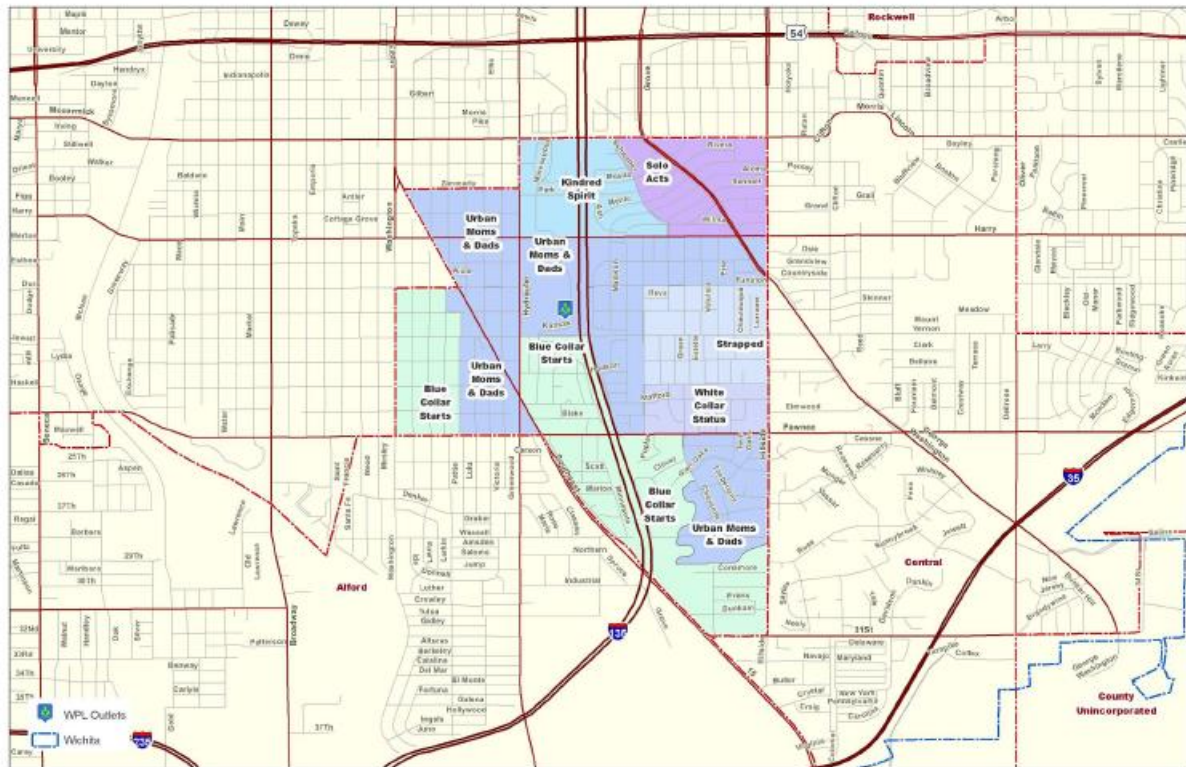
Unlike the diversity of other branch service areas, two-thirds of the residents of the Linwood neighborhood are from two market segments.

The “Urban Moms and Dads” segment comprises 40% of the service area. These families are households often led by a single person in their 20s or early 30s with annual incomes of \$30,000 or less. While some of these residents are high school graduates, the segment has twice the average number of residents without high school diplomas. This group works in blue-collar occupations such as construction, maintenance, manual labor, food services and transportation.

One quarter of the service area reflects the “Blue Collar Starts” market segment. Similar in many ways to the “Urban Moms and Dads,” these individuals are predominantly in their 20s or early 30s. Many are without high school diplomas, and most are commonly working in production, transportation,

Linwood Branch Performance Measures		
Metric	2017	2018
Library Visits	47,028	50,035
Materials Circulation	64,724	59,990
Public Computing Use	7,018	7,518
Program Attendance	350	362
Customer Satisfaction	90%	NA

construction and building maintenance jobs. The group has an above average percentage of single heads of household (either male or female) with children, especially younger children. People in this market segment often earn less than \$30,000 per year and supplement their incomes with some level of public assistance.



Linwood Park Service Area Segments

Library Service Areas

Wichita Public Library

CIVICTechnologies
civicttechnologies.com
(888) 606-7600

Performance Alignment with Department Service Pillars and Untouchable Activities

Ensuring digital inclusion is an important role of this branch and one in which it performs well. One in five visitors comes to the branch to use of public computing services. The amount of fax service provided by this library is greater than in any other branch but Alford.

The branch does an adequate job of supporting equitable access to information. Because of the limited hours, staffing and collection, little reference service occurs at the branch. By contrast, about 60% of the materials use relates to this service pillar.

Least successful are the early and elementary literacy services provided by the branch. The lack of space and the limited hours of service make scheduling children's programs difficult. On the other hand, the accessibility of the branch to attendees at the Linwood Senior Center results in steady use of adult collections.

Four of the department's nine untouchable services are delivered from this branch library. These include: reading, listening and viewing for pleasure services; public computing; reference service; and interlibrary loan service.

