ROCHESTER PUBLIC LIBRARY
Branch Facilities & Operations Plan

OCTOBER 2018

Rochester Public Library   HESTER ST

In parntership with:

LSS   Grain collective
LeroyStreetStudio   LANDSCAPE | URBAN | COMMUNITY
ARCHITECTURE | DESIGN | ENGAGEMENT

TABLE OF CONTENTS

View of Rochester, Outside Sully Branch

ROCHESTER PUBLIC LIBRARY

Libraries are community anchors, the center of civic life and the social backbone of a neighborhood. More than just another building, libraries provide access and opportunity to all: a space where a single mom can take a job training class, a new immigrant can learn English, a low-income family can get help on their tax return and toddlers can attend story time. In Rochester, access to opportunity and information is more important than ever: the median Rochester family income of $31,000 is approximately half the national average ($59,039), and almost one third of Rochester residents live below the poverty line (32%).[1]

As one of the most deeply loved and historic institutions in the city, the Rochester Public Library (RPL) is uniquely positioned to leverage its branches, programs and services to support neighborhoods, and increase access to opportunity for the city's most vulnerable communities. The Branch Facilities and Operations Master Plan provides recommendations and strategies that build on the strength of this storied institution and put forth innovative ideas and interventions that position RPL to become one of the most pioneering library systems in the country when it comes to equity.

[1](US Census 2016 ACS 5-year estimate)

ROCHESTER PUBLIC LIBRARY
Branch Facilities &
Operations Plan

EXECUTIVE SUMMARY

RPL's branch libraries reach over 950,000 residents annually and hold more than 6,000 programs. The RPL Master Plan identifies strategies to optimize the physical and operational infrastructure of its ten library branches through enhanced library spaces, expanded access and innovative service design and delivery.[1]

The Master Plan is designed to serve as a roadmap to guide RPL capital investments, fundraising and decision-making for both the short and long-term. It builds on the City's 2034 Strategic Plan and incorporates data and research on Rochester's socio-economic conditions, growth corridors and planning patterns. It situates RPL in the broader city context and is informed by research of peer library systems from across the country.

Guided by RPL's desire to increase equity and access to opportunity, the Plan brings together an assessment and analysis of RPL's physical infrastructure, user data and staffing structure together with community-identified needs. The recommendations included herein are for programs, operations and facilities. While they focus exclusively on neighborhood branches, they draw on RPL's long-term 2016-2020 Strategic Plan. Action steps are presented in implementable phases – quick wins, small moves and large moves – creating opportunities for improvement that can be acted on immediately, and into the future.

The Facilities and Operations Master Plan is guided by the following principles:

DESIGN FOR EQUITY: Prioritize communities that have been historically excluded from the processes that shape their environments to ensure tangible community benefits in low-income neighborhoods and communities of color.

DESIGN FOR INNOVATION: Create equal access to resources, information and technology, in order to attract and inspire future designers and decision makers.

OPERATE EFFICIENTLY: Create library spaces and programs that maximize flexibility by deploying design tactics that are adaptable, affordable and impactful.

STRENGTHEN CIVIC PARTICIPATION: Engage library patrons of all ages in program and space design to increase civic engagement, leverage neighborhood knowledge, shift decision-making power and encourage stewardship.

CELEBRATE CULTURE: Highlight local neighborhood culture and celebrate the uniqueness of each library branch and its surrounding community.

CULTIVATE COMMUNITY: Design libraries to be responsive to the constantly evolving communities in which they are anchored.

[1](Rochester Public Library 2017 patron statistics)

"The facilities and operations plan will find innovative ways to connect communities and libraries."

- RPL Staff

BRANCH SNAPSHOT

10 Branches

960,000 Total Circulation

6,600 Programs

158,000 Program Attendance

APPROACH

The Master Plan is grounded in both staff and community engagement, as well as spatial and library science research to ensure that RPL's physical realities, its equity aspirations and resident priorities are all at the forefront.

The planning process was led by Hester Street, an urban planning, design and development nonprofit that works to ensure that neighborhoods are shaped by the people who live in them. The project team - Grain Collective and Leroy Street Studio - included a multi-disciplinary group of urban planners, designers and architects with many years of experience collaborating on library and community projects that advance equitable and inclusive cities.

Over a six-month period, the team's multi-pronged approach looked at RPL's branch system through multiple lenses:

• **Peer Research**
• **Engagement**
• **Facilities Assessment**
• **Macro Rochester Context**

All of these inputs were woven together to formulate the Master Plan recommendations and framework.

INPUTS

PEER RESEARCH

Comparisons to Buffalo, Dayton, Hartford, Jackson, Syracuse and Toledo library systems, as well as research into national best practices
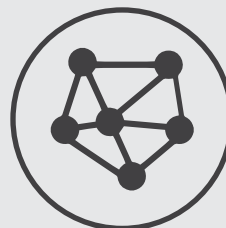
ENGAGEMENT

Community needs and priorities were identified through engagement with over 1,700 residents, 60 RPL staff and dozens of service providers who participated in focus groups, one-on-one interviews, advisory meetings and surveys.

FACILITIES ASSESSMENT

Assessment of building conditions, staff interviews, existing programming and circulation.

MACRO ROCHESTER CONTEXT

Spatial analysis of Rochester's most vulnerable areas, city wide capital investments and population trends

MASTER PLAN FRAMEWORK

SYSTEM-WIDE RECOMMENDATIONS

The Master Plan re-imagines how RPL branches serve the most vulnerable populations. Cross-cutting recommendations, as well as branch-specific program and design recommendations, provide a comprehensive roadmap for investment to enhance programs, operations and facilities.

BRANCH-SPECIFIC RECOMMENDATIONS

Branch-specific recommendations include quick wins, small moves and large moves that are prioritized into four tiers based on each neighborhood's physical and socioeconomic need.

1. Quick Wins

Timeframe:	**Immediate**
Cost:	**Low** (< $10K)
Tiers:	**1-4**

2. Small Moves

Timeframe:	**1-3 years**
Cost:	**Moderate** ($10-$500K)
Tiers:	**1-4**

3. Large Moves

Timeframe	**3+ years**
Cost:	**High** (> $500K)
Tiers:	**1-3**

BRANCHES PRIORITIZED BY NEED

TIER 1
Lyell, Lincoln, Maplewood

TIER 2
Monroe

TIER 3
Douglass, Charlotte

TIER 4
Arnett, Sully, Wheatley, Winton

CHARLOTTE
BARNARD CROSSING (GREECE)
IRONDEQUOIT
MAPLEWOOD
LINCOLN
SULLY
LYELL
WINTON
CENTRAL
WHEATLEY
MONROE
ARNETT
DOUGLASS
BRIGHTON LIBRARY
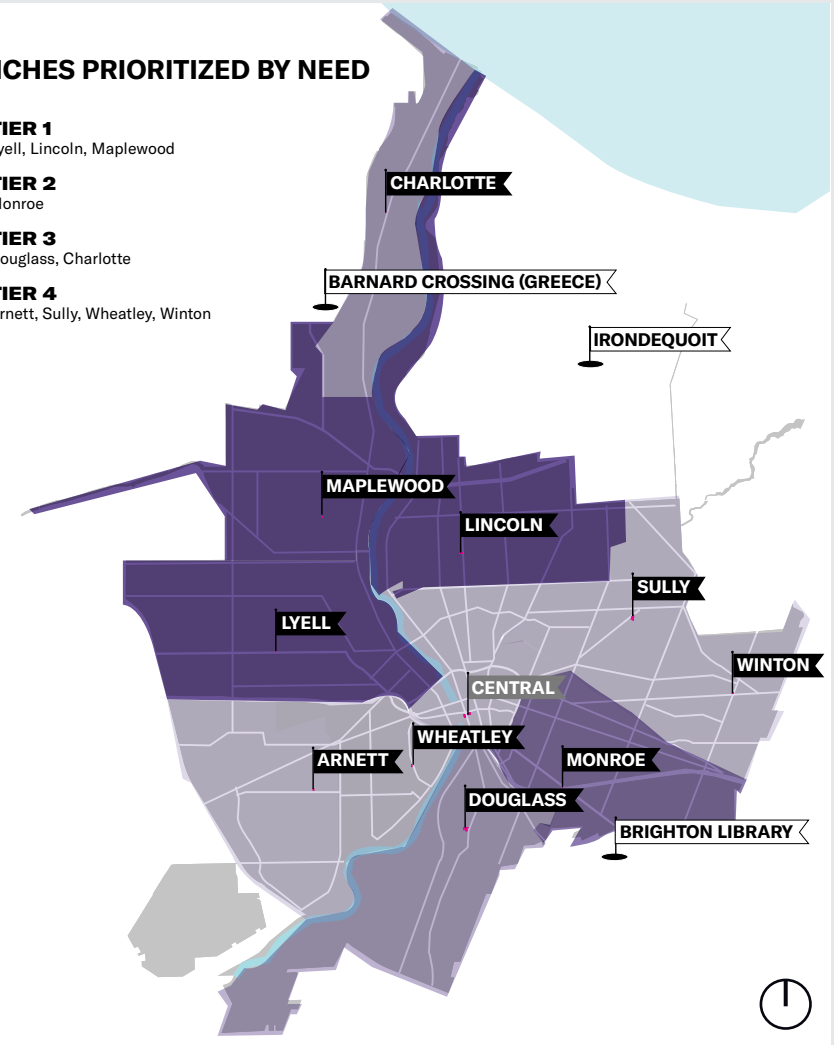
MASTER PLAN FRAMEWORK:
## System-Wide Recommendations

The system-wide program, facilities and operations recommendations present pathways to increase the reach and impact of all branches. Investments in staff development and retention, for example, will yield ripple effects across the whole system, improving referrals and specialized programs for current and new patrons. Broadly disseminating RPL's past successes will draw attention, increase attendance and attract resources over time. And developing a catalog of ways to update building performance will be valuable for both short- and long-term space improvements, ultimately inviting more Rochestarians to access RPL's services.

Program and Operations

SUPPORT, DEVELOP AND RETAIN STAFF
Increase training, professional development and full-time staff positions to maintain and grow RPL's valued librarian team.
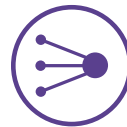
STREAMLINE CAPITAL PROCEDURES
Advocate for new city funding procedures that simplify how resources are allocated to library facility improvements.

INCREASE EFFICIENCY
Streamline internal communications, trainings, specialist knowledge, resources and collaborations to increase impact.

SHARE AND LEVERAGE SUCCESSES
Publicize RPL's successes and use them to advocate for increased funding from public, private and non-profit sectors.

SPREAD THE WORD
Increase outreach and messaging to ensure that more residents are aware of RPL's programs, events and services.

Facilities

PRIORITIZE HIGH NEED POPULATIONS
Expand programming for youth, teens, seniors, recent immigrants currently and formerly incarcerated populations and the deaf community.

INNOVATE SERVICE DELIVERY
Increase and diversify outreach including mobile and co-location options to better reach and serve high need populations.

PLAN FOR FUTURE GROWTH
Design flexible spaces and programs that can adapt over time to changing needs.

PARTNER FOR GREATER REACH AND IMPACT
Increase partnerships – programs, staffing, and services to increase RPL's reach and impact.

PLAN FOR TECHNOLOGY AND FLEXIBILITY
Design flexible spaces, processes, and programs that can adapt over time to changing needs.

DESIGN FOR ALL
Simultaneously accommodate patrons with diverse abilities, interests and desires in library spaces and programs.

MASTER PLAN FRAMEWORK:
Branch Specific Recommendations

These are specific design interventions for each branch that drill down to the details. Tangible action steps were identified by considering the conditions of each facility, the make-up of its surrounding community, as well as what we heard from neighborhood residents and library staff. Proposed action strategies are organized into Quick Wins, Small Moves and Large Moves. Together, the system-wide and branch-specific recommendations serve as a prioritized roadmap for future investment that build on each of the branch's existing strengths and help transform the library system into a driver of equity and opportunity in the city.

"Coordinate events between Library and educational institutions."

- BPAC Member

Quick Wins

Quick wins can be made immediately and at little or no cost. One example is partnering with local organizations and city agencies that have shared interest in providing youth programming, adult education and job training.

"Partner with businesses who are invested in the community to help fund facility and programmatic improvements"

- BPAC Member

Small Moves

Small Moves, like adding ramps and handrails, social service staff or reading nooks, can dramatically increase usability and attract new groups of residents, at moderate cost.

"Create work programs and services for children and youth that will keep them away from crime and gangs."

- Survey respondent

"Libraries should have a coffee spot and kick back place, where people can just read and relax on comfortable chairs during the evening and morning hours."

- Survey respondent

Large Moves

Large Moves radically rethink service delivery at three branches, and include recommendations that impact both physical and programming resources. For example, strategies like co-location, expansion and mobile programming can multiply the reach and value of the system's books, services and other offerings. Implementing these strategies would require a deeper level of commitment and investment that will pay off in lasting community benefits.

NEXT STEPS

The Master Plan is both pragmatic and ambitious, incorporating many immediately actionable strategies and others that look to the future. The Plan identifies creative solutions, experimental prototypes, and new relationships with agencies, community groups and the private sector. Working together, the spectrum of proposed strategies have the potential to strengthen and change the way library branches operate in the city.

Although the plan looks to the future, Rochester Public Library already has begun seeking concrete ways to implement key recommendations that emerged from the planning process system-wide. In addition, RPL will begin incorporating small and large scale interventions into upcoming capital requests to help secure the resources necessary to advance the work. Depending on the scale of intervention proposed at each branch, resources will include financial investment, technical expertise and general contracting skills.

The RPL team will steward the implementation process moving forward, keep track of changes made and continue to advocate for the funding, resources and partnerships that will be required to make this Plan a reality. In doing so, they will be advancing a more equitable and vibrant Rochester.

Ørestad Library, Claus Bjarrum Arkitekter

*Rochester Infrastructure,
Photo by Aaron Asis*

INTRODUCTION

"The Rochester Public Library of today is all about Education & Engagement, Sustainability & Resources, and Stewardship & Curation. We will help you live a rich and fulfilling life by providing access to lifelong learning experiences for all ages."

- Patricia Uttaro, Director RPL

Rochester is a rust-belt city whose population has been on the decline, decreasing by 4% between 2000 and 2010[1]. While the city has been shrinking overall, its non-white and foreign-born populations have steadily grown. Mirroring this trend, the Rochester Public Library (RPL) system recently experienced an increase in circulation, internet use and program participation among immigrant patrons and people of color, as well as an increase in youth and children's services[2].

Serving demographically distinct neighborhoods of Rochester, each RPL branch plays a particular role in response to its local context. Understanding the unique reality of each of RPL's 10 branches is critical to implementing innovative design that reflects the individual needs of Rochester's diverse communities.

The Branch Facilities and Operations Master Plan builds on RPL's previous work and national best practices to inform new and modified library service delivery. It explores the system's urban context and diverse communities, leveraging the city's strengths. Over a six-month period, the team's multi-pronged approach looked at the library system through multiple lenses:

PEER RESEARCH: Research, interviews and lessons learned from six peer library systems across the United States informed RPL best practices, service gaps and growth areas.

COMMUNITY ENGAGEMENT: A layered community engagement process mobilized both RPL and external project stakeholders to identify public priorities for library facilities. Community input informed the equitable design and development of programmatic interventions, spaces and service models that optimize facility use and respond to resident needs.

FACILITIES ASSESSMENT: Facility assessments and the evaluation of existing conditions informed a roadmap for implementation. Decision-making criteria will allow RPL to assess and prioritize various development options, considering community need, cost, feasibility and impact.

MACRO ROCHESTER CONTEXT: A study of Rochester's social and physical context highlighted areas of high vulnerability, city growth trends and capital investment patterns, to identify priority neighborhoods for RPL investment.

All these inputs were woven together to formulate the Master Plan recommendations and framework.

[1]US Census Bureau, 2000 and 2010 decennial Census, as well as more recent estimates from the American Community Survey

[2]Rochester's Communities and their Public Libraries; 2012 and Beyond

PEER RESEARCH

Peer library research grounds decision-making in an understanding of how RPL compares to other library systems nationwide. Through this research, RPL can learn from others who have already implemented creative strategies addressing challenges similar to those faced in Rochester. Peer library interviews, publication reviews and desk research informed an assessment of RPL's services, facilities and programs to identify RPL's strengths and opportunities for improvement. This research was supplemented with best practice case studies from the United States and abroad to unearth innovative building typologies, service delivery models and partnerships models that RPL can draw from.

