LIBRARY MASTER PLAN

Library District Board
14 January 2019
Agenda

- Master plan summary
- Implementation planning
- Transitioning to strategic plan
Plan framework

**INSIDE**
- capacity
- stability
- full service

**OUTSIDE**
- agility
- focused service

**TECHNOLOGY**
- best library you can build and operate
Facility recommendations

Expanded space will enable the Library District to:

- Increase capacity for:
  - **collection growth + enhanced browsability**
  - **high-interest programs + services**
  - **high-impact spaces in strategic locations**
  - **service innovation + partnerships**

- Enhance space in libraries for people:
  - **learning + discovery for children + teens**
  - **collaborative work, study + reading**
  - **social gathering + community connections**
Facility recommendations

- Core network of full-service libraries
  - Stay sustainable! No more than four full-service libraries
  - Keep Harmony + Old Town at current sizes
  - Look for opportunities to:
    - expand Council Tree to 40,000+ SF
    - add new North branch 30,000+ SF

- Add high-impact spaces in central location
  - Flexible space for high-interest programs and services
  - Lean staffing and operational model

- Relocate Administration/Operations
  - Consolidate and co-locate with public service location
Old Town Library

- Full-service library
- Leverage ongoing capital maintenance schedule to increase flexibility, rebalance space, and enhance service
Harmony Library

- Full-service library
- Renovate to rebalance space, increase flexibility, and enhance service
Council Tree Library

- Full-service library
- Relocate and expand to 40,000+ SF
New North Library

- Full-service library
- New 30,000+ SF
Central Hub

- Target ~30,000 SF for public service space; high impact, lean operations
- Confirm Admin/Operations space needs through focused study (placeholder 15,000-20,000 SF)
Central Hub: high impact
MASTER PLAN SUMMARY

BEST LIBRARY YOU CAN BUILD AND OPERATE

Central Hub: high impact

DIY Education Center
Central Hub: high impact

NYPL LABS

Based dually at the Library’s landmark central branch on 42nd Street and at its cutting-edge services center in Long Island City, NYPL Labs is an interdisciplinary team working to reformat and reposition the Library’s knowledge for the Internet age. Labs combines core digital library operations (digitization, metadata, permissions/reproductions, etc.) with a publicly-engaged tech, design, and outreach team focused on enabling new uses of collections and data, collaborating with users on the creation of digital resources, and applying new technologies to library problem-solving.

Twitter: @nypl_labs • Email: labs@nypl.org • Blog •

"Together We Listen": Receives Knight Prototype Fund

Thanks to the Knight Foundation, NYPL and The Moth will make digital audio collections more accessible by combining the auto-transcription services of Pop Up Archive with a community engagement model that will involve the public in updating and enriching these collections.

Announcing Triple Canopy’s 2015 NYPL Labs Commission Recipients!

We are pleased to announce Anjuli Raza Kolb, Jaffer Kolb, and Kameelah Janan Rasheed as the recipients of a special residency with Triple Canopy to support two commissions that engage with the collections of NYPL.

New York City Space/Time Directory

We’re building a New York City time machine! It’s one of 22 ideas funded by the Knight News Challenge for libraries. Learn more.
Central Hub: lean operations

Gwinnett County Public Library tests adding hours without extra staff time
By Clifford Ibarondo | November 1, 2016

The Open+ card reader allows secure access for registered patrons. Photo: Bibliotheca
Technology recommendations

• Expand space for technology in libraries
• Expand access to customer power
• Upgrade and expand AV
• Create a “digital branch”
• Increase control over data network
• Assess ILS
• Technology planning
Recommendations for outside service

- Deliver service in non-library spaces
  - Near-term strategies to supplement branch space for people + programs
    - partner spaces host library programs and services
    - non-traditional library spaces
    - mobile + pop-up services
  - Ongoing strategies to achieve strategic goals
    - reduce barriers to access
    - increase geographic presence + reach
    - match the strategy to the need/goal
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Facilities project budgets

**Included**

- Site + building construction
- Furniture + shelving
- Building technology, signage + graphics
- Soft costs – engineering fees, owner costs, public art, etc.
- Contingencies – design, construction, project

**Excluded**

- Site acquisition / disposition costs
- Intensive parking solutions (e.g., under building parking)
- Enhanced environmental design/performance
- Escalation
- Library service elements – e.g., collection, user technology
Facilities project budgets

Old Town Library
- Keep fresh $3-$5 million
- ~$14-$20 million for more complex renovation

Central Hub
- New construction? Adaptive reuse?
- Location + size TBD
- Budget $38-$40+ million for 45,000+ SF

Harmony Library
- Renovate $10-$14 million

North Library
- Location TBD
- Budget $25-$26 million for ~30,000 SF

Council Tree Library
- Location TBD
- Budget $34-$35 million for expansion to ~40,000 SF
SEQUENCING CONSIDERATIONS

- **Achieve strategic goals** for service, operations, organization
- **Build capacity early** – room to move during construction of later projects
- **Mitigate escalation** – big projects early
- **Manage growth** in operating costs – defer projects that add significant new staff
- **Maintain service** – avoid simultaneous closures
- **Funding** availability + accrual
- **Community expectations**
- **[Address critical maintenance needs]**
- **Opportunity**
IMPLEMENTATION PLANNING

Timeline and sequencing – example #1

**Criteria**
- Mitigating escalation effects
- Achieving strategic goals
- Building capacity early
- Managing growth in operating costs

**Public Communications**
- site acquisition funding
- capital funding

**New Central**
- find site
- design
- build

**Harmony Library modernization**
- design
- build

**Council Tree expansion**
- find site
- design
- build

**New North Branch**
- find site
- design
- build

**Old Town modernization**
- design
- build

- move staff
- move staff
- move staff

**remember to escalate project budgets once phasing is determined**
Timeline and sequencing – example #2

**Criteria**
- Opportunity
- Achieving strategic goals
- Mitigating escalation effects
- Building capacity early

**Public Communications**
- Site acquisition funding
- Capital funding

**Council Tree Expansion**
- Find site
- Design
- Build

**New Central**
- Find site
- Design
- Build

**Harmony Library Modernization**
- Design
- Build

- *Add staff

**New North Branch**
- Find site
- Design
- Build

**Old Town Modernization**
- Design
- Build

- *Add staff

**Timeline and Sequencing**

- **Council Tree Expansion**
- **New Central**
- **Harmony Library Modernization**
- **New North Branch**
- **Old Town Modernization**

**Remember to escalate project budgets once phasing is determined**
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TRANSITIONING TO STRATEGIC PLAN

Master Plan Implementation

• Identify funding strategies – capital, operating
• Confirm priority projects/pREFERRED sequencing?

Strategic Plan

• Library service priorities (2-3 years)
• Technology plan
• Outside service goals + strategies
• Other?

planning + development

• Develop funding
• Confirm Admin/Operations space needs
• Refine Central Hub vision
• Acquire sites

design + construction

Community Information + Engagement

keep budgets

up to date!
I’m glad that...

I’m excited about...

I’m looking forward to...
THANK YOU!

LIBRARY MASTER PLAN