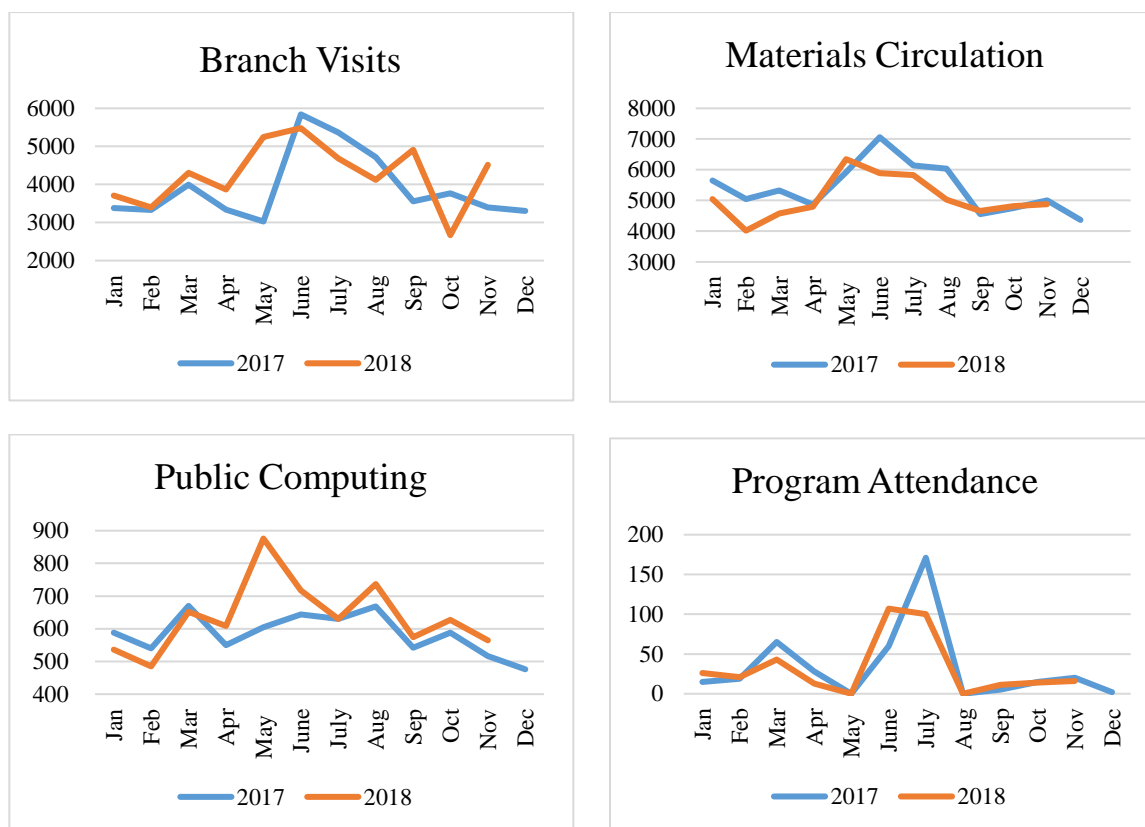
Alignment with Project Wichita

Linwood's role ensuring digital inclusion aligns with the library's partnership with the Workforce Alliance in supporting workforce development and employment opportunities. Library collections and technology help students with academic achievement, aligned with the education topic identified as a general priority of the Project Wichita initiative.

Use of Other Library Locations

Only 10% of Linwood's customers indicated they would not travel to another library. Nearly 50% said they would travel up to 10 minutes, with more than 30% willing to travel between 11 and 20 minutes in order to visit a branch. Due in part to the limited hours of the branch, Linwood had the largest percentage (70%) of customers reporting they used the Central Library as well as the branch.

Changes in Use since Opening of Advanced Learning Library



Advanced Learning Library opened June 16, 2018

Although use of Linwood might have been expected to decrease significantly following the opening of the Advanced Learning Library, the impact to service outputs has been minimal.

Public computing increased dramatically between the closing of the Central Library and the opening of the Advanced Learning Library. Circulation of materials and program attendance remain consistent with use in previous years. The gate count, while showing some dips and peaks on a monthly basis, is on track to increase over 2017.

Partnership Activities in the Service Area

Co-location with the recreation center affords a unique opportunity for partnership with the Park and Recreation department and Senior Services in order to establish Linwood as a destination place for lifelong learning, activity and leisure services.

Other partnerships could include schools in south central and southeast Wichita, particularly the close by Linwood and Griffith elementary schools, and the Colvin neighborhood resource center.

Possible Priorities for the Purpose of the Branch

With its limited size, Linwood might best serve its neighborhood by changing its business model to serve as a public computing hub and popular materials center for households who rely on the library for leisure reading and affordable entertainment.

According to the branch review, the technology needs of customers are basic, such as individual training, classes and assistance while using technology. Connecting technology services to literacy for children and job seekers is important.

With 88% of the Linwood users reporting they were there to borrow or return materials, the branch needs to retain an emphasis on this basic library service as one of the service priorities in this location.

Resources Needed to Achieve Neighborhood Goals

The interior of the Linwood branch has received only minor updating since it opened in 1981. There is a need for a total refresh of the branch in order to enable it to fulfill more effectively the branch priorities while also improving the aesthetic appearance for building visitors.

Facility Changes

The circulation desk reflects a 1980s business model instead of that of a modern library. Replacing the desk with a more functional service counter will improve service to customers and ergonomics for staff.

To improve the appearance of the library, new carpet and paint is needed. Replacing the oversized and outdated shelving with shorter, modern shelving will create a more open feeling in the library and will improve the accessibility of materials.

Additional electrical capacity throughout the branch is needed, particularly in the public area to support an expansion of public computing services.

The underutilized space of the open coat closet just inside the entrance should be enclosed to create a secure book return as well as to allow for much needed storage.

Reconfiguration of the small workroom behind the service desk should be completed in order to improve storage and to create efficiency in the staff workflows that occur in this area. To improve branch security, a window should be added between the workroom and the service desk in order to create a visual sightline from the workroom into the main area of the library.

The children's area is too small and should not be located so close to the branch entrance. There is no reading or story time area and there is not enough furniture for parent and child seating to share together. Reorienting the spaces within the branch to move the children's area to the north side of the library would enhance children's security while reducing complaints about noise conflicts between the children's area and the public computing space. Adding acoustical wall baffles could further assist with noise reduction.