Peer library systems in the United States were identified based upon the following general criteria:

Population
Cities with a population of 150,000 - 250,000

Socio-economic profile
Cities with median income of approximately $30,000
Cities with a poverty rate of approximately 30%
Cities with an unemployment rate at or around 10%
Cities with a similar racial profile and foreign-born populations

History and economic profile
Cities that are considered former Rust Belt cities
Cities that are seeing reinvestment
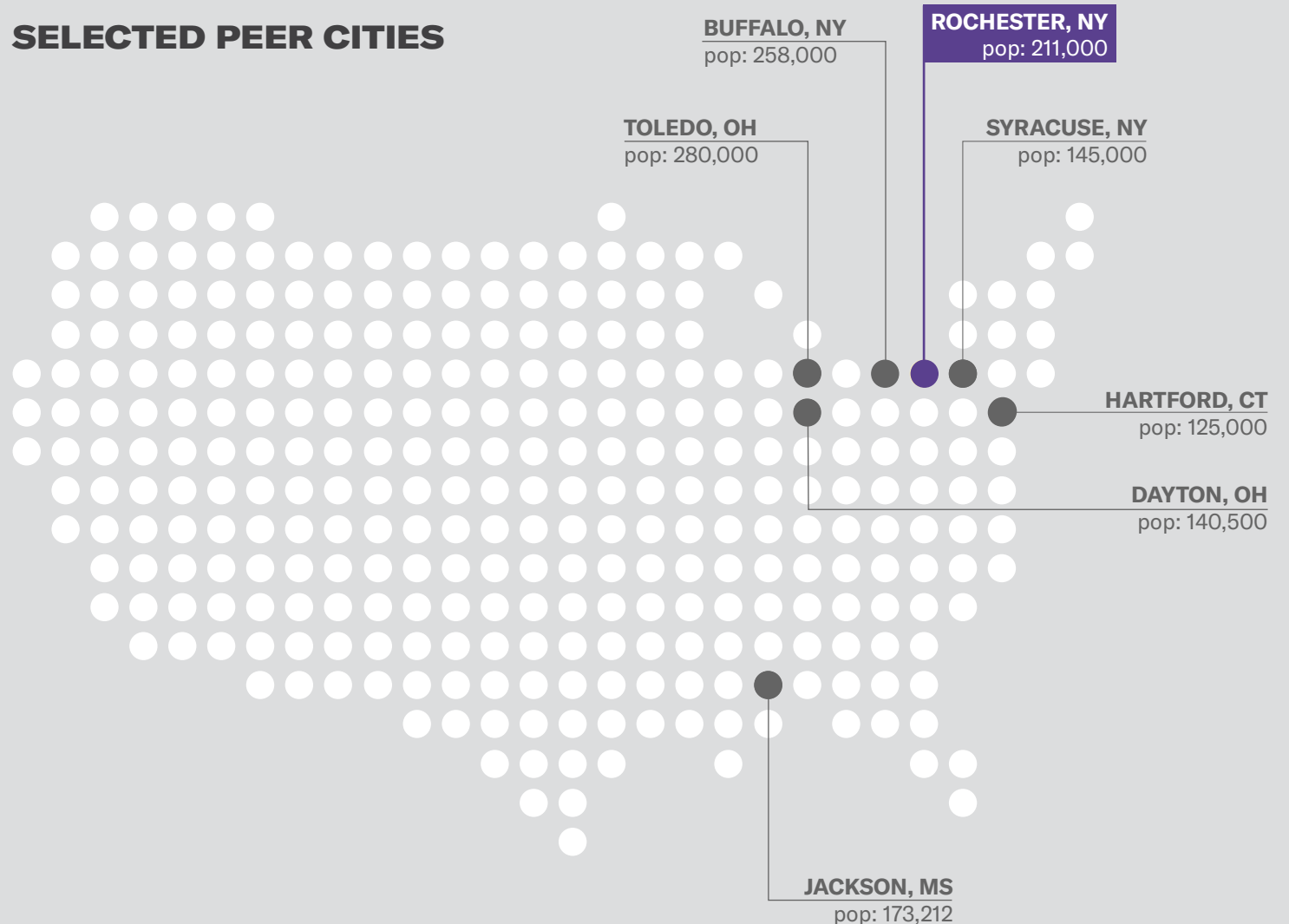Peer New York state cities

Number of Library branches
Cities with 8 - 20 library branches (Rochester = 10)

Library funding structure and systems
Cities with similar funding and governance structures

SELECTED PEER CITIES

BUFFALO, NY
pop: 258,000

ROCHESTER, NY
pop: 211,000

TOLEDO, OH
pop: 280,000

SYRACUSE, NY
pop: 145,000

HARTFORD, CT
pop: 125,000

DAYTON, OH
pop: 140,500

JACKSON, MS
pop: 173,212

HOW DOES ROCHESTER COMPARE TO ITS PEERS?

Comparative data shows that RPL is surpassing its peers in the visits/ capita and program attendance.
Areas to improve include increasing the number of visits per capita.

OUTLETS/ 100K

Hartford	9.76
Jackson	6.23
Dayton	5.45
Rochester	5.26
Toledo	4.98
Syracuse	1.94
Buffalo	0.99

AVERAGE BRANCH SIZE

Toledo	13,918
Syracuse	10,326
Dayton	9,169
Buffalo	8,676
Rochester	8,101
Jackson	7,356
Hartford	3,883

TOTAL FACILITY SIZE

Toledo	521,531
Buffalo	472,410
Rochester	411,014
Dayton	247,727
Syracuse	198,069
Hartford	169,946
Jackson	148,399

TOTAL HOURS

Dayton	68,177
Toledo	60,252
Jackson	39,957
Syracuse	27,181
Rochester	22,236
Buffalo	18,837
Hartford	15,246

CIRCULATION/ CAPITA

Toledo	13.9
Dayton	13.3
Rochester	6.6
Hartford	3.9
Buffalo	3.3
Syracuse	2.0
Jackson	1.5

VISITS/ CAPITA

Rochester	8.1
Toledo	6.8
Dayton	5.9
Hartford	5.8
Jackson	3.4
Syracuse	1.8
Buffalo	1.0

TOTAL PROGRAMS

Dayton	8,994
Toledo	7,776
Rochester	6,579
Hartford	6,235
Jackson	2,373
Syracuse	2,240
Buffalo	1,741

PARTNERSHIPS

Peers are partnering with various groups and organizations such as businesses; community organizations; correctional facilities; daycare providers; hospitals; museums; parks; schools; senior centers; universities; volunteer groups etc.

The peer research shows that RPL is doing very well in pursuing diverse and multiple partnerships.

SERVICE DELIVERY

Peers are providing service in a variety of creative ways including co-location; e-stores; homebound delivery; late and weekend hours; lobby stop service; library-on-wheels; online access; pop-up; kiosks; stores etc.

The peer research shows that RPL could pursue additional models of service deliveries.

PEER OPPORTUNITIES

BUILDING ON STRENGTH

Rochester Public Library branches are clearly playing a critical role in the communities they serve. RPL's ten unique branch facilities serve as a gateway to knowledge and information; provide conditions for lifelong learning; encourage social inclusion and equity; foster civic engagement; offer critical gathering spaces and create a bridge to resources and community involvement. They are well used, offer extensive programming and are loved by their diverse patrons.

WELL USED

8.1 VISITS/CAP (ROCH)
4.6 VISITS/CAP (US)

Branch Libraries are an integral part of Rochester's communities. RPL sees more patrons per capita than any of its peers and has a door count rate that is close to double the national average.

WELL PROGRAMMED

31 PROGRAMS/1000 (ROCH)
14.1 PROGRAMS/1000 (US)

Branch Libraries offer robust programming at a rate that is almost 80% higher than the national average. Diverse programs do well to cater to all patrons including children and their families, teens, young adults, adults and seniors.

WELL LOVED

#1 THING RPL PATRONS LOVE IS LIBRARY STAFF

Branch Libraries and the librarians are overwhelmingly loved and appreciated by the community. Feedback from community engagement revealed that the number 1 thing people like about RPL is the staff!

WELL POSITIONED

Deeply embedded in each neighborhood, RPL branches are well known for the breadth of programs and safe and trusted community spaces they create. From education and learning, to digital inclusion, to healthy, sustainable communities, RPL meets a wide range of community needs to support localized priorities and is positioned to be a leader service delivery.

OPPORTUNITIES TO INNOVATE

Although RPL is doing exceptionally well, it can always do more to adapt to Rochester's constantly evolving communities. Like many peer library systems, limited funding, resources and staff affect RPL's ability to effectively deliver programs and services to all communities. Overcoming these challenges will require a targeted approach that leverages partnerships, maximizes resources, selectively introduces new initiatives and efficiently expands RPL's reach.

OUTREACH + PARTNERS

Actively leveraging creative partnerships with local institutions, businesses and community organizations will maximize RPL's impact. Non-traditional outreach and service models will improve patron's ability to access, afford and locate available services. Peer examples include: library on wheels, 24 hour lobbies, book dispensers, mini libraries and lobby service in various locations such as senior centers, correctional centers and doctors' offices.

MAXIMIZE RESOURCES

Creatively maximizing RPL's existing staff and facility resources will improve operational and spatial efficiencies system-wide. Peer examples include minimizing staff redundancies by cross-training librarians and creating system-wide specialists for teen, youth, job training etc. and retrofitting branches to include flexible multi-use spaces that are designed with consistent branding and clear wayfinding.

CHILDREN'S PROGRAMS

Incorporating ongoing research in early childhood development into library programming will optimize the impact of RPL early intervention and literacy services for children aged birth to five. This is especially critical in disadvantaged and vulnerable populations. Peer examples include programs geared to babies and toddlers, take-home packages for families, outreach services to daycares and enhanced children's spaces and are some of the ways that this is being addressed.

DIGITAL EQUITY

Improving access to the internet and digital technology is essential for underserved residents. Public computers and library wi-fi locations are a first line of assistance; however, many peers are looking further at what can be done to better help address the digital divide. Peer examples include providing digital devices, digital literacy training, access to online resources and access to the internet at home.

ENGAGEMENT

The Master Plan placed community voices at the center of the process and sought input from a broad cross-section of users and stakeholders to inform its recommendations. Working closely with RPL staff and the Branch Project Advisory Committee (BPAC) – a cross-sectoral group that represented city agencies, social service providers, community-based organizations and safety and security expertise – the Team heard from almost 2,000 Rochesterians over the six-month planning process.

Engagement was carried out in the following ways:

SURVEYS: Electronic and print patron surveys were placed at every library branch in English and Spanish. BPAC members and other partners also distributed surveys in their communities.

ONE ON ONE INTERVIEWS: The team carried out interviews with city agency staff, community groups, service providers and educators.

FOCUS GROUPS: Three focus groups were conducted with teens, seniors and parents of young children at library branches and a community center.

BPAC MEETINGS: The Master Plan team shared findings and draft recommendations with BPAC during the process and sought input and insight on overall direction and on outreach.

"Leverage business and philanthropic sectors for funding gaps"

- Survey respondent

TOP SURVEY RESPONSE:
Provide more diverse programs and partnerships and extend library branch operating hours

"Go Mobile!"

- Survey respondent

TOP SURVEY RESPONSE:
Target programs and resources for young children, families and seniors

"Bolster holistic and inter-generational programs"

- Survey respondent

1700+ SURVEYS

Broad outreach and follow-up resulted in a very robust response to the user survey. The team received feedback from all of Rochester's zip codes. Patrons expressed a deep love for the library system, its friendly staff and its branch locations. While patrons generally expressed a high level of satisfaction with the branches, they requested more parking, additional hours of operation and more variety in family-friendly programming. Specific branch requests are covered in more depth in the branch recommendations sections.

20 INTERVIEWS

The team interviewed over 20 individuals and experts from city agencies, community groups, service providers and schools. Information from city planning departments revealed valuable insights on how the libraries fit into the broader city context. Input on partnerships, safety and security, programming and funding opportunities from a broad cross-section of experts helped shape the system-wide recommendations, branch-specific foci and partnership and programming suggestions.

3 FOCUS GROUPS

Through the three focus groups, some cross-cutting themes emerged, shared across different types of patrons. Program and branch staff have deep personal connections that, participants reported, drive their interest and attendance at each branch. Teens were more mobile and stated that they would go to programs at branches if the topics were of interest to them. Parents with young children and seniors expressed a desire for more mobile and outreach programs to reach them where they are.

BPAC

The team received input from BPAC members at two working sessions. A common theme from all members was the need to target library outreach services and programs towards the most vulnerable – low income children, working families and seniors. The BPAC members also expressed a strong desire to partner with the RPL system to increase holistics and inter-generational programming.

MAJOR TAKEAWAYS

RPL Branch Libraries are well used.

More than **70%** of survey respondents visit the library once a week or more.

How often do you visit the library?

- 9% Yearly
- 11.4% Monthly
- 41% Daily
- 31% Weekly
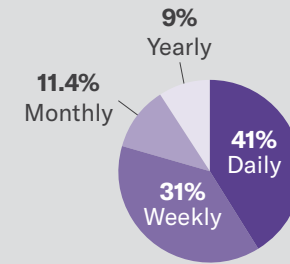
"The library has become a hub of activity for the neighborhood."
- Survey respondent

What Patrons Love:

#1 = Staff
Location
Collection
Atmosphere
Computers
Programs

"I wish the library hours were longer. I'm working most hours they're open."
- Survey respondent

What Patrons Want:

Longer Hours

Larger Spaces

Diverse Programs

Parking

FACILITIES ASSESSMENT

Rochester Public Library maintains an impressive portfolio of real estate including 10 branch libraries totaling over 95,000 square feet of interior space. These facilities range in age from the oldest, Monroe (82 years old), to the youngest, Sully (9 years old). Differences in building age, size, location, program and style affect the ways each library is maintained, operated and used by patrons over time. To assess each branch's overall health, the team reviewed building-related documentation and maintenance logs, conducted in-depth interviews with branch staff and librarians, and toured each facility.

Facility assessments take into consideration building conditions, programming and operations and are used to inform both system-wide and branch-specific recommendations. At the system scale, the facility assessment prioritizes improvements across branches to allocate funding to branches in most need. At the branch scale, the assessment identifies opportunities and challenges to existing building conditions and provides design recommendations categorized as quick wins, small moves and large moves. Together, these create a flexible and tangible roadmap for development decisions that incorporate flexibility, community needs, cost, feasibility and impact.