Technology

Linwood serves a section of the community that has limited access to computers. In addition to providing the connectivity, many residents need assistance to help enhance their digital literacy skills. Adding space for more public computing services, including more desktop computers, tables with outlets for easy laptop charging and circulating laptops and tablets, would better serve those who rely on the library for their technology access and assistance. Customers would also benefit from the addition of color printers and copiers.

Collections

In addition to replacing shelving to improve the accessibility of materials, collections should be updated by implementing a popular materials center business model that reduces the materials inventory to focus on the most popular leisure reading and information resources. This is the model used for many years with great success at the Comotara branch. Because the size of the branch limits the size of the materials collection than can be assigned to the branch, customers at Linwood are reliant on the branch delivery system to request specific materials from other WPL locations. Eliminating hold and transfer fees should be implemented as a way to ensure equitable access to information for the users of this branch.

Programs and Services

To better support the residents of the area, family entertainment options should increase and be sponsored by the Library and Park and Recreation departments. This partnership also might address the request for additional meeting space that was a common comment from participants surveyed during the branch review.

Linwood user surveys indicated a need for job and career resource services. Connecting with community resources such as the Workforce Alliance of South Central Kansas should be explored as another offering of the library and/or the recreation center.

Hours and Staffing

The largest impediment to use of the Linwood branch is the limited hours of operation. More than one in four of the citizens who participated in the branch review rated the current service schedule At Linwood as fair or poor. An assessment of current use patterns of the library and the recreation center should be used to guide decisions about adjustments or the possible expansion of library hours.

If a service schedule expansion is implemented, a corresponding increase in staffing may be necessary.

Ford Rockwell Branch

The Ford Rockwell Branch opened in 1976, relocating services from the former Oliver Square storefront branch into the City complex of services located in and adjacent to Edgemoor Park.

The service area is one of the largest in the City, both in terms of size and population. It comprises much of southeast Wichita, as well as neighborhoods in east/northeast Wichita, growing even larger since the closing of the Comotara branch.

Rockwell Branch Performance Measures		
Metric	2017	2018
Library Visits	138,514	121,782
Materials Circulation	349,486	359,382
Public Computing Use	17,844	18,711
Program Attendance	5,415	5,206
Customer Satisfaction	98%	NA

The service area had an estimated population of 97,161 persons (25% of the city population) that has grown by an additional 6,600 people since the Comotara closing.

Budget

The branch operates on a seven-day, 56 hours per week schedule during the school year but closes on Sunday afternoons from Memorial Day through Labor Day. The branch has twelve staff members (8.5 FTE): two full-time professional librarians, three full-time paraprofessionals, one part-time paraprofessional and six part-time clerks. The branch costs approximately \$575,000 to operate at its current service levels.

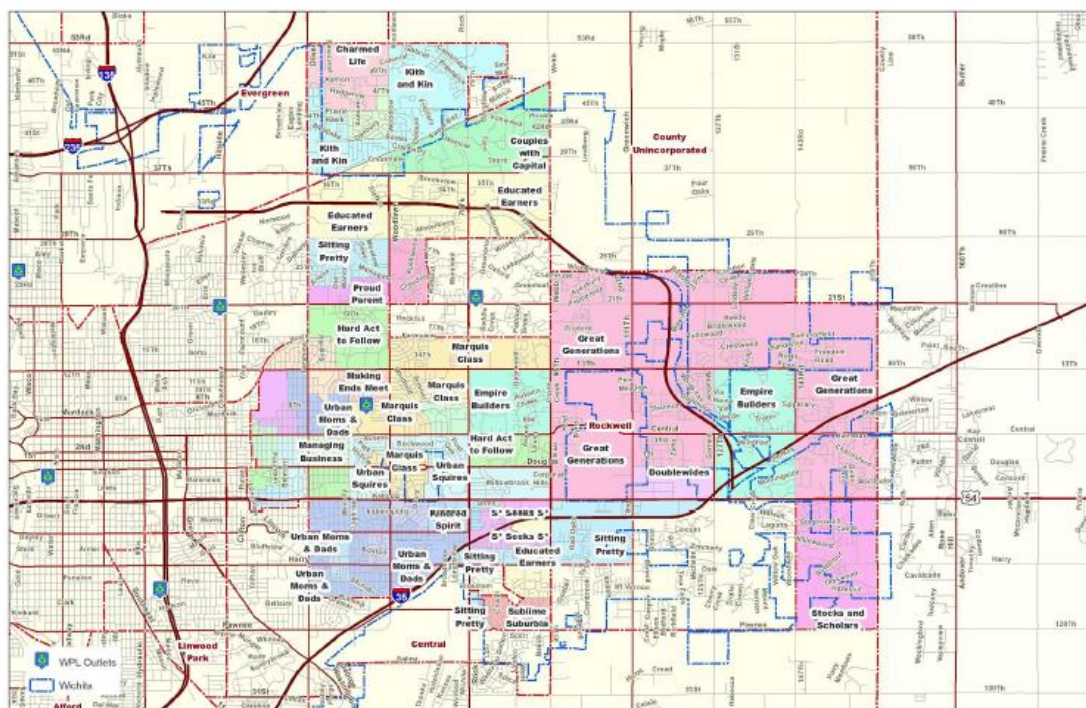
Spangenberg Phillips Tice Architecture estimates of probable costs of Rockwell deferred maintenance and remodeling needs are \$184,257 in short-term solutions and \$270,601 in long-term needs.

User Demographics

Rockwell has a loyal audience that represents more than 24 unique market segments. This diversity creates significant demands on the variety of collections, programming and service needs.

There is a wide division between the top two market segments as far as access to technology and income. One segment consists of single parents in their 20s to early 30s with annual household incomes of \$30,000 or less. These residents do not have ready access to computers or the internet and rely heavily on Rockwell for their technology needs. The other segment consists of married couples in their 20s to early 30s. This group works in white-collar jobs and has household incomes of \$50,000 to \$60,000 per year.