BRANCH SNAPSHOT

10 Branches | **47** Average Age | **9,500** Average Size (sf) | **49%** Population within a 10 min. walk

Arnett

Charlotte

Douglass

Lincoln

Lyell

Maplewood

Monroe

Sully

Winton

Wheatley

BUILDING CONDITION

An assessment of structural, mechanical and plumbing systems as well as interior finishes and site conditions. The branch most in need of immediate repairs is **Lincoln.**

PROGRAMMING

An assessment of the number of programs offered, program attendance rates and the diversity and cultural appropriateness of offerings. Branches that are most in need of additional programming support include **Winton, Lyell and Wheatley.**

OPERATIONS

An assessment of book and resource circulation, door count, computer use and library card registration. Branches that are most in need of additional operations support include **Lyell and Douglass.**

CHARLOTTE

BARNARD CROSSING (GREECE)

IRONDEQUOIT

MAPLEWOOD

LINCOLN

SULLY

LYELL

WINTON

CENTRAL

WHEATLEY

ARNETT

MONROE

DOUGLASS

BRIGHTON LIBRARY
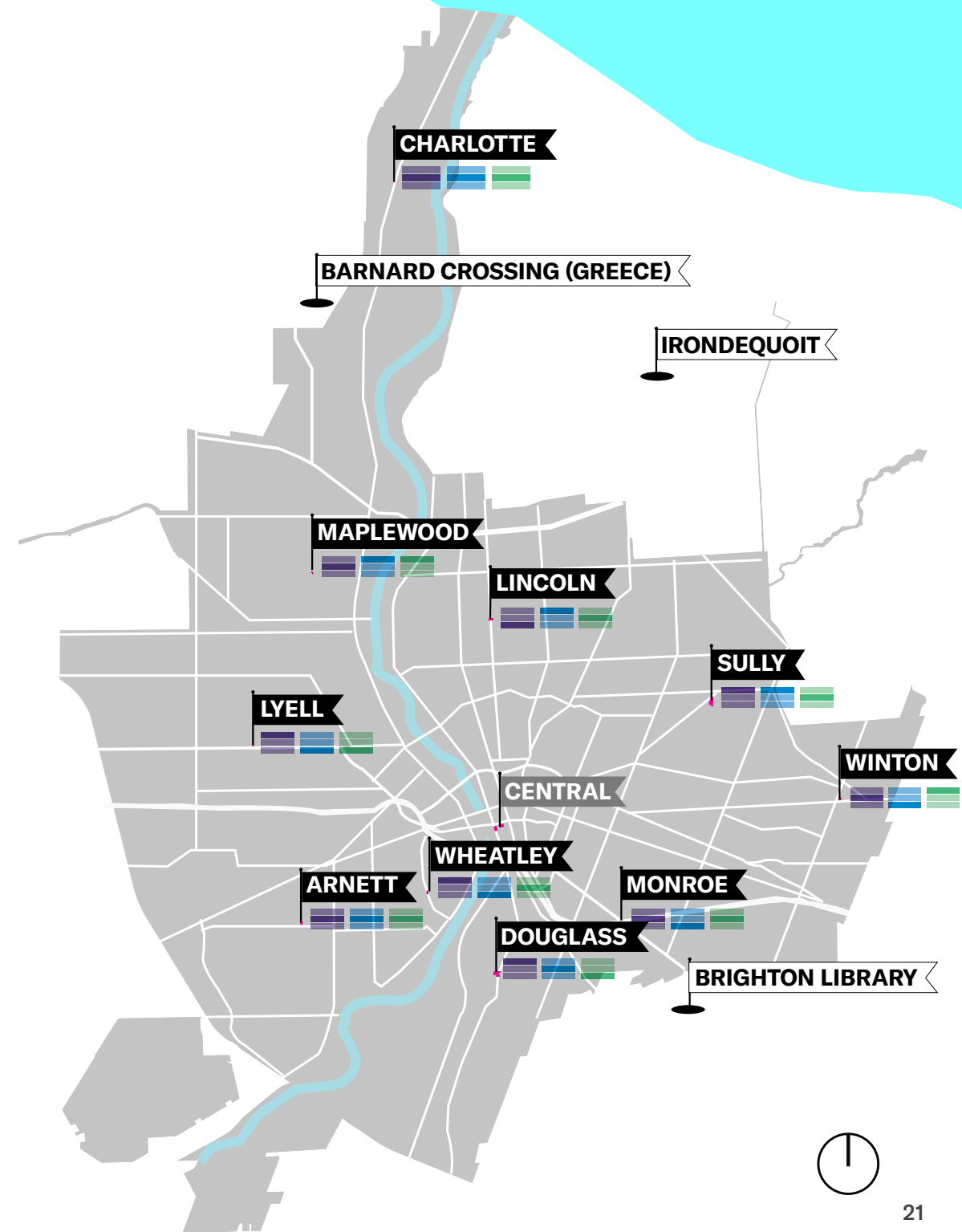
ROCHESTER CONTEXT

Rochestarians take great pride in their city's distinctive natural environment, diversity of neighborhoods, cultural attractions and history. Many residents have lived in Rochester their entire lives, while others have returned after residing elsewhere and still others are newcomers to the city, state or nation. In recent decades, Rochester's economic and urban condition has ebbed and flowed. Its history is deeply intertwined with Kodak's role as a major employer and hub. As the company's fortunes declined, the ripple effect resulted in a shrinkage of the city's tax base as many upper middle class, white residents moved to nearby suburbs. In recent years, parts of the city's urban center have seen significant reinvestment and revitalization buoyed by a renewed interest in urban living, and the attraction of certain business sectors. At the same time, the city as a whole is still below the average median income compared to the United States. This evolution of Rochester is both specific to the region and echoed in other post-industrial cities undergoing similar changes.

Implementation of RPL's Master Plan provides an opportunity to leverage renewed investment in many of Rochester's neighborhoods, while simultaneously ensuring that those Rochestarians with the lowest incomes and resource access can preserve and bolster their log-standing neighborhood assets. Prioritizing library services and programs for segments of the population that are historically and currently marginalized from opportunity -- including communities of color, workers, residents returning from prison, immigrants, English language learners and those at all stages of educational attainment – will amplify impact for populations that are marginalized from pockets of city growth and development.

In addition, coordination with ongoing planning processes and partners– such as the Rochester 2034 Plan, Transit Corridor Study, Housing Market Study, Rochester- Monroe Anti-Poverty Initiative, the Mayor's effort to build employee-owned cooperatives and partnerships with local businesses such as Wegmans, University of Rochester and the local health sector – offer opportunities for RPL to strengthen and support ongoing city investments and strategic areas of growth.
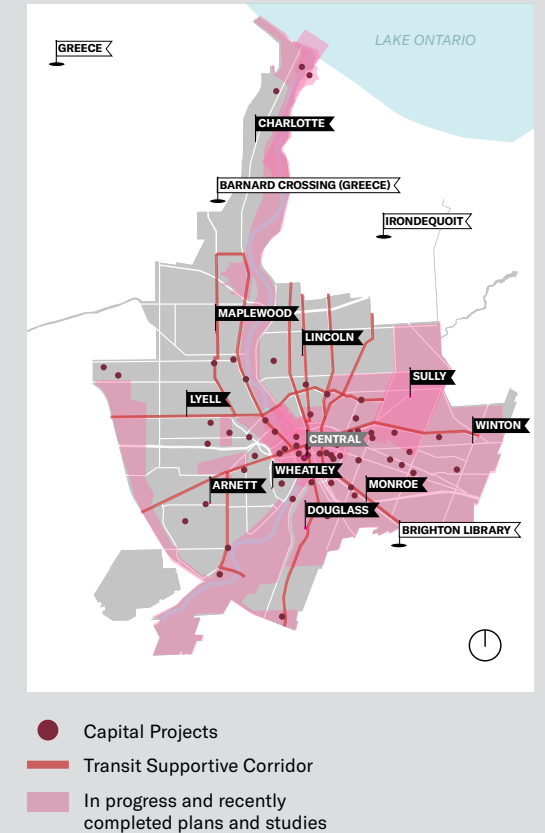
1. VULNERABILITY

Least Vulnerable — Most Vulnerable

2. POPULATION TRENDS

Areas of Population Growth

3. CITY INVESTMENT

Capital Projects
Transit Supportive Corridor
In progress and recently completed plans and studies
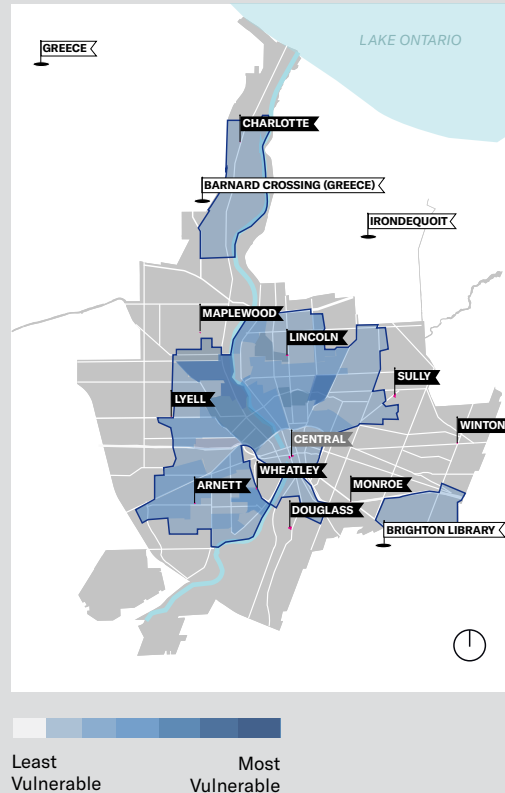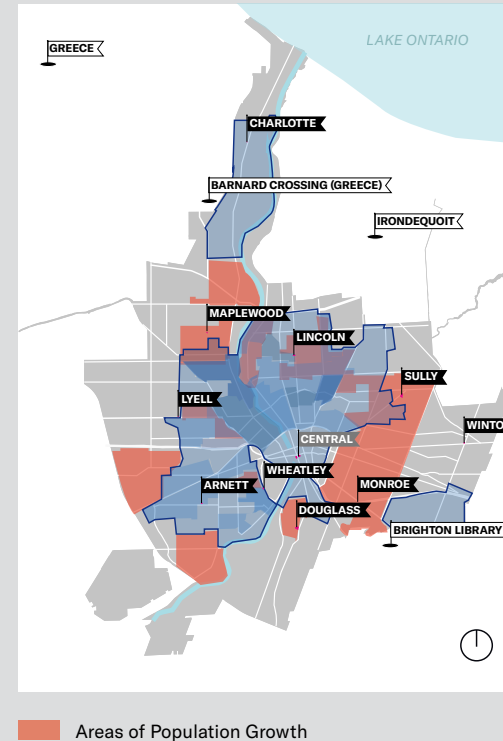
1. VULNERABILITY

A study of Rochester's socioeconomic patterns reveals areas of vulnerability identified by looking at density of people of color, low-wage earners, individuals with low educational attainment, recent immigrants, children, seniors and those with limited transit access. These areas are concentrated in a crescent shape to the north and west of Rochester's downtown.
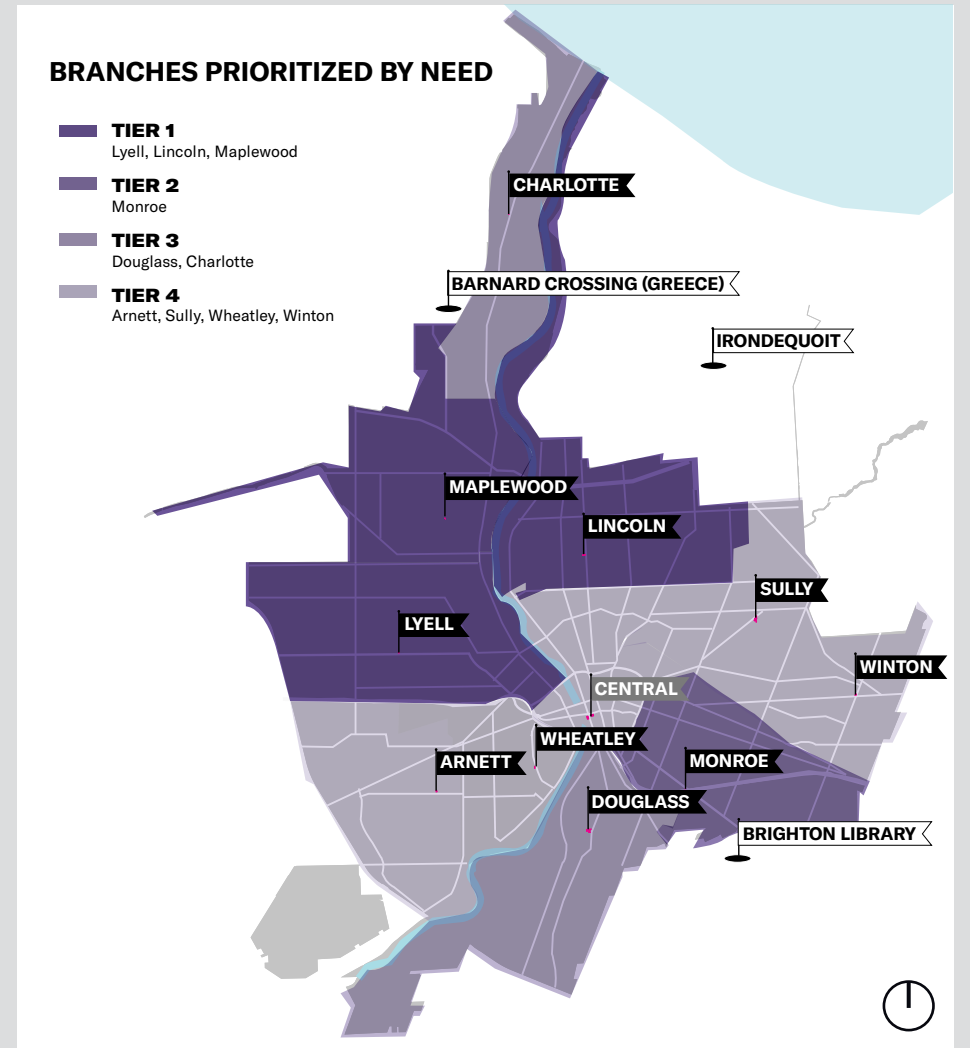
2. POPULATION TRENDS

Population growth is concentrated in Rochester's outer downtown ring, adjacent to areas with the highest concentration of vulnerability. Increased home sales and upward mobility in some areas is coupled with areas of high vacancy and population decline in surrounding low-income communities.

3. CITY INVESTMENT

Rochester has attracted and encouraged considerable investment as a result of federal funding and planning efforts, concentrated in a crescent-shaped area to the south and east of downtown. The city has also identified key corridors for multi-pronged revitalization and investment efforts, several of which are proximate to or include an RPL branch.

TIERED PRIORITIES

The Team overlaid vulnerability, population trends and city growth patterns to identify gaps, overlaps and opportunities, e.g. areas of highest vulnerability, population growth and gaps in city investment were identified as higher need. The result is the delineation of a four tiered priority zones for the Master Plan which serve as a geographic roadmap to help inform and guide RPL's capital and resource investments . The premise for this approach is to ensure that areas with the highest vulnerability see the greatest and most equitable impact from investment and resources. Library branches and neighborhoods in Tier 1 are the top priority, followed by those in Tiers 2, 3 and 4.

BRANCHES PRIORITIZED BY NEED

TIER 1
Lyell, Lincoln, Maplewood

TIER 2
Monroe

TIER 3
Douglass, Charlotte

TIER 4
Arnett, Sully, Wheatley, Winton

CHARLOTTE

BARNARD CROSSING (GREECE)

IRONDEQUOIT

MAPLEWOOD

LINCOLN

SULLY

LYELL

WINTON

CENTRAL

WHEATLEY

ARNETT

MONROE

DOUGLASS

BRIGHTON LIBRARY

"(Outside the library...) No other institution, public or private, does a better job of reaching people who have been left behind in today's economy, have failed to reach their potential in the city's public-school system or who simply need help navigating an increasingly complex world1."

- Center for an Urban Future

MASTER PLAN FRAMEWORK

The Branch Facilities and Operations Master Plan provides system-wide recommendations and branch-specific strategies that bolster the multiple ways people use libraries today and creates a flexible armature for adapting to future changes. Libraries have a proven impact on the daily lives of patrons, much beyond a traditional exchange and absorption of knowledge. A 2017 Pew Research study found that Americans believe libraries help them in the following ways:

- **65% say libraries help them grow as people.**
- **49% think libraries help them focus on things that matter in their lives.**
- **43% believe libraries help them cope with a busy world.**
- **38% say libraries help them cope with a world where it's hard to get ahead.**
- **27% think libraries help them protect their personal data from online thieves.**

While many of these benefits are evident among Rochester library users, local research revealed gaps and opportunities to further add value across the city.

System-wide and branch-specific recommendations present pathways to increase the reach and impact of all branches and provide tangible action steps through quick wins, small moves and large moves. Together, the cross-cutting and branch-specific recommendations serve as a prioritized roadmap for future investment that build on each branch's existing strengths and help transform the library system into a driver of equity and opportunity in the city.

SYSTEM-WIDE RECOMMENDATIONS

Given the differences in neighborhood demographics, patron use, facilities and staffing across RPL's ten branches it is no surprise that each library is utilized in unique ways. At the same time, each branch operates within the larger Rochester Library system and is perceived by the community as one in a network of 33 Monroe County Libraries (10 of which are City owned).

System-wide recommendations address program, operations and facility improvements that affect RPL's decision making at the macro scale. They address common themes identified by library staff and leadership, community partners, and patrons. Many raised, for example, potential improvements in public promotion of programs and services; procedures for internal communications, training and shared resources; full-time staff development; leveraging built assets; and adapting to the changing needs of Rochester's communities.