The addition of the Comotara service area has added even more diversity to the service area. The vast majority of the people in the market segments previously served by Comotara represent urban neighbors far above average in terms of education and income. These people tend to be college graduates in their 30s and 40s with median household incomes of \$70,000 to \$90,000.



Rockwell Service Area Segments

Library Service Areas

Wichita Public Library

CIVICTechnologies
civicttechnologies.com
(888) 606-7800



Comotara Service Area Segments

Library Service Areas

Wichita Public Library

Former Comotara service area segments now part of the Rockwell service area

CIVICTechnologies
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Unlike other branches, due to the geographic size and population diversity, generalizations about the interests and needs of Rockwell customers cannot be made. Among the neighborhoods included in the service area are Bonnie Brae, College Hill, Crown Heights, Eastridge, Fabrique, Forest Hills, Ken-Mar, Meadowlark, Rockhurst, Tallgrass and Vickridge.

Performance Alignment with Department Service Pillars and Untouchable Activities

Before the closing of Comotara, one in five customers using branch library services in Wichita did so through the Rockwell branch. That rate has increased as Comotara customers have moved to Rockwell as a primary location for their library service. This branch performs well on each of the department's three service pillars. Each year, Rockwell provides more public computing sessions than any other Wichita branch library. Approximately 18% of the building visits include public computing use.

The branch also plays an important role in supporting a literate community, particularly through its early literacy services. Participation in youth programs is twice as high as at the Alford branch and three times as high as at the Evergreen branch.

The branch also receives and answers more reference questions than any other branch, accounting for approximately 25% of the reference service provided by Wichita's branch library system.

Six of the department's nine untouchable activities are available at the Rockwell branch library. These include: pre-K early literacy services; K-5 literacy and learning programs; reading, listening and viewing for pleasure services; public computing; reference service; and interlibrary loan.

Alignment with Project Wichita

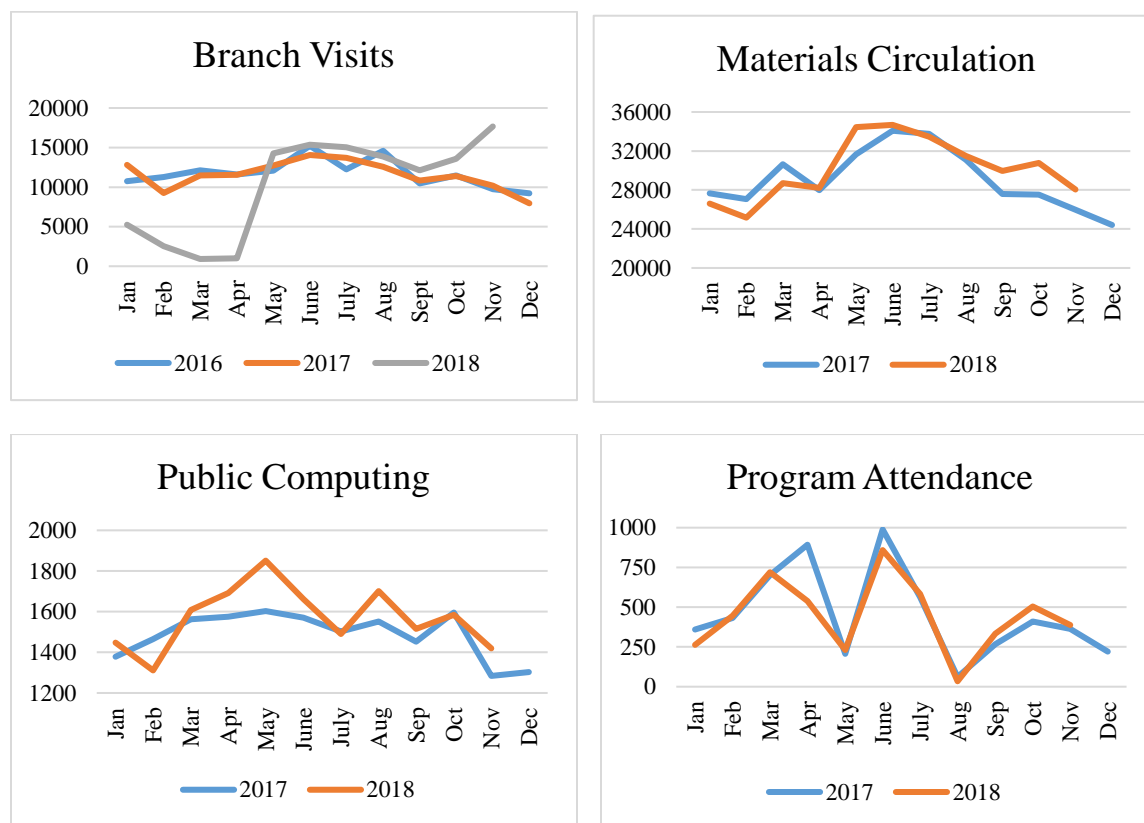
Rockwell's size and location provide the library with an opportunity to support Project Wichita's emphasis on strong neighborhoods and communities by offering programs and services that support the unique and diverse neighborhood cultures within its service area. The Library's role ensuring digital inclusion relates to support for workforce development and economic opportunity. Library collections and technology help students with academic achievement while early literacy services are part of a closer partnership with Wichita Public Schools to support school readiness, part of the education emphasis.

Use of Other Library Locations

Although Rockwell serves an area more similar to the Advanced Learning Library than any other branch, 44% of the customers participating in surveys during the branch review indicated they did not make use of the Central Library.

Only 8% of Rockwell's branch survey respondents (8%) are unwilling to travel to another branch. Nearly half (49%) indicated a willingness to travel up to ten minutes for library service. One in three customers surveyed reported a willingness to travel between 11 and 20 minutes to reach another library.