RPL can use system-wide recommendations to better their internal and external operations, as well as ground the design and implementation of branch-specific strategies in equity principles that are informed by both library users and peer systems.
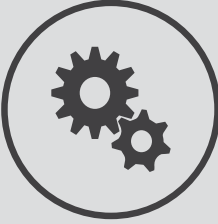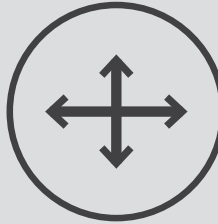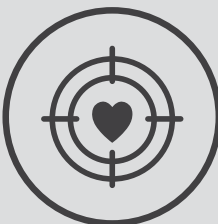
SYSTEM-WIDE RECOMMENDATIONS
Programs and Operations

🌷 SUPPORT, DEVELOP AND RETAIN STAFF

Increase training, professional development and full-time staff positions to maintain and grow RPL's valued librarian team.

1,700 surveys collected during the Master Plan clearly illustrated the value and deep appreciation patrons have for RPL librarians – the number one thing patrons love most about RPL is the staff. Since 2008 however, RPL has experienced a 20% system-wide decrease in full-time staff due to budget cuts and management changes. With only 4 out of 10 libraries having a full-time branch librarian in addition to a site supervisor, branch staff are overstretched. Additionally, recruiting and retaining experienced and skilled candidates is challenging, an issue that is critical to RPL's continued success.

⋗ STREAMLINE CAPITAL PROCEDURES

Advocate for new city funding procedures that simplify how resources are allocated to library facility improvements.

RPL is resourceful at leveraging government funding, foundation grants, and in-kind donations to maximize revenue, and has also been strategic about coupling facility structural repairs with much needed interior renovations when submitting city funding applications. RPL has also found creative strategies to maintain program and service offerings despite substantial funding cuts – in 2018, the cuts were equivalent to the annual operating cost of one branch. In order for RPL to increase its impact and conduct much needed infrastructural upgrades, City funding procedures should be reexamined and streamlined to sustainably support RPL's long-term funding needs.

⚙ INCREASE EFFICIENCY

Streamline internal communications, trainings, specialist knowledge, resources and collaborations to increase impact.

In 2018, 78% of RPL's total operating budget went to full-time and part-time staff salaries. The budget reflects 15 full-time positions at branches and includes only two system wide positions – a facility support position and outreach librarian. Regularly scheduled system-wide staff meetings and partnerships with organizations like "Safe to be Smart" and "Literacy Volunteers of Rochester" provide additional staff support, but more opportunities exist to streamline and maximize limited RPL resources.

Opportunities

- Advocate for more full-time hires in lieu of part-time employees and partner with city agencies and organizations to expand service delivery.
- Facilitate targeted trainings for library staff on current and relevant topics such as digital media, fundraising, social services, STEM trends, youth development and immigrant services.
- Institute semi-annual system-wide staff health and wellness retreats to build community and show appreciation.

- Reallocate a portion of the county's funding to city libraries to optimize the 75% state match for poverty level eligibility.
- Partner with city departments to jointly submit innovative funding requests to capitalize on new revenue streams.
- Streamline the city's RFP process to identify and track priority improvements, work scope, and vision for all branches.

- Establish a user-friendly database for all staff to share internal updates, partner contacts, resources, and events.
- Allocate resources or fundraise to create additional system-wide positions for specialties such as early childhood, vocational training, digital literacy and immigrant services.
- Create a staff resource room at Central with resources, tools and common space - organize system-wide lunch and learns at this space or other branches to showcase innovative programs at RPL branches and beyond.

⊘ SHARE AND LEVERAGE SUCCESSES

📢 SPREAD THE WORD

Publicize RPL's successes and use them to advocate for increased funding from public, private and non-profit sectors.

Increase outreach and messaging to ensure that more residents are aware of RPL's programs, events and services.

Deeply embedded in each neighborhood, RPL branches are well known for the breadth of programs and safe and trusted community spaces they create. From education and learning, to digital inclusion, to healthy, sustainable communities, RPL meets a wide range of community needs to support very localized local priorities. RPL has the potential to increase its government and private funding sources by measuring and sharing the impact all its services have on high need populations.

RPL offers a suite of exciting events, classes, and services including area food cupboards, notary services, art and museum discounts, computer classes, cultural exhibits, interpretation services, English classes, book clubs, volunteer legal services and more. Although Branch libraries provide critical community resources, many residents and community partners are not aware of the full range of services offered. RPL can promote usership by providing more information on the many wonderful services it already provides.

- Identify indicators of success, collect data and measure RPL's impact to convey the library's community benefit.

- Nurture relationships with elected officials, community organizations, public and private entities and higher education to advocate for library priorities, resources and amplify RPL's role as a critical resource for Rochesterians.

- Continue to submit RPL projects and programs for national awards such as the National Medal for Museum and Library Service.

- Create a user-friendly poster or postcard about RPLs services that can be posted at small businesses, faith-based organizations, recreation centers and other popular gathering places.

- Increase RPL's social media, phone app and web presence to connect users to nearby library services, programs and events.

- Host "Open House" library events at each branch or pop-ups at community partner spaces to share information about library amenities and services.

SYSTEM-WIDE RECOMMENDATIONS
Facilities

Recommendations

PRIORITIZE HIGH NEED POPULATIONS

Expand programming for youth, teens, seniors, recent immigrants currently and formerly incarcerated populations and the deaf community.

RPL's Branch Project Advisory Committee members identified several programs or services that would benefit Rochester's most vulnerable populations including: early childhood and family education, professional / youth exchanges, health literacy classes, workforce development trainings, eviction prevention support, neighborhood outreach services, teen advisory groups and more. Focusing RPL's service offerings to address changing neighborhood needs will ensure RPL's relevance as a critical community resource moving forward.

INNOVATE SERVICE DELIVERY

Increase and diversify outreach including mobile and co-location options to better reach and serve high need populations.

49% of Rochester's population live within a 10-minute walk of a branch library. Although branches have good geographic coverage, many barriers exist to accessing facility services including hours of operation, program awareness, language ability and individual comfort level. Learning from peer library systems, RPL can expand services in a variety of creative ways including co-location; e-stores; homebound delivery; late and weekend hours; lobby stop service; library-on-wheels; online access; pop-up; kiosks; stores etc.

PLAN FOR FUTURE GROWTH

Design flexible spaces and programs that can adapt over time to changing needs.

RPL maintains an impressive portfolio of real estate including 10 branch libraries totaling over 95,000 square feet of interior space. These facilities range in age from the oldest, Monroe (82 years old), to the youngest, Sully (9 years old) and as such, vary in terms their ability to adapt to accommodate modern library needs. Including the public in the design of branch improvements and changes in programs, as well as creating flexible spaces, will improve RPL's ability to better serve communities and adapt to changing growth patterns.

Opportunities

- Promote intergenerational learning through co-participant literacy, STEAM, parenting and pre-natal classes.
- Provide civic engagement opportunities such as local government 101, citizen rights, census, citizenship and other civic engagement workshops and events.
- Co-create job training, re-entry and literacy programs focused on formerly incarcerated populations

- Co-locate library services in alternative locations including public schools, community organizations, senior centers, and more.
- Provide mobile learning kits and free digital e-book downloads that can be accessed remotely.
- Deploy neighborhood pop-ups, library bikes, library on wheels and tech mobiles to deliver internet, digital literacy training and programming to hard to reach communities.

- Engage the community in participatory branch design and visioning sessions to foster local ownership and use of space.
- Install free mobile public wi-fi hotspots in and outside of library to expand service reach.
- Renovate and/or build to create open flexible and healthy spaces that have adequate daylight and air flow.

PARTNER FOR GREATER REACH AND IMPACT

Increase partnerships – programs, staffing, and services to increase RPL's reach and impact.

RPL has a network of over 400 business, neighborhood and agency partners that engage with RPL facilities and staff in various capacities. With no formal partner procurement process in place, branches tend to solicit partnerships on a branch by branch basis dependent upon the individual interests and connections of RPL staff. Strategically engaging partners in a deeper and long-lasting capacity will amplify impact and help relieve staff strain.

DESIGN FOR ALL

Simultaneously accommodate patrons with diverse abilities, interests and desires in library spaces and programs.

RPL's mission, "to engage the community in life-long learning for all through equal access to information, technology, gathering spaces and expert staff," reiterates their commitment to equitably serve all Rochesterians regardless of age, physical ability, language aptitude, learning style, social preferences, race or sexual orientation. Design, construction, and programming of branches should extend beyond standard ADA compliance to thoughtfully accommodate all patrons.

PLAN FOR TECHNOLOGY AND FLEXIBILITY

Design flexible spaces, processes, and programs that can adapt over time to changing needs.

Technology is constantly evolving, bringing both opportunities and challenges. Meeting the growing technology needs of the Rochester community is an expensive fiscal challenge, but also a priority. RPL has an opportunity to establish themselves as a key provider of resources that meet individual and group needs, support local economies and build stronger communities for the future.

Opportunities

- Establish a strategic system-wide approach to recruiting, retaining, and leveraging partnerships across sectors.

- Work with Rochester Superintendents, Principals and educators to create high-quality summer programs and after-school learning for low-income students.

- Gift or lease branch facility space to community service providers to co-locate direct-line services under one roof.

- Recruit partner organizations to provide simultaneous and written translation services, accessibility and ASL for as many RPL programs, events, and materials as possible

- Create diverse library spaces including quiet individual work stations, collaborative group rooms and active public gathering areas.

- Procure transformable furnishings including standing/sitting desks, book bikes, quiet pods, mobile partitions and acoustic panels to adapt to various patron needs.

- Expand power outlets and charging station so patrons can have continuous coverage to support multiple types of power access.

- Introduce electronic check-out kiosks to free up staff for more targeted service delivery.

- Install mobile furnishings that can be expanded, collapsed, combined or separated to maximize program use.

- Create stations to facilitate modern work including capacity for video conferencing, smart screens and power tables.

BRANCH-SPECIFIC RECOMMENDATIONS

Branch-specific recommendations celebrate the qualities, culture and needs unique to each individual library branch and recognize that improvements and investments will be carried out incrementally. Tangible action steps are proposed for each branch and are organized into Quick Wins, Small Moves and Large Moves. The different strategies give RPL the flexibility and information to seek out additional funds for particular projects, as well as direct funds as they become available to branches in a systematic and equitable manner.

Quick Wins: Quick wins can be made immediately and at little or no cost. These are recommended for all branches. They can be used to make quick and visible programmatic and/or physical improvements that can energize staff and patrons and create immediate impacts. These are recommended for all Tiers.

Small Moves: Small moves are strategic investments that can be made at moderate cost. They can dramatically increase functionality, attract new users or increase outreach and impact to vulnerable groups . These are recommended for all Tiers.

Large Moves: Large moves radically rethink service delivery at branches and include recommendations that impact both physical and programming resources. Implementing these strategies will require longer timeframes, capital investment and staff time but result in lasting community benefits. These are recommended for Tier 1-3 branches.

Arnett   **Charlotte**   **Douglass**   **Lincoln**   **Lyell**

Maplewood   **Monroe**   **Sully**   **Winton**   **Wheatley**

BRANCH RECOMMENDATIONS SUMMARY

QUICK WINS (ALL BRANCHES)

Programs

- Increase programming partnerships
- Promote community room / digital sign-up
- Hold pop-up library events and story times
- Host system-wide outreach events
- Cultivate friends groups
- Recruit youth ambassadors
- Create technology petting zoos
- Increase online magazine and
- journal subscription
  Find innovative ways to bring children into library

Operations

- Foster partnerships with businesses and funders
- Increase digital access
- Install self-checkout terminals
- Install book dispensing machines
- Expand books-by-bike
- Increase and support staff training

Facilities

- Improve wayfinding and signage
- Create mini children's gardens
- Upgrade existing library gardens
- Install outdoor furniture
- Procure and install flexible furniture
- Open-up floor space
- Increase art installations and murals
- Install quiet pods
- Create co-working spaces

BRANCH SPECIFIC RECOMMENDATIONS

Tier 1: LYELL	Tier 1: MAPLEWOOD	Tier 1: LINCOLN	Tier 2: MONROE	Tier 3: CHARLOTTE
Small Moves: 1 - 3 years, $0-$500k				
• Off-site children's programming	• Specialized resume and document help	• Social service + health/wellness staff	• Co-partner programming	• Event visibility + outreach
• Technology rentals	• More programming - recent immigrants	• Skylights	• Technology rentals	• ADA access - ramps + handrails
• Extended after-work hours	• Off-hour community space use	• Partitions between various age groups	• Traffic calming	• ADA parking
• Flexible furnishings	• Additional full-time staff	• Redesign entry sequence	• Designated parking	• Quiet reading nooks + work pods
• Re-design entrance to meeting room	• Quiet reading nooks + work pods	• Open visual sight lines	• Redistribute teen and children's space	• Workout while you read equipment
• Electrical outlets + charging stations	• Designated on-street parking	• Improve connections to toy library	• Quiet reading nooks + work pods	• Redesign floor plan
• Safe routes to libraries	• Partition space to separate youth area	• Wayfinding + signage	• Community meeting room	• Video monitors between floors
Large Moves: 3+ years, $500k+				
Focus: Job Training Hub	**Focus: Immigrant + Refugee Services**	**Focus: Flexible Opportunity Space**	**Focus: Teen Services**	**Focus: Community + Senior Hub**
• Option 1: Lease out building + co-locate	• Option 1: Acquire property + expand	Full interior renovation	• Option 1: Retain building + co-locate	• Option 1: Retain building + lease space
• Option 2: Lease out space + go mobile	• Option 2: Lease out building + relocate		• Option 2: Partner + acquire land + create hub	• Option 2: Lease out building + co-locate
	• Option 3: Retain building + expand offsite		• Option 3: Lease out building + relocate	
	• Option 4: Retain building + co-locate (All options above + go mobile)			

Tier 3: DOUGLASS

Tier 4: SULLY

Tier 4: ARNETT

Tier 4: WINTON

Tier 4: WHEATLEY

Small Moves: 1 - 3 years, $0-$500k

Tier 3: DOUGLASS
- Maximize use of shared program room
- Mobile wifi + tech rentals
- Flexible furnishings for all ages
- Flexible floor space
- Partition space to separate youth area

Tier 4: SULLY
- Off hours community space use
- Tech rentals: computers, equipment, etc
- Rearrange entry sequence from car to door
- Exterior wayfinding + signage
- Rearrange shared bathroom + lobby space
- Redistribute shared youth + library space
- Quiet reading nooks + work pods

Tier 4: ARNETT
- Social service staff
- Additional full time staff
- Skylights
- Amplify sustainable features: solar + water
- Site landscape
- Quiet reading nooks + work pods
- Partitions between children / teen areas

Tier 4: WINTON
- Book ATM
- Event visibility
- New furnishings - ceiling, walls, floor
- Acoustic finishes
- Quiet reading nooks + work pods
- Flexible furnishings for large group events
- Redesign children's library

Tier 4: WHEATLEY
- Co-partner programming
- Event visibility + outreach
- Tech rentals - computers, equipment, etc
- Flexible furnishings
- Quiet reading nooks + work pods
- Group work spaces
- Amplify community garden

Large Moves: 3+ years, $500k+

Focus: Dedicated Youth Library
Branch Interior renovation

Tier 1: LYELL

AVERY STREET

BURROWS STREET

RUTTER STREET

LOIS STR

LYELL AVENUE

Parking

*People Ready
Employment
Agency*

	Library Branch		Buildings
	Commercial Bldg		RTA Bus Route
	Abandoned Bldg		Bike Lane

50 0 50 100 150 200 ft

Size: 5,000 GSF

Year built: **1986**

LYELL | CONTEXT

BRANCH ASSESSMENT

The Lyell Branch Library is located along a corridor, which has been historically associated with high vacancy, crime, and prostitution. The Neighborhood context and perceived lack of safety have influenced library use and programming. As a result, the building caters heavily to adult male job seekers and has an underutilized community room and children's area.

Low ←→ High

BUILDING
L M H

PROGRAMMING
L M H

CIRCULATION + TECH
L M H

WHAT'S WORKING

- Building good condition
- After-hour accessible community space
- Community garden

NEEDS IMPROVEMENT

- Low program count
- Low circulation, especially youth
- Low computer use

NEIGHBORHOOD DEMOGRAPHICS

PREVAILING TRENDS	CATCHMENT ZONE	ROCHESTER CITY WIDE
MEDIAN INCOME:	**$23K**	$31K
UNEMPLOYMENT:	**22%**	14%
HS DIPLOMA OR LESS:	**64%**	47%

RACE + ETHNICITY

- White
- Black
- Latin
- Asian
- Other

SYSTEMIC ISSUES

| HIGH POVERTY RATE | HIGH UNEMPLOYMENT RATE | PERCEIVED SAFETY ISSUES |

#1 Patron Request:
More Educational Programming

#1 Patron Complaint:
Limited hours

WHAT WE'VE HEARD

"We need more programs that help youth and adults build their confidence and skills"

"GED Programs!"

"It would be great to have a tool library in each quadrant of the city."

"Needs job training and dual language programming. Lyell should reflect the neighborhood it serves."

"Have been going to Lyell since I was a kid, it's always so friendly and welcoming there."

"It is a bit small for our community, it would be nice if it could be a little bit bigger and be open later at night."

- Lyell Patrons

LYELL | QUICK WINS AND SMALL MOVES

PRIORITY QUICK WINS

- Recruit youth ambassadors and library recruiters
- Implement walking library bus
- Foster partnerships with local businesses and service providers
- Create co-working spaces
- Procure and install flexible furniture

SMALL MOVES

- Off-site children's programming
- Technology rentals
- Extended after-work hours
- Flexible furnishings
- Re-design entrance to meeting room
- Electrical outlets + charging stations
- Safe routes to libraries

EXISTING
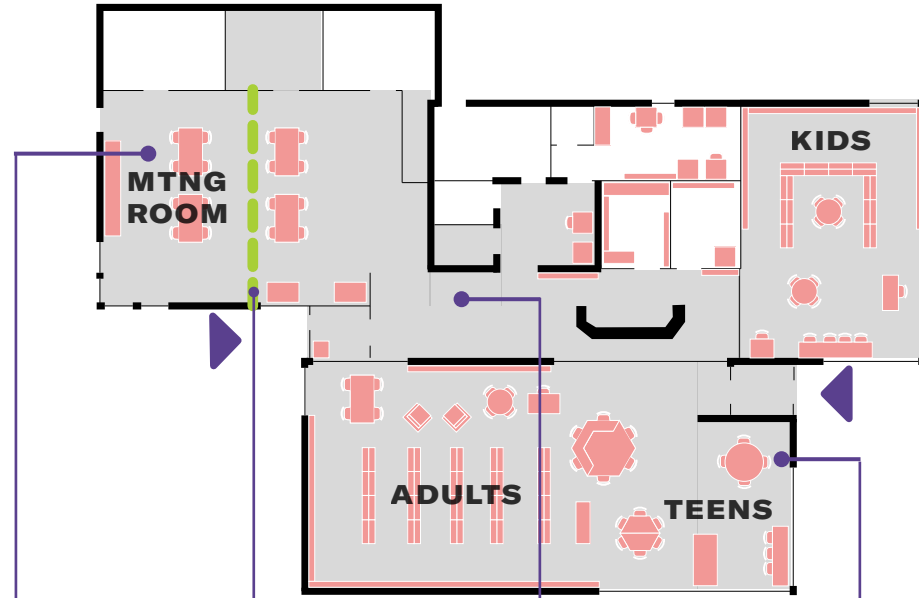
Activate meeting, job training and co-working space throughout the day, partner with organizations to help program

Install glass partition to flexibly accommodate two meetings at one time; maintain visual connection and acoustic separation

Demolish storage closet and relocate entry vestibule for view from circulation desk to meeting room

*Acquire new furniture that can be rearranged and stored away to free up floor space and build in flexibility*
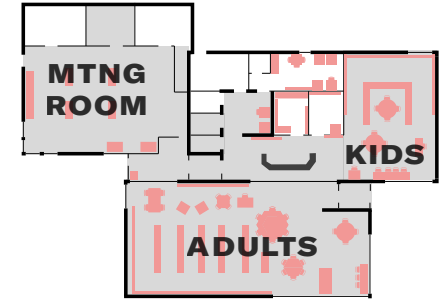
LARGE MOVES

Lyell's critical location within the community, the need for local job training and GED courses, and the branches underutilized community room space, make Lyell the perfect location for a workforce hub with co-located library services. With the Lyell Branch providing better access to job training services and a pathway towards higher education, it will become a true neighborhood resource that reflects the needs of the surrounding neighborhood and contributes to the upward mobility of its residents.

(1) LEASE OUT BUILDING + RELOCATE
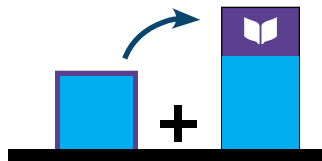
- Lease entire building to community organization
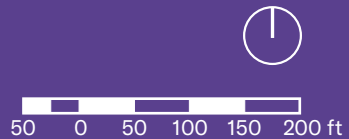- Relocate into larger building

(2) LEASE OUT PARTIALLY + GO MOBILE

- Retain + renovate building
- Co-locate library services in partner immigrant organization facility

VISION

39

Tier 1: MAPLEWOOD

The Aquinas Institute of Rochester

ALAMEDA STREET

DEWEY AVENUE

AUGUSTINE STREET

parking

PIERPONT STREET

BIRR STREET

ROCHESTER PUBLIC LIBRARY

Legend

🟥	Library Branch	⬜	Buildings
🟪	Commercial Bldg	▬	RTA Bus Route
⬜	Abandoned Bldg	┇	Bike Lane

50 0 50 100 150 200 ft
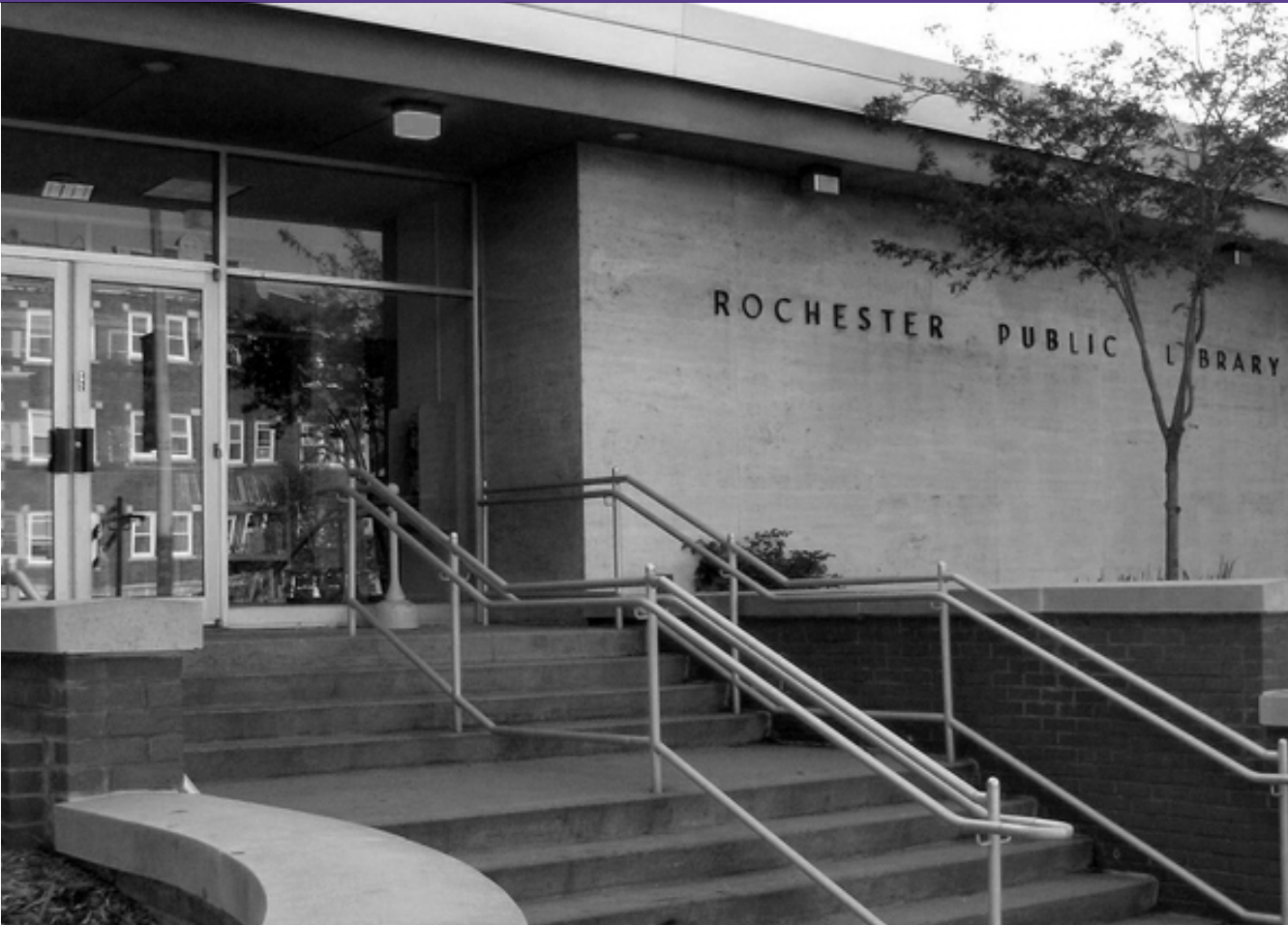
Size: 7,600 GSF

Year built: **1959**

MAPLEWOOD | CONTEXT

BRANCH ASSESSMENT

Maplewood Branch is located along a priority transit corridor in an area of the city with the highest concentration of recent immigrants. Maplewood's high number of immigrant youth and adult patrons reflect the neighborhood's make up and contribute to the branch's overcrowding. The area is friendly to pedestrians which supports a high percentage of patrons that access the branch by foot or on bike.

Low ←——→ High

L M H

BUILDING
L M (H)

PROGRAMMING
L M H

CIRCULATION + TECH
L M H

WHAT'S WORKING
· Highest program + attendance rates in system
· Highest door count in system
· Highest computer use in system

NEEDS IMPROVEMENT
· Overcrowded
· Limited parking
· Limited ability to run simultaneous programs

WHAT WE'VE HEARD

"Maplewood provides community and a place for everyone to be, the language classes, services and homework help are essential."

"I love the vibrant community and all the kids working, playing and learning together."

"We need more space! Maplewood serves a huge population but everyone is on top of each other!"

"We need adult education and resources, healthy restaurants and information, classes about nutrition, wellness, and healthier lifestyles."

"A preschool was at the library a few years ago. We really miss that."

- Maplewood Patrons

NEIGHBORHOOD DEMOGRAPHICS

PREVAILING TRENDS		CATCHMENT ZONE	ROCHESTER CITY WIDE
$	MEDIAN INCOME	**$33K**	$31K
	FOREIGN BORN	**12%**	8%
	YOUTH POPULATION	**30%**	17%

RACE + ETHNICITY

- White
- Black
- Latin
- Asian
- Other

#1 Patron Request:
More community outreach

#1 Patron Complaint:
Small and crowded

SYSTEMIC ISSUES

| LIMITED RESOURCES FOR IMMIGRANT POPULATIONS	HIGH PERCENTAGE OF ENGLISH AS A SECOND LANGUAGE

MAPLEWOOD | QUICK WINS AND SMALL MOVES

PRIORITY QUICK WINS

- Advertise events and resources and create hype
- Recruit youth ambassadors and library recruiters
- Host workshops and retreats for librarians and staff
- Install outdoor furniture
- Install quiet pods
- Plant gardens or park-lets

SMALL MOVES

- Quiet reading nooks + work pods
- Designated on-street parking
- Partition space to separate youth area
- Specialized resume and document help
- More programming - recent immigrants
- Off-hour community space use
- Additional full-time staff

ADULTS

TEENS

KIDS

ADULTS

TEENS

KIDS
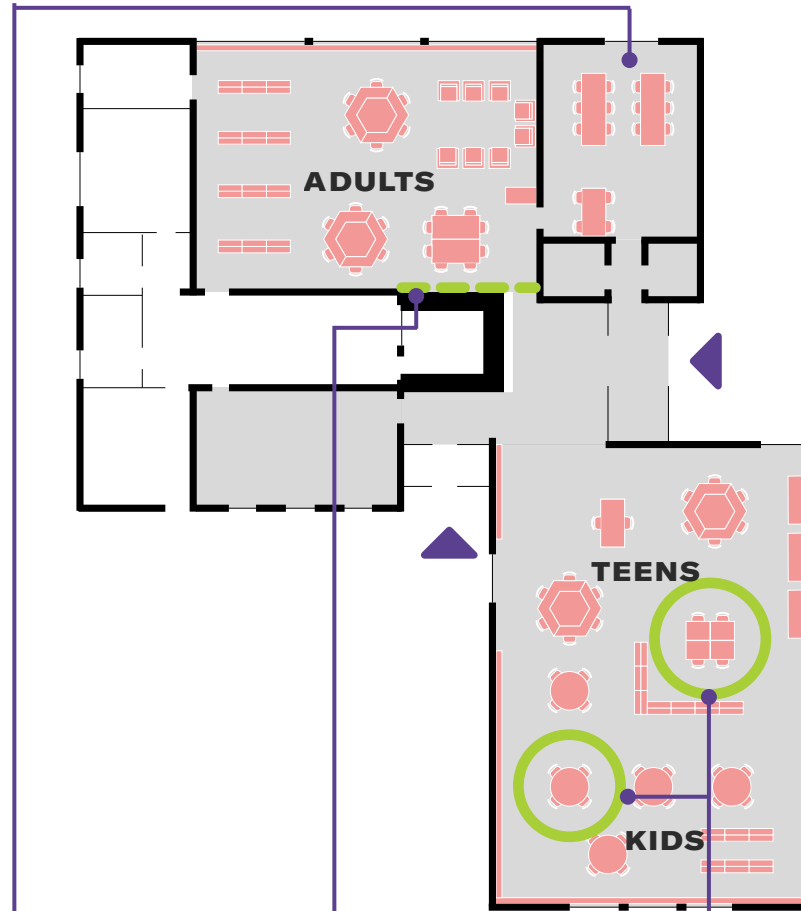
EXISTING

Create a direct entrance to the community room from the outside for off-hour access

Create partition between adult area and teen/kid areas

Introduce work pods for after-school homework and tutoring help
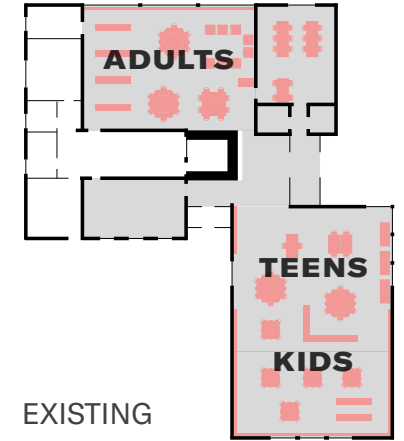
LARGE MOVES

Maplewood is the third smallest branch in the system but has the highest number of patrons and programs. The majority of the programs offered are ESOL classes that address the needs of the area's growing immigrant and recent refugee populations. Converting Maplewood into an immigrant and refugee service hub will serve as a place of inspiration, where families and children can come together to celebrate one another, learn from each other and gain support.

1 ACQUIRE PROPERTY + EXPAND
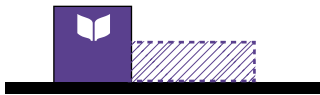
- Acquire adjacent property
- Expand branch outward

2 LEASE OUT BUILDING + RELOCATE
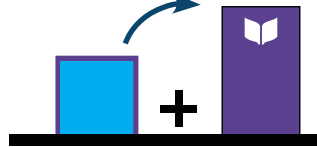
- Lease entire building to community organization
- Relocate into larger building

3 RENOVATE BUILDING + EXPAND OFFSITE

- Retain + renovate building
- Expand immigrant services in new off-site satellite
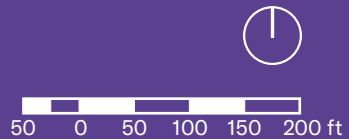
4 LEASE OUT PARTIALLY + GO MOBILE

- Retain + renovate building
- Co-locate library services in partner immigrant organization facility

CLASSROOM 2

VISION

Tier 1: LINCOLN

PARDEE STREET

AVENUE D

REMINGTON STREET

Upper Room Family Worship

parking

JOSEPH AVENUE

DALE STREET

LUDWIG PARK

EIFFEL PLACE

BERLIN STREET

Library Branch
Commercial Bldg
Abandoned Bldg
Buildings
RTA Bus Route
Bike Lane
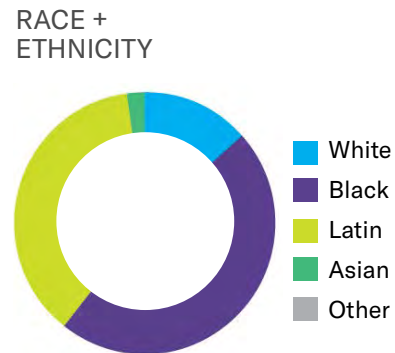
50 0 50 100 150 200 ft

Size: **15,000 GSF**
Year built: **1994**

BRANCH ASSESSMENT

Lincoln Branch is in a high need residential neighborhood with large youth and transient populations that contribute to challenges with patron drug use and perceived safety. Lincoln is the largest of all RPL branches and includes the famous RPL toy library, yet its floor plan is underutilized and creates challenges in terms of usability and shared spaces.