Changes in Use since Opening of Advanced Learning Library



*Advanced Learning Library opened June 16, 2018; Comotara Branch closed July 13, 2018
Rockwell gate counting equipment had intermittent outages from January through April 2018*

Closing of the Comotara branch so quickly after the opening of the Advanced Learning Library makes the impact of the replacement of the Central Library difficult to assess. Rockwell use increased during the transition from the Central Library to the Advanced Learning Library and has grown more substantially since the Comotara closing. Equipment failures with gate counting equipment makes an assessment of changes to branch visits difficult, although adding in 2016 data shows that the branch has consistent patterns of visits for the two previous years. It is likely that the total count of branch visits for January through April of 2017 mirrored those of the two previous years. Growth in visits has been most substantial during the last three months of 2018. Materials circulation increases spiked in June and have stayed at higher levels than in 2017, most likely reflecting the transfer of use by former Comotara customers. Because Comotara had limited public computing service, increases in use are probably attributable to improvements in the bandwidth and network capacity at this facility. Comotara offered no programming so there has been no impact in attendance since that location's closing but also no decrease in attendance since the opening of the Advanced Learning Library.

Partnership Activities in the Service Area

There are additional opportunities for the Library to serve residents of this part of the community more effectively by expanding neighborhood partnerships. Some examples of potential partners are the Park and Recreation department (Edgemoor Recreation Center), Wichita Public Schools, Wichita State University, LifeVentures (Shepherd's Center of East Wichita), Watermark Books and the Bradley Fair Barnes & Noble bookstore.

Possible Priorities for the Purpose of the Branch

Because Rockwell serves such a diverse community, the branch should retain a variety of service priorities.

Services for children are important, with particular emphasis on programs and resources for infants through elementary age youth. Digital inclusion must remain a priority as evidenced by the number of residents who rely on Rockwell for public computing and Wi-Fi access. Lifelong learning and leisure services are other priorities to consider for this location, based on current use of materials and attendance at adult programs.

Because Rockwell mirrors the diverse population segments of the Advanced Learning Library, Rockwell is a prime choice to pilot services and programs that might be implemented at the Advanced Learning Library. Likewise, there is an opportunity to bring existing services available at the Advanced Learning Library to the Rockwell branch.

Resources Needed to Achieve Neighborhood Goals

The 2006 master plan called for a relocation of Rockwell into a larger facility farther to the east in order to serve growing populations in east Wichita. The planning assumptions made at the time of that recommendation should be revisited to see if Rockwell's location is appropriately accessible for the areas of the city that it serves.

The interior layout of Rockwell is much the same as when the branch opened in the 1970s. If the branch remains in its current location, extensive remodeling and reconfiguring of spaces is needed in order to allow the branch to better function as a 21st century library meeting the changing needs of its customers. The WSU Branch Review provided the following recommendations regarding improvements to the branch.

Facility Changes

Although Rockwell sits within City Council District I, the branch provides significant service to residents of Council Districts II and III, each of which have fewer City-owned meeting spaces than are available in other areas of the city. For this reason, the branch study identified a need for more community gathering spaces at the library, including a larger meeting area and collaboration rooms to accommodate small groups and quiet study.

Public restrooms are in need of updating with new flooring that extends into the foyer and staff work areas. New sinks, countertops, mirrors and paint are needed. The existing partitions in the restrooms are in good shape but do not feel updated and modern.

Throughout the building, there is a shortage of electrical outlets. Expanding this capacity would enable expansion of library computers and the addition of wired study tables and lounge reading areas for those working on their own devices.

The building's lighting system should be assessed in relation to changing business priorities. Adding acoustical panels around the perimeter of the building and ceiling would reduce noise created by the open floor plan.

Customers have offered enthusiastic response to the arrangement of materials in the Advanced Learning Library. Replacing the tall shelves with shorter shelving will increase accessibility of collections while making the building easier for staff to supervise. Downsizing the size of the collection by reducing the

linear footage of shelving may result in an increase in the number of items needing to be transferred from other branches for Rockwell customers. Eliminating hold and transfer fees should be implemented as a way to ensure equity for users if the collection is reduced.

If changes are made to the layout of the branch, replacement of flooring throughout the public areas will be needed as carpet was cut around rather than placed under shelves during the last carpet replacement projects. The large parquet floor in front of the customer service desk is difficult to maintain and is of a different height than the carpeting, creating safety hazards for customers with mobility issues. Removing this section of flooring and replacing it with carpet should be considered.

New paint in an updated modern color scheme will create a welcoming more modern atmosphere. Wayfinding improvements are needed. The fireplace could be removed or covered up to allow for additional useable wall space.

Non-public spaces should be reconfigured to improve ergonomics and efficiency of workflows.

Branch visits regularly exceed the capacity of the parking lot. Street parking is not readily available in the area. Discussions about extending the parking lot into City-owned open space immediately to the south of the branch should be a priority.

Technology

Rockwell serves a section of the community that has limited access to computers and the Internet. Additional space for public computers as well as updated furniture that better supports customers who have devices are reliant upon library Wi-Fi are needed as are areas where technology training and Book-a-Librarian services can be conducted with more privacy and less disruption to other customers.

Residents would benefit from the addition of equipment to provide scanning services, color copying and printing.

Collections

Rockwell is a prime candidate for implementing the picture book “neighborhoods” model used at the Advanced Learning Library.

Adult collections should be updated to provide more targeted materials that meet the diversity in users. Changing the arrangement of shelving to a “bookstore” style environment with featured genres and subject collections would benefit customers while also giving the library a more modern aesthetic.

Programs and Services

Due to the diversity of audiences, Rockwell can serve as a good location for prototyping new programs and services planned for the Advanced Learning Library or the entire library system.