Low ⟷ High

BUILDING (L) (M) H

PROGRAMMING L (M) H

CIRCULATION + TECH L (M) H

(L) (M) (H)

WHAT'S WORKING

· High program count and attendance
· High door count and computer users
· Largest amount of floor space

NEEDS IMPROVEMENT

· Layout + Programmatic uses
· Poor building conditions
· Staff training and patron assessments

WHAT WE'VE HEARD

"Lincoln has a large transient population and problem with heroin use - I have seen drug addicts in the bathroom passed out."

"We need more information on community social service agencies to help needy families"

"Would like self service checkout to make the process faster"

"We LOVE the toy library at Lincoln!"

"Lincoln is close to my house."

"The weekend hours can be difficult with a toddler who naps mid day."

- Lincoln Patrons

NEIGHBORHOOD DEMOGRAPHICS

PREVAILING TRENDS	CATCHMENT ZONE	ROCHESTER CITY WIDE
$ MEDIAN INCOME:	**$24K**	$31K
UNEMPLOYMENT:	**12%**	14%
HS DIPLOMA OR LESS:	**65%**	47%

RACE + ETHNICITY

- White
- Black
- Latin
- Asian
- Other

SYSTEMIC ISSUES

HIGH POVERTY RATE	HIGH YOUTH + SINGLE PARENT POPULATION	PREVAILING DRUG USE

#1 Patron Request:
Cultural and youth programming

#1 Patron Complaint:
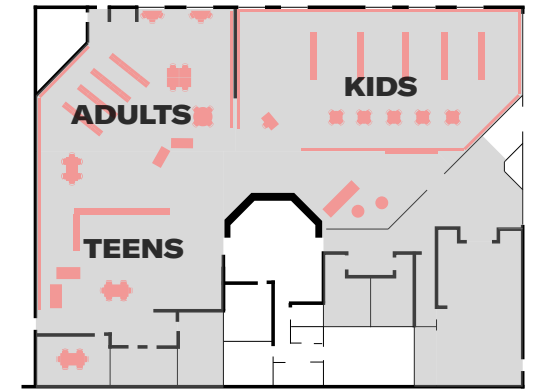**No late hours**

LINCOLN | QUICK WINS AND SMALL MOVES

PRIORITY QUICK WINS

- Increase programming partnerships
- Hold pop-up library events and programming
- Increase digital access
- Improve wayfinding and signage
- Install quiet pods

SMALL MOVES

- Skylights
- Partitions between various age groups
- Redesign entry sequence
- Open visual site lines
- Improve connections to toy library
- Wayfinding + signage
- Social service + health/wellness staff

EXISTING

Small reading pod with skylight overhead

Acoustic partition between youth, teens and adults

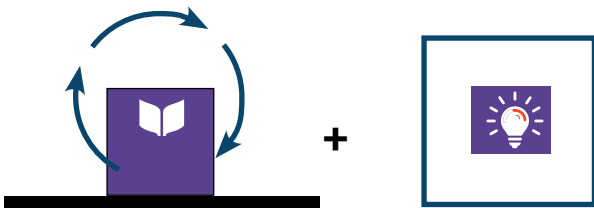*Group work pod with skylight overhead*

Reconfigure entry sequence an circulation desk. Close off passage to bathrooms from entry lobby. Redirect access to be within sight lines of front desk.
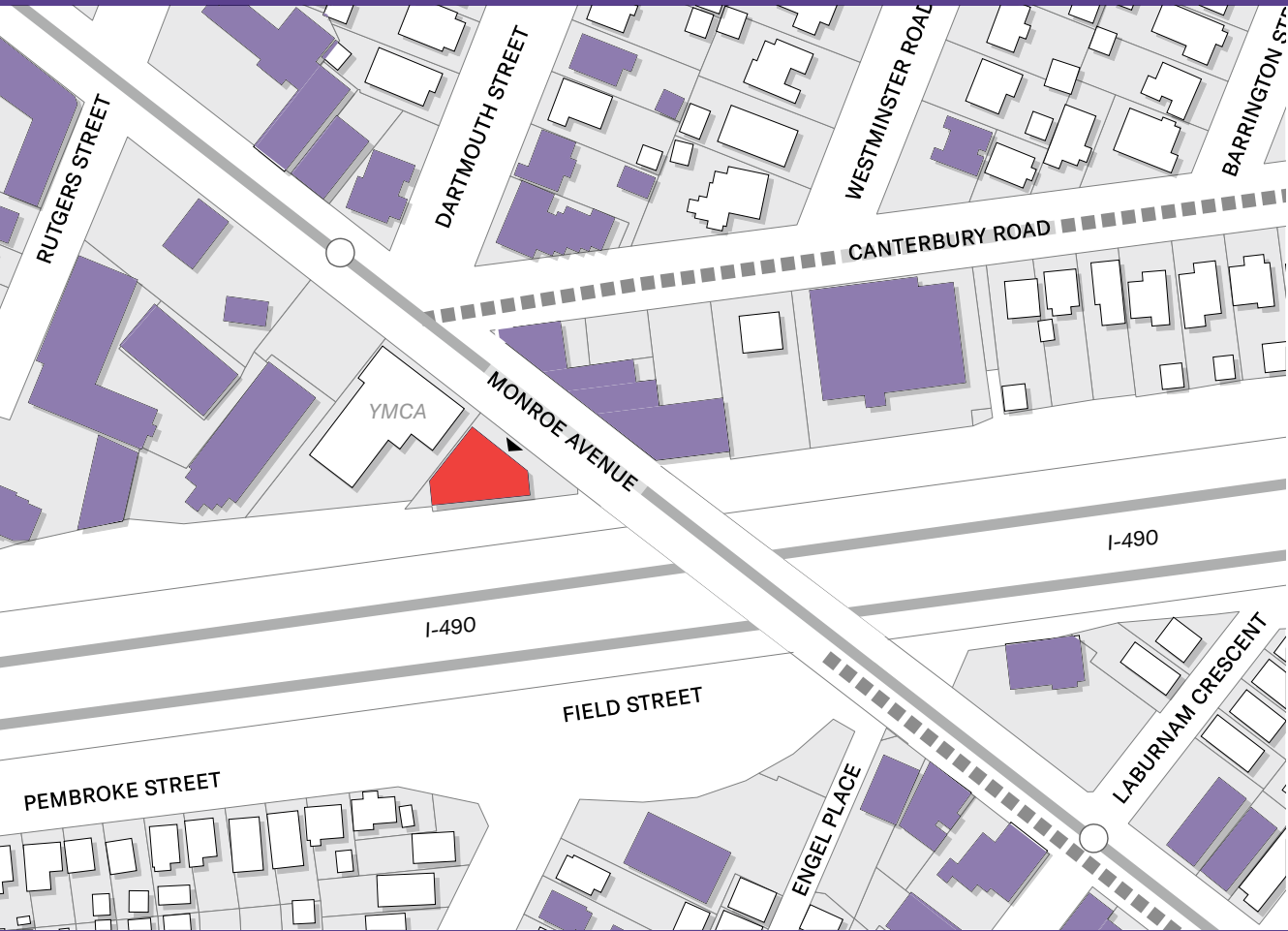
LARGE MOVES

Lincoln was designed and built similar to a big box store with a flexible grid that can be renovated to accommodate new programming and adjacencies. A full gut renovation creates the opportunity for Lincoln to operate as an opportunity space with various community based organizations and partners rotating through to provide necessary programs and services such as mental health and wellness support. Improved layout and spaces will drastically change the look, feel, and experience of the branch and will transform it into a one stop shop for community resources.

(1) RETAIN + FULLY RENOVATE BUILDING
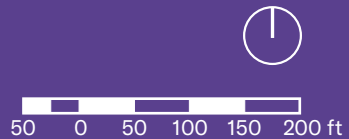Introduce flexible opportunity space

Tier 2: MONROE

Legend

|			
🟥 Library Branch		⬜ Buildings	
🟪 Commercial Bldg		▬ RTA Bus Route	
⬜ Abandoned Bldg		▪▪▪ Bike Lane	

50 0 50 100 150 200 ft

Size: **8,400 GSF**

Year built: **1932**

BRANCH ASSESSMENT

The Monroe Branch is situated in an affluent and relatively low need neighborhood that is currently experiencing a growth in population and investment. Monroe's historic building is a beloved community fixture that is conveniently located along a commercial corridor adjacent to a YMCA. Although well used, its location at the corner of a busy intersection and lack of parking contribute to poor pedestrian access and poor walkability.

Low ⟷ High

BUILDING
(L) (M) (H)

PROGRAMMING
(L) (M) (H)

CIRCULATION + TECH
(L) (M) (H)
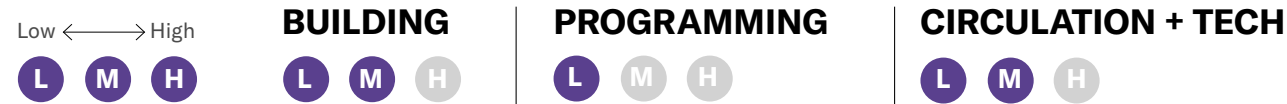
WHAT'S WORKING
- High circulation
- Loyal patrons
- Well loved building

NEEDS IMPROVEMENT
- Limited programs
- Low program attendance
- Limited program and gathering space

WHAT WE'VE HEARD

"It is difficult trying to park/exit the parking lot when driving. It is even harder walking with kids to the branch because of the large street crossing. It's a hassle to get the stroller into the kids section. Also no drive-up drop-off."

"It's small and funky, and full of character - not sterile or mall-like...this is GOOD thing!"

"I love the librarian's selection of different books. The rotating displays allow you to catch items you might otherwise never see."

"The staff doesn't enforce their quiet / noise policy. It's very hard to read, focus, and study with the frequent riff-raff & other inconsiderate patrons (ex. loud talking, loud headphones, cell phone use, etc)."

- Monroe Patrons

NEIGHBORHOOD DEMOGRAPHICS

PREVAILING TRENDS	CATCHMENT ZONE	ROCHESTER CITY WIDE
MEDIAN INCOME:	**$50K**	$31K
YOUTH POPULATION:	**10%**	26%
WHITE POPULATION:	**79%**	37%

RACE + ETHNICITY

- White
- Black
- Latin
- Asian
- Other
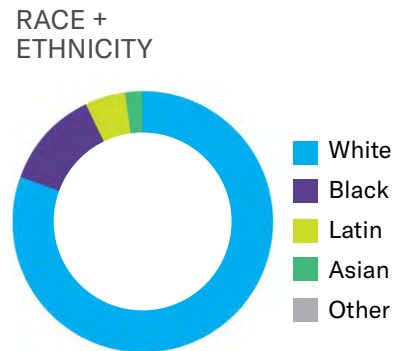
#1 Patron Request:
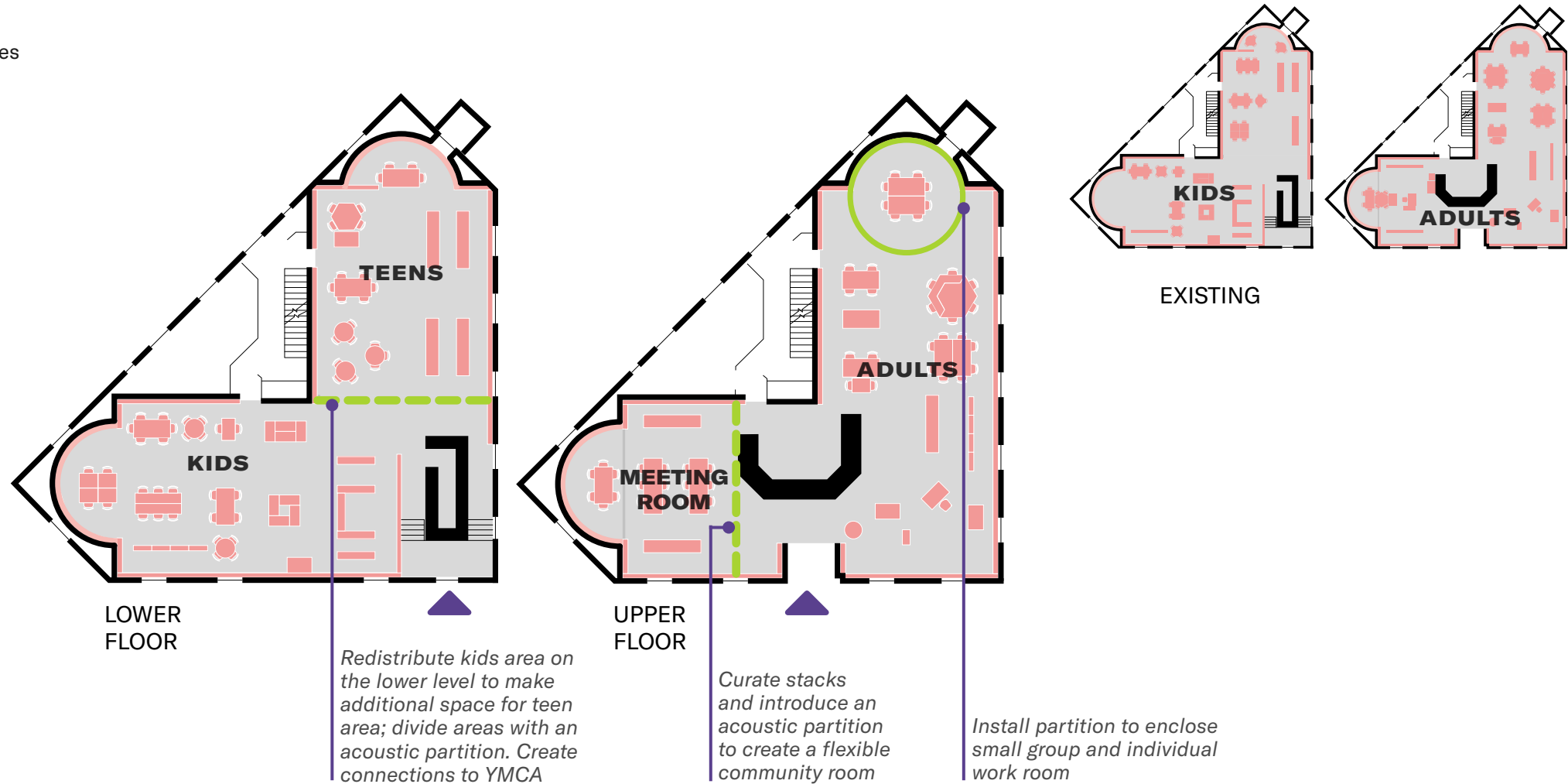**Expanded digital collection**

#1 Patron Complaint:
No parking

MONROE | QUICK WINS AND SMALL MOVES

PRIORITY QUICK WINS

- Implement walking library bus
- Hold pop-up library events and story times
- Curate stacks
- Install book dispensing machines
- Open-up floor space

SMALL MOVES

- Traffic calming
- Designated parking
- Redistribute teen and children's space
- Quiet reading nooks + work pods
- Community meeting room
- Technology rentals
- Co-partner programming

TEENS

KIDS

LOWER FLOOR

Redistribute kids area on the lower level to make additional space for teen area; divide areas with an acoustic partition. Create connections to YMCA

ADULTS

MEETING ROOM

UPPER FLOOR

Curate stacks and introduce an acoustic partition to create a flexible community room

Install partition to enclose small group and individual work room

KIDS

ADULTS

EXISTING

LARGE MOVES

Monroe is a beloved branch located at a challenging intersection surrounded by major arterials and parking. Its adjacency to the YMCA and local businesses present opportunities for co-locating services and joint expansion.
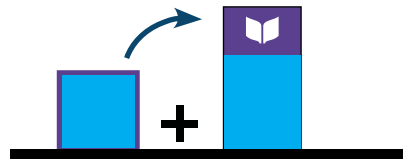
1 RETAIN BUILDING + EXPAND OFFSITE
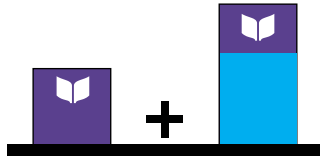
- Retain building + curate circulation for adult, senior and children audience
- Co-locate satellite teen library in facility that provides teen services

2 RETAIN BUILDING + CO-DEVELOP ADJACENT LOT
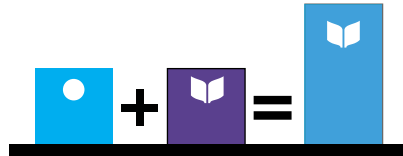
- Partner with YMCA to acquire surrounding property and co-create a new community hub

3 LEASE OUT BUILDING + RELOCATE

- Lease entire building to community organization
- Relocate into larger building nearby

Tier 3: CHARLOTTE

LAKESHIRE ROAD

YARKER AVENUE

BRITTON ROAD

parking

LAKE AVENUE

LAKECREST AVENUE

TIERNAN STREET

ELMTREE ROAD

■ Library Branch
■ Commercial Bldg
■ Abandoned Bldg

■ Buildings
■ RTA Bus Route
▪▪▪▪ Bike Lane

50 0 50 100 150 200 ft

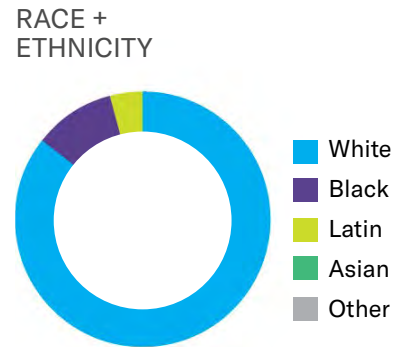Size: **9,000 GSF**
Year built: **1943**

BRANCH ASSESSMENT

With a high concentration of seniors in the surrounding area, the Charlotte Branch primarily serves adults 60 years and older. The two story building is challenging for staff to effectively program and monitor, and the lack of seating throughout the branch deters those with limited mobility. Charlotte is the northern-most city branch, yet it competes with near-by county libraries for patrons.
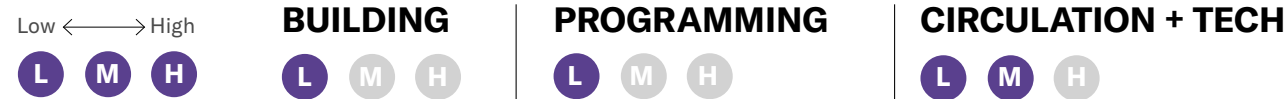
Low ←—→ High

BUILDING   **PROGRAMMING**   **CIRCULATION + TECH**

L M H   L M H   L M H   L M H

WHAT'S WORKING
- High circulation
- Dedicated patrons

NEEDS IMPROVEMENT
- Program attendance
- Door count
- Spatial utilization

NEIGHBORHOOD DEMOGRAPHICS

PREVAILING TRENDS		CATCHMENT ZONE	ROCHESTER CITY WIDE
$	MEDIAN INCOME:	**$33K**	$31K
	SENIOR POPULATION:	**21%**	11%
	WHITE POPULATION:	**83%**	37%

RACE + ETHNICITY

- White
- Black
- Latin
- Asian
- Other

#1 Patron Request:
Skill-building and youth programs

#1 Patron Complaint:
No late hours

WHAT WE'VE HEARD

"I love the variety of interesting books. It gets me thinking about things I might never have otherwise discovered. I like the quiet atmosphere, the friendly staff and the help I consistently find on a variety of subjects important to me."

"The staff know their regulars by name and are helpful with finding info and books you are looking for."

"The programs are not at times that work for people that work 9-5 jobs and there is a lack of programming."

"Incorporate sensory friendly activities, also programs to help kids get along and being understanding of others."

"More lessons on how to use technology and on how to use computers."
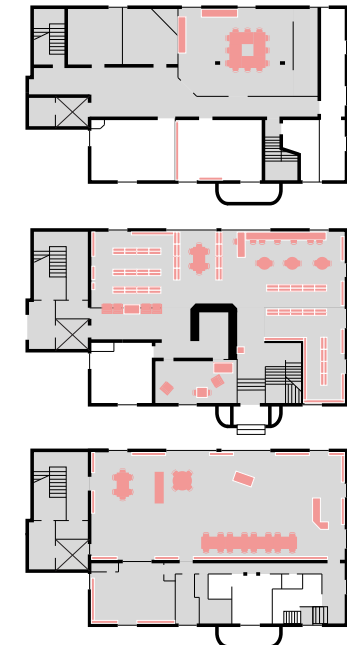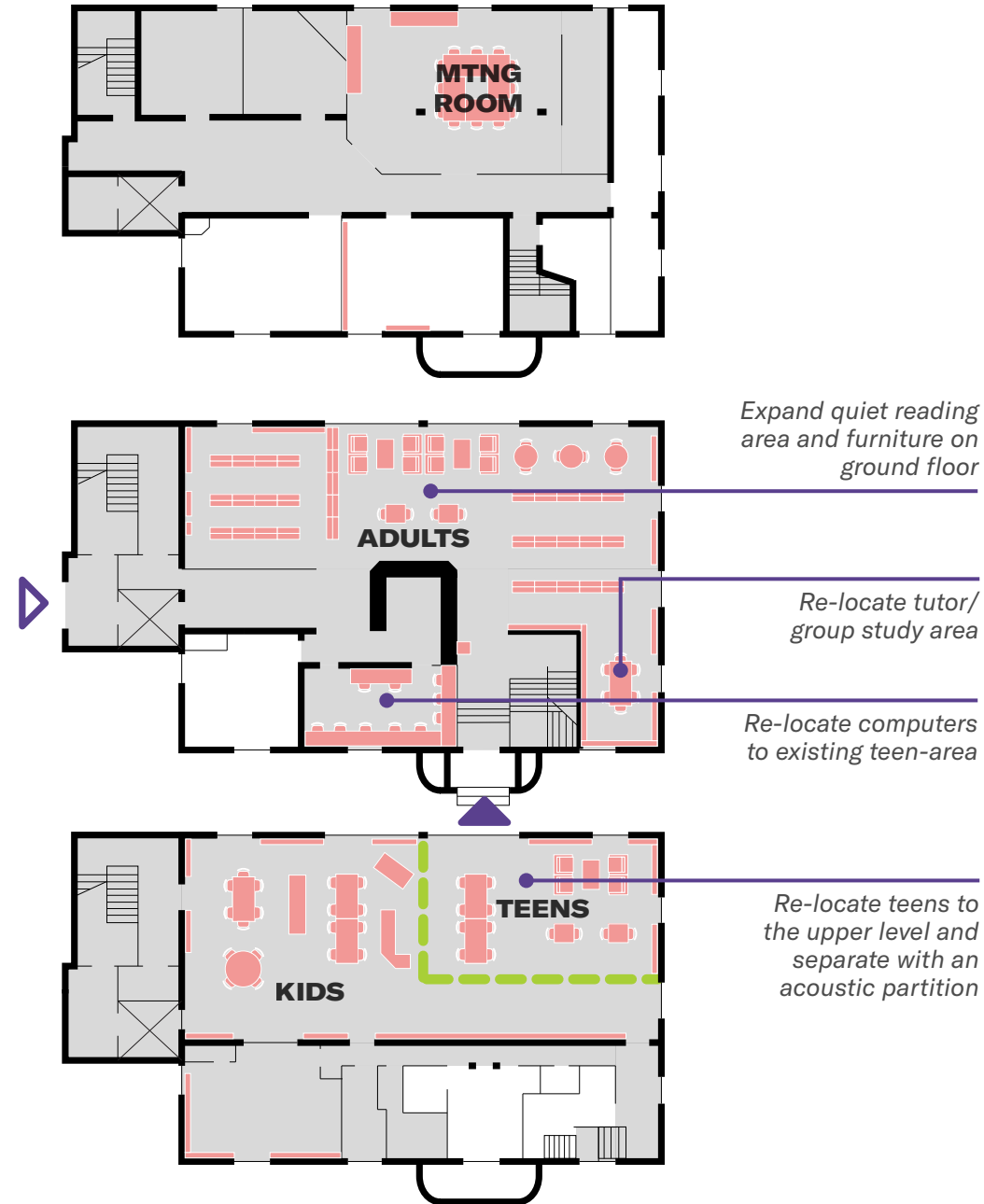
- Charlotte Patrons

CHARLOTTE | QUICK WINS AND SMALL MOVES

PRIORITY QUICK WINS

- Increase online magazine and journal subscription
- Create technology petting zoo
- Install book dispensing machines
- Improve wayfinding and signage
- Procure and install flexible furniture

SMALL MOVES

- ADA access - ramps + handrails
- ADA parking
- Quiet reading nooks + work pods
- Workout while you read equipment
- Redesign floor plan
- Video monitors between floors
- Event visibility + outreach

MTNG ROOM

ADULTS

Expand quiet reading area and furniture on ground floor

Re-locate tutor/ group study area

Re-locate computers to existing teen-area

TEENS

KIDS

Re-locate teens to the upper level and separate with an acoustic partition

EXISTING

CHARLOTTE | LARGE MOVES AND EXISTING CONDITIONS

LARGE MOVES

Although well loved by its dedicated patrons, Charlotte's space is significantly underutilized. Partnerships with similarly aligned organizations in addition to mobile delivery services will help retain neighborhood programs while supplementing those branches that are most vulnerable with additional income generated from leasing branch space.
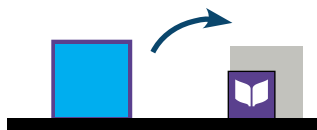
(1) LEASE OUT PARTIALLY

- Retain branch and re-purpose and rent upper floor space to community groups

(2) LEASE OUT BUILDING + RELOCATE
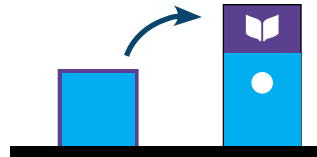
- Lease entire building to community organization
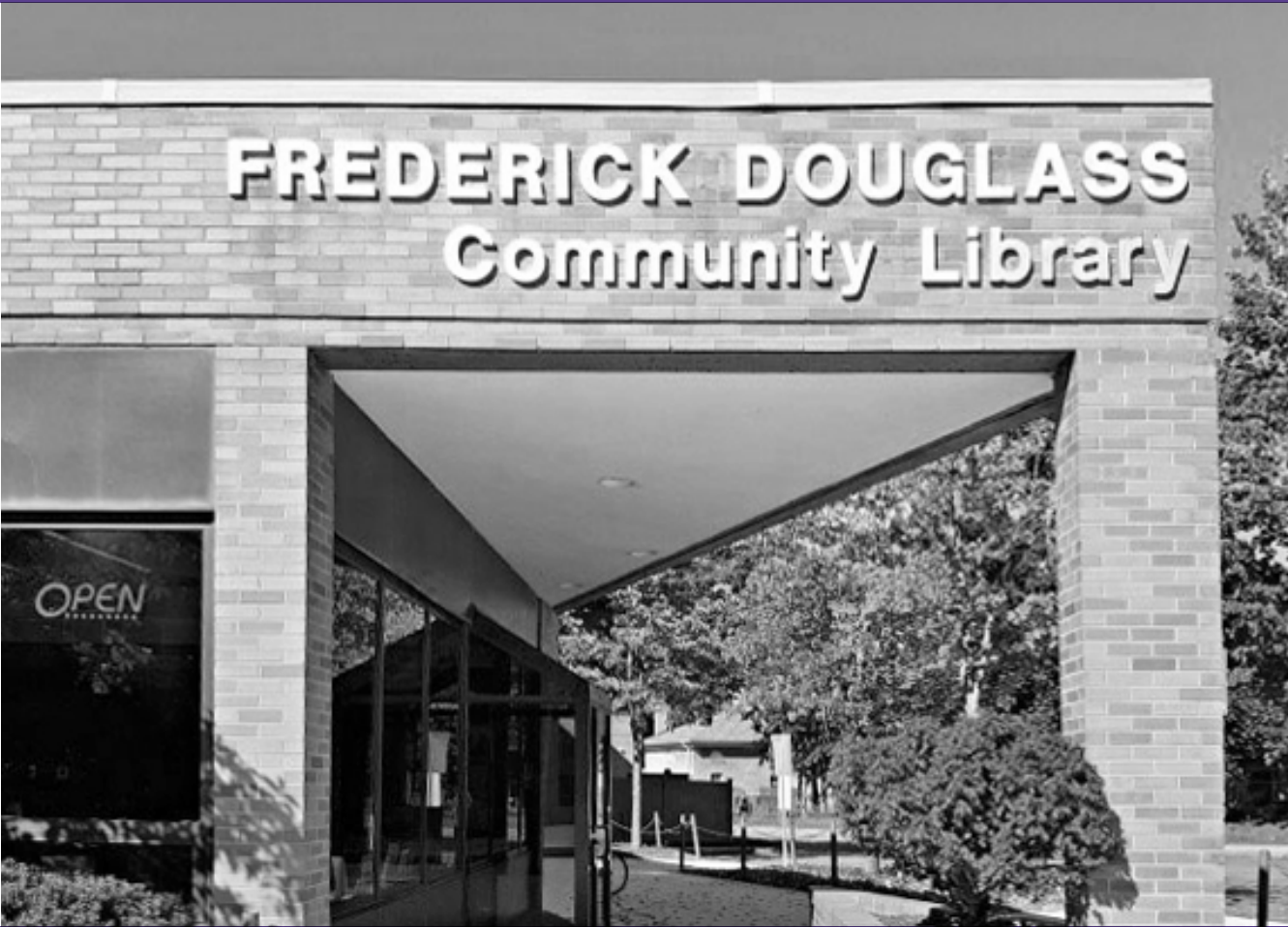- Relocate into an existing community organization
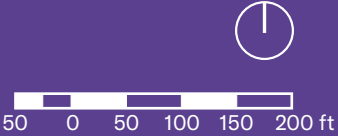
(3) LEASE OUT BUILDING + EXPAND OFFSITE

- Lease entire building to community organization
- Create satellite branch in senior center

Tier 3: FREDERICK DOUGLASS

Childfirst Network

parking

School Number 12

UR Medicine & Critical Care

Highland Hospital

Highland park

FREDERICK DOUGLASS
Community Library

OPEN

■ Library Branch
■ Commercial Bldg
■ Abandoned Bldg

■ Buildings
■ RTA Bus Route
┊┊┊┊ Bike Lane

50 0 50 100 150 200 ft

Size: **4,600 GSF**
Year built: **1987**

BRANCH ASSESSMENT

The Frederick Douglass Library Branch is located at the intersection of several neighborhoods and attracts patrons of various income levels and ages. Surrounded by large institutions including an adjoining school, adjacent hospital, and near-by park, Douglass' high door count and well attended programs are fueled by successful long-standing partnerships. Popular after-school activities and limited space can often overcrowd the branch.

Low ⟷ High

	BUILDING	**PROGRAMMING**	**CIRCULATION + TECH**
L M H	L M H	L M H	L M H

WHAT'S WORKING

- Partnership with adjacent school
- High circulation

NEEDS IMPROVEMENT

- Low program attendance
- Spatial utilization
- Limited ability to run simultaneous programs

NEIGHBORHOOD DEMOGRAPHICS

PREVAILING TRENDS		CATCHMENT ZONE	ROCHESTER CITY WIDE
$	MEDIAN INCOME:	**$41K**	$31K
	WHITE POPULATION	**67%**	37%
	HS DIPLOMA OR LESS:	**27%**	47%

RACE + ETHNICITY

- White
- Black
- Latin
- Asian
- Other

#1 Patron Request:

Adult programs & lecture series

#1 Patron Complaint:

More parking & hours

WHAT WE'VE HEARD

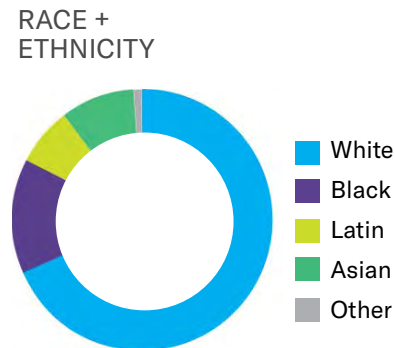*"It is nice and small without feeling underwhelming.*

"It needs a community space for activities, discussions, and meetings."