Exploring opportunities for the branch to provide alternative library options such as “pop-up” mobile services or partnerships is critical due to the large geographic area. Southeast Wichita would be a likely consideration to test the market and expand services with more agile service delivery options.

Rockwell could benefit from adopting the circulation model of the Advanced Learning Library, creating a reduced service point and adding additional self-check machines. This would align with the need for convenience and a retail environment identified during the branch review.

Hours and Staffing

A significant majority of users from the branch review are satisfied with the current service hours of the branch.

Rockwell's use prior to the closing of Comotara was at near capacity. The additional use that has resulted from the transfer of customers from Comotara has placed a significant strain on the workgroup's ability to sustain service without adding to the Rockwell staff the positions eliminated by the Comotara closing.

Expanding programs, services or adding "pop-up" initiatives will require additional employees.

Westlink Branch

The Westlink Branch opened in 1981 to serve the city west of the Wichita-Valley Center Flood Control Project (Big Ditch).

Westlink serves a large geographical area with an estimated population of 84,837 persons (21.8% of the city population).

Westlink is the most heavily used branch in the library system. In 2017, Westlink's materials circulation exceeded the combined materials borrowing from the Alford, Evergreen, Linwood and Maya Angelou Northeast branches.

Westlink Branch Performance Measures		
Metric	2017	2018
Library Visits	232,517	216,642
Materials Circulation	485,771	446,067
Public Computing Use	17,183	15,863
Program Attendance	7,066	7,052
Customer Satisfaction	94%	NA

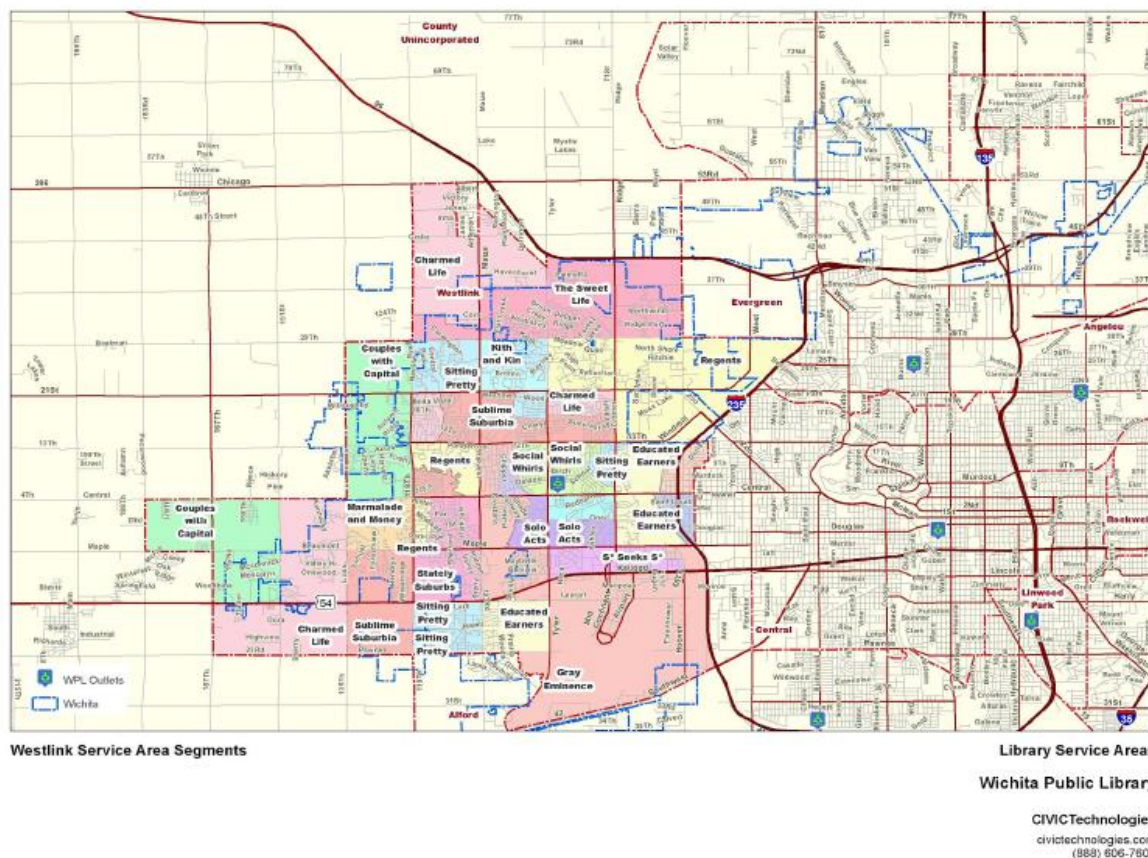
Budget

Westlink operates on a seven-day, 56 hours per week schedule during the school year but closes on Sunday afternoons from Memorial Day through Labor Day. The branch has sixteen staff members (11.5 FTE): two full-time professional librarians, five full-time paraprofessionals, five part-time paraprofessionals and four part-time clerks. The branch costs approximately \$690,000 to operate at its current service levels.

Spangenberg Phillips Tice Architecture estimates of probable costs of deferred maintenance and remodeling needs are \$35,196 in short term solutions and \$314,328 in long term needs.

User Demographics

The Westlink service area includes 18 unique market segments, although four segments combine to reflect half of the area population. These largest segments include employed, middle-income families living in both urban and suburban environments. With the exception of the former Comotara service area, Westlink serves residents with the highest income levels and educational attainment of any branch library, as well as persons who are generally technologically advanced.



Performance Alignment with Department Service Pillars and Untouchable Activities

One in three customers using branch services in Wichita does so through the Westlink branch. This outlet performs well on all of the department's service pillars. In spite of the area demographics, Westlink delivered the second most public computing sessions in the branch system. Approximately 10% of the building visits include public computing use. Attendance per technology training class is higher at Westlink than in any other branch location, further attesting to interest in and need for these services by the area's residents.

Westlink plays an important role in supporting a literate community. Almost half of the youth programming attendance generated by branch libraries occurs at this location. Early literacy programs are so popular that multiple sessions are needed each week in order to meet the demand for these services. Summer reading participation at Westlink significantly outpaces all other branches. One in three children involved in Wichita Public Library summer reading does so through the Westlink branch.

Circulation rates for adult non-fiction materials and attendance at adult programs attest to the success of the branch in supporting equitable access to information.

Six of the department's nine untouchable activities offered by the Westlink branch. These include: pre-K early literacy services; K-5 literacy and learning programs; reading, listening and viewing for pleasure services; public computing; reference service; and interlibrary loan service.

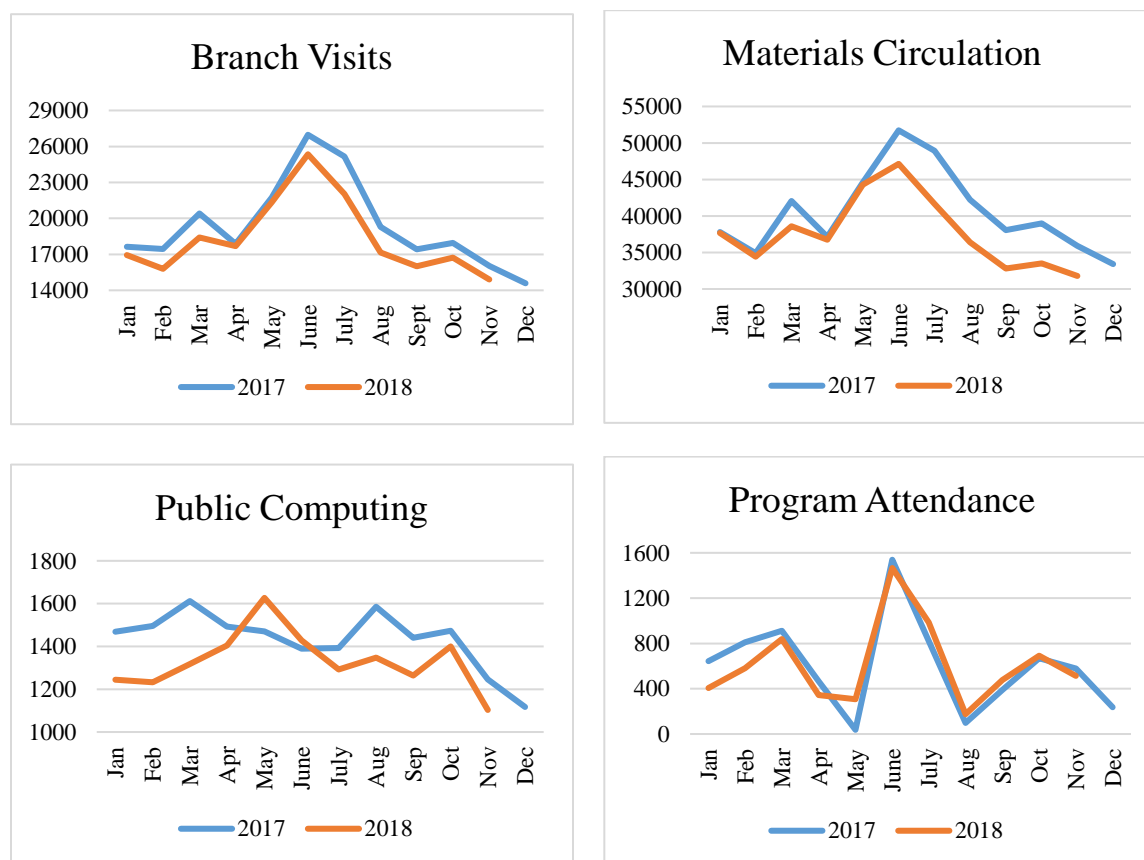
Alignment with Project Wichita

Westlink provides a popular meeting space for community groups and neighborhood associations, supporting Project Wichita's emphasis on strong neighborhoods and communities. Library collections and technology help students with academic achievement while early literacy services are part of a closer partnership with Wichita Public Schools to support school readiness component of the strategic planning's education focus.

Use of Other Library Locations

Nearly half of the customers surveyed during the branch review reported using only the Westlink branch and not the Central Library. Approximately 15% of the customers said they were unwilling to travel to get to another library. One in three customers indicated a willingness to travel up to 10 minutes to reach a library with 41% willing to travel up to 20 minutes for library access.

Changes in Use since Opening of Advanced Learning Library



Advanced Learning Library opened June 16, 2018

The accuracy of survey responses regarding use of other library locations appears to match Westlink's performance measures. Since the opening of the Advanced Learning Library, there has been a small decrease in the number of building visits with a larger decrease in materials circulation. During July, materials use dropped by 15% from 2017 rates. By November, however, the decrease had declined to 10% in November and should decrease even more in December. Changes in public computing use have

been offset by increases in the number and amount of Wi-Fi use at the branch since the improvements in bandwidth capacity. Program attendance remains nearly identical to previous years, suggesting little impact from the Advanced Learning Library's more robust activity schedule.

Partnership Activities in the Service Area

Beyond regular work with five area elementary schools, the Westlink branch has few formal partnerships in place. Some examples of organizations with which partnerships could be explored include a wider scope of schools to include those within Wichita's city limits, including those of the Goddard and Maize school districts, Adventures in Learning (Shepherd's Center of West Wichita), Wichita State University's west campus, and the West and Northwest YMCAs. Because the area is without a City-owned recreation center, partnerships with the Park and Recreation department should be a particularly high priority.

Possible Priorities for the Purpose of the Branch

Because of the diversity of its customer base and the historic success of the branch, Westlink should retain a variety of service priorities.

Services for children and families must remain a priority. The service area includes more middle and high schools than any other Wichita Public Library facility. Unlike other branch locations where the emphasis is on early literacy, Westlink has a unique opportunity to support both early literacy and K-12 learning. Even though market segmentation information suggests that customers in this part of the city are more technologically skilled than most of the community, the volume of public computing service and technology training class attendance suggests that digital inclusion is still an important part of the service mix for this location. Lifelong learning and leisure services are other priorities to consider for this location, based on current use of materials and attendance at adult programs.

Along with the Rockwell branch, Westlink can be a good location for testing new programs and services, particularly in relation to innovative technology tools and resources.

Resources Needed to Achieve Neighborhood Goals

The branch review states "space and location are a major concern at the present [Westlink] location. A new larger facility would be optimal. The user experience is a critical component to growth and a facility that is more modern and accessible would enhance public perception of value."

A preliminary building assessment completed in 2004 indicated that it could be possible to expand the existing Westlink building. When the master plan was adopted in 2006, new construction was recommended because the plan projected the need for a 25,000 square foot facility, larger than the current property can accommodate. At that time, the opportunity to acquire additional property did not appear to be possible.

In 2008, the adjacent Ascension Lutheran Church contacted the Board of Directors to report that a deed of conveyance for a portion of the Westlink grounds that would revert the property back to the church if the City's use of the location changed. The City Property Management Office has confirmed this deed restriction.

On November 20, 2018, the land immediately behind Westlink was sold to a new owner. Staff from the City's Property Management Office have no definitive information about the development plans for the property but have offered their services to reach out to the owner to explore the possibility of a discussion about adding to the Westlink property if there is interest in expanding this facility in its current location.

If a decision is made to maintain the Westlink branch in its current location, the branch review provided the following recommendations for improvements to the branch.

Facility Changes

With the exception of public computers, new carpeting and replacement of the customer service desk, Westlink remains much as it was when the building opened in 1981.

The branch meeting room is one of very few City-owned community gathering spaces in west Wichita. This places an unusual demand on the library meeting room as a place for neighborhood gatherings. An expansion of meeting room space or additional meeting rooms also is necessary to accommodate Library programming, particularly summer events for children and families.

The current facility is an open floor plan where the noise from activity and use travels throughout the building. White noise or acoustical baffles could be installed to address this issue. A new ceiling above the circulation desk also is needed to reduce the ways that sound echoes around the main spaces of the building.

The branch has one “quiet” room used as programming space as well as for study. The room is in use during all service hours with many customers asking for additional collaboration and study space. If the branch takes on a larger role supporting student study, these spaces will be particularly important.

The children’s area of the library is too small to support the number of children and families that rely on Westlink for their library service.

Customers surveyed during the branch review gave low marks to the amount of seating availability at the branch. Finding ways to increase seating space for leisure reading as well as for study is important.

A redesign of the customer service desk is needed including the addition of a lower countertop for ergonomic handling of sorting and storing delivery boxes. The desk should be reconfigured to adopt the Advanced Learning Library model of circulation completed primarily through self-checkout machines.

Carpet and light fixtures should be replaced throughout the building and all walls repainted in order to give the branch an updated, appealing aesthetic.

The parking lot needs to be redesigned and expanded.

Technology

The electrical capacity of the branch is not sufficient to support public computing needs. There are also places in staff areas where additional outlets are needed in order to allow for efficient use of back of house technologies.

In addition to desktop computers, Westlink’s more technologically advanced customers often request access to circulating laptops and tablets that can be used in the library or checked out for home use. This branch will be a good location for testing these sorts of new services before they are considered for implementation in other parts of the library system.

If the branch is expanded or replaced, automated materials handling should be explored as a way to create efficiencies in processing materials returns and intra-library transfers.

Collections

More than 86% of the users surveyed at Westlink were there to borrow or return books and almost 47% were borrowing or returning music, movies or spoken books. For these customers, access to collections that are current, popular and accessible is important. Updating shelving and the layout of spaces in order to create an environment with the look and feel of a bookstore is a preference expressed by many Westlink customers. Updating shelving to increase opportunities to display and merchandise the collections will make the branch appear more modern.

Programs and Services

Convenience and access is important to Westlink customers. Updating of the service desk to expand self-service checkout stations would be popular, as would drive-up window service if the building is expanded or replaced.

Unless the facility is replaced or significantly remodeled, Westlink will be challenged to improve upon its programs and services to children. The limited size of the children's area and meeting room are current barriers to the number of families that can participate in Westlink activities. The lack of parking is often a barrier for older adults.

Considering the needs of working families is important, both when scheduling activities for children and when designing services that appeal to residents with limited leisure time. Exploring opportunities to make Westlink a site for adult programs sponsored by the Park & Recreation department should be a priority. Another program that would be beneficial but dependent upon new partnerships would be the addition of afterschool and evening homework assistance.

Hours and Staffing

A significant majority of users from the branch review are satisfied with the current service hours of the branch.

In spite of the slight reduction in use that has occurred since the opening of the Advanced Learning Library, the branch remains understaffed for the volume of service it delivers to its customers. Expanding programs and services, unless accomplished exclusively through partnerships, will require additional employees.

Resources

ⁱ *Wichita Public Library Branch Review*. Wichita State University Hugo Wall School of Public Affairs Public Policy and Management Center. (2017).

ⁱⁱ *Wichita Public Library Branch Architectural Review*. Spangenberg Phillips Tice Architecture. (2018).

ⁱⁱⁱ “*Libraries 2016*”. John B. Horrigan, Pew Research Center. (September 2016). Available at: <http://www.pewinternet.org/2016/09/09/2016/Libraries-2016/Numbers, Facts and Trends Shaping the World>