"Incorporate history and local programs about...Black, Latinx, First Nations, women's, LGBTQ, history classes, presentations, and reading groups. Presentations and discussions about Frederick Douglass/Anna Douglass/Douglass Family history, particularly Frederick's books and speeches. History of Rochester. History of Nathaniel Rochester and his family (building a fortune on the slave trade in North Carolina, move to New York, plans for Rochester, etc.) Labor history of Rochester, family and domestic life history, local art history, local natural history, etc.."

- Douglass Patrons

DOUGLASS | QUICK WINS AND SMALL MOVES

PRIORITY QUICK WINS

- Hold pop-up library events and story times
- Increase online magazine and journal subscription
- Install self-checkout terminals
- Expand books-by-bike
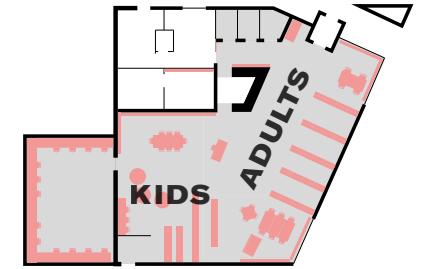- Procure and install flexible furniture

SMALL MOVES

- Flexible furnishings for all ages
- Flexible floor space
- Partition space to separate youth area
- Quiet reading nooks + work pods
- Maximize use of shared program room
- Mobile wifi + tech rentals
- Safe routes to libraries

KIDS

TEENS

ADULTS

EXISTING

KIDS

ADULTS

Negotiate agreement to include off-hour and adult programming; redesign with flexible furnishings to comfortably accommodate diverse adult program needs

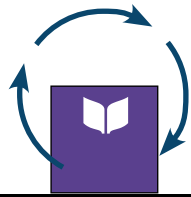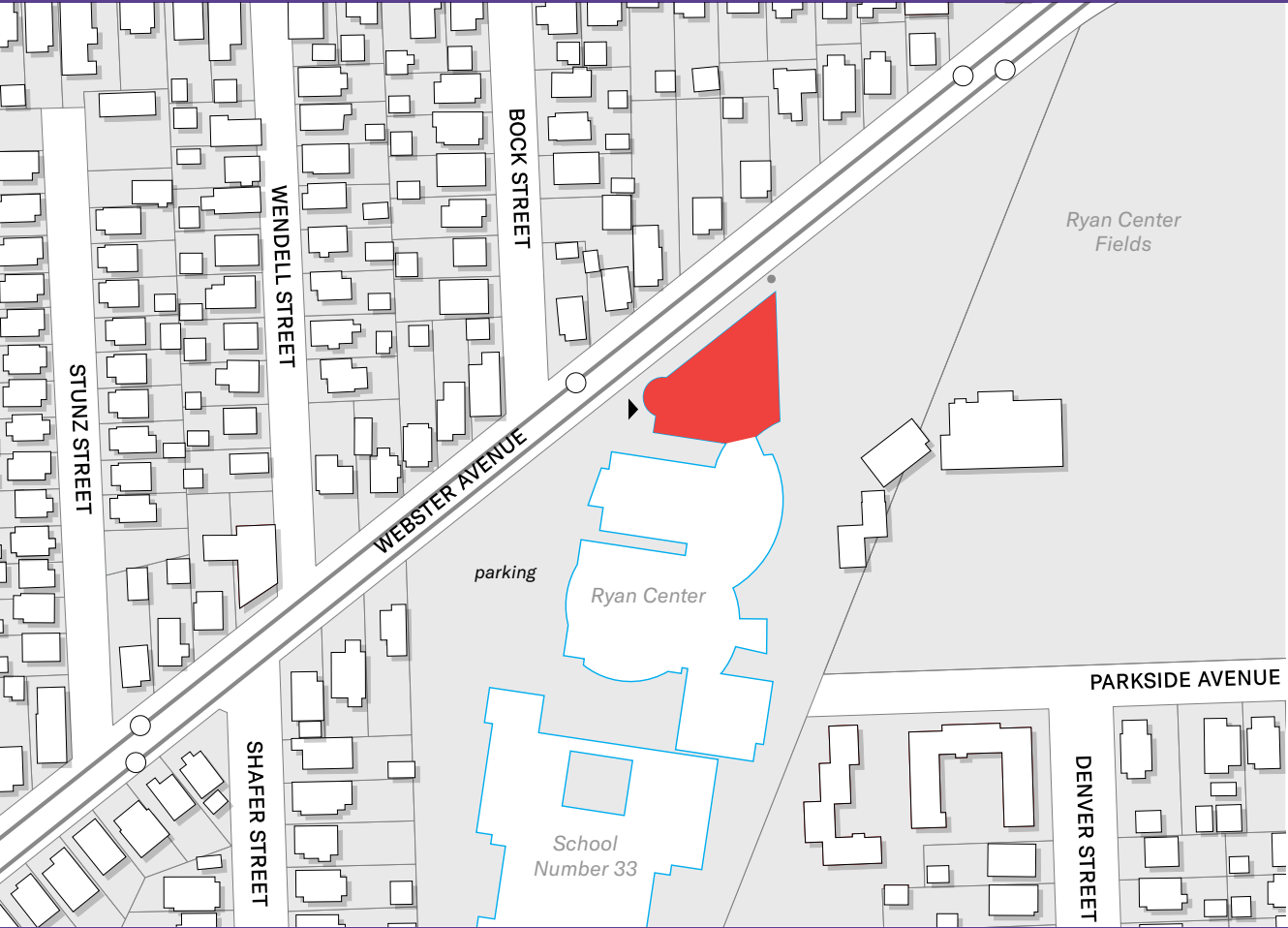*Create partition to separate kids area from the teens and adults*

LARGE MOVES

Due to its strong partnerships with School Number 12 and other educational organizations, the majority of Douglass patrons are youth who take advantage of the library's after-school services. The limited size of Douglass makes it difficult to simultaneously run adult and kid programming. Strategically converting Douglass into a youth and teen library will help focus services and staffing.
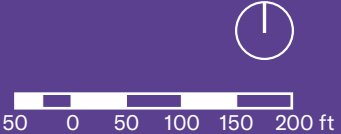
1   **CONVERT BRANCH TO A YOUTH + TEEN LIBRARY**

Tier 4: SULLY

Map labels:
- WENDELL STREET
- BOCK STREET
- STUNZ STREET
- SHAFER STREET
- WEBSTER AVENUE
- DENVER STREET
- PARKSIDE AVENUE
- Ryan Center Fields
- Ryan Center
- parking
- School Number 33

Legend:
- Library Branch
- Commercial Bldg
- Abandoned Bldg
- Buildings
- RTA Bus Route
- Bike Lane

50 0 50 100 150 200 ft

Size: **7,000 GSF**
Year built: **2009**

BRANCH ASSESSMENT

The Sully Branch is located in a historically impoverished area that is seeing substantial population growth, city investment and high rates of home purchases. Once perceived as an "unsafe" area due to gang violence and crime, the Sully Branch is currently thriving due to successful co-location with the Ryan Center and recent facility improvements. Although the branch is well used, navigating the entrance sequence from the parking area to the front door can be challenging for first time visitors.

Low ←——→ High

	BUILDING	PROGRAMMING	CIRCULATION + TECH
L M H	L M (H)	L M H	L M H
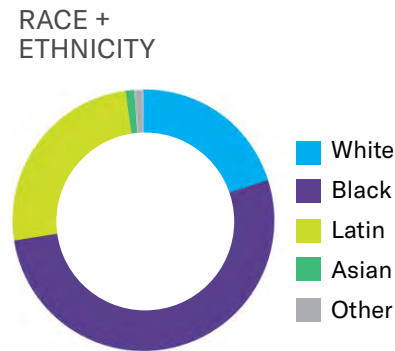
WHAT'S WORKING
- Highest program attendance
- High reference questions and door count
- Co-location with recreational center

NEEDS IMPROVEMENT
- Wayfinding and access
- Spatial utilization

NEIGHBORHOOD DEMOGRAPHICS

PREVAILING TRENDS	CATCHMENT ZONE	ROCHESTER CITY WIDE
$ MEDIAN INCOME:	$23K	$31K
UNEMPLOYMENT:	17%	14%
POVERTY RATE:	40%	33%

RACE + ETHNICITY

- White
- Black
- Latin
- Asian
- Other

SYSTEMIC ISSUES

HIGH POVERTY RATE	HIGH UNEMPLOYMENT RATE

#1 Patron Request:
Job/educational support for adults

#1 Patron Complaint:
Limited hours, noisy

WHAT WE'VE HEARD

"We need more programs for kids and teens, especially those living in poverty."

"Lack of enough quiet nooks and desks for working. Sometimes it gets noisy during afterschool hours. "

"I like that I can take out quality art books that I could not afford to buy."

"Would be great to have positive role models and mentors programs and access to computers, technology, resources and services."

"Share library news and events in multiple ways - email, news blasts, at the library, word of mouth, etc.."

"They know my kids, it's like family."
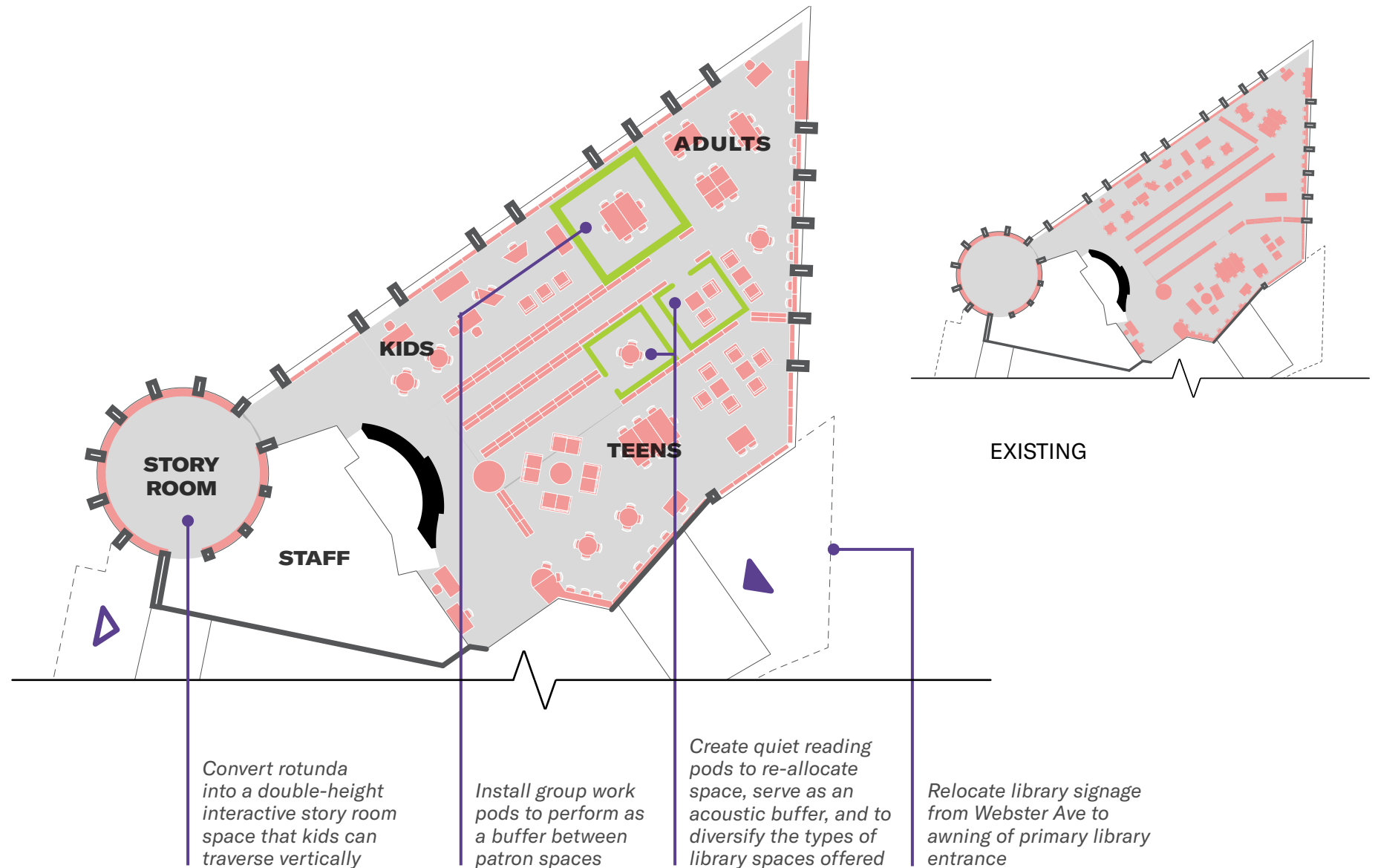
- Sully Patrons

SULLY | QUICK WINS AND SMALL MOVES

PRIORITY QUICK WINS

- Host system-wide outreach events
- Recruit youth ambassadors and library recruiters
- Host workshops and retreats for librarians and staff
- Improve way-finding and signage
- Increase art installations and murals

SMALL MOVES

- Rearrange entry sequence from car to door
- Exterior wayfinding + signage
- Rearrange shared bathroom + lobby space
- Redistribute shared youth + library space
- Quiet reading nooks + work pods
- Off hours community space use
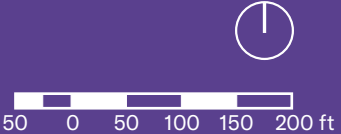- Tech rentals: computers, equipment, etc

ADULTS

KIDS

TEENS

STORY ROOM

STAFF

EXISTING

Convert rotunda into a double-height interactive story room space that kids can traverse vertically

Install group work pods to perform as a buffer between patron spaces

Create quiet reading pods to re-allocate space, serve as an acoustic buffer, and to diversify the types of library spaces offered

Relocate library signage from Webster Ave to awning of primary library entrance

Tier 4: ARNETT

RUGBY AVENUE

WARWICK AVENUE

WELLINGTON AVENUE

parking

ARNETT BOULEVARD

New Life Fellowship

Library Branch

Commercial Bldg

Abandoned Bldg

Buildings

RTA Bus Route

Bike Lane

50 0 50 100 150 200 ft

Size: **14,300 GSF**

Year built: **1971**

ARNETT | CONTEXT

BRANCH ASSESSMENT

The Arnett Branch is located in a historic neighborhood with a diverse mix of culture, buildings and people. Arnett has an active Friends Group that stewards community events, offers programming, and raise funds that directly benefit and reflect the local community. The branch's quiet location makes it an attractive destination for children to walk from school and a welcoming place to seek help and resources.
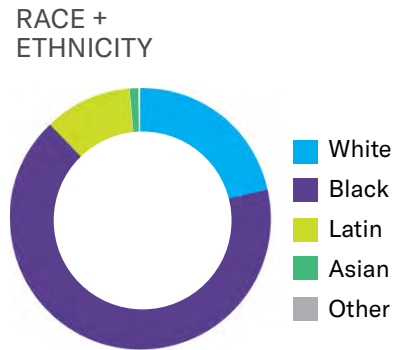
Low ⟷ High

BUILDING (L) (M) (H)

PROGRAMMING (L) (M) (H)

CIRCULATION + TECH (L) (M) (H)

(L) (M) (H)

WHAT'S WORKING
· High reference questions and computer use
· Active "Friends Group"
· Public art and murals

NEEDS IMPROVEMENT
· Spatial utilization

NEIGHBORHOOD DEMOGRAPHICS

PREVAILING TRENDS	CATCHMENT ZONE	ROCHESTER CITY WIDE
$ MEDIAN INCOME:	**$34K**	$31K
BLACK POPULATION	**64%**	39%
HS DIPLOMA OR LESS:	**40%**	47%

RACE + ETHNICITY

- White
- Black
- Latin
- Asian
- Other

#1 Patron Request:
Engaging teen programming

#1 Patron Complaint:
Limited computer access

SYSTEMIC ISSUES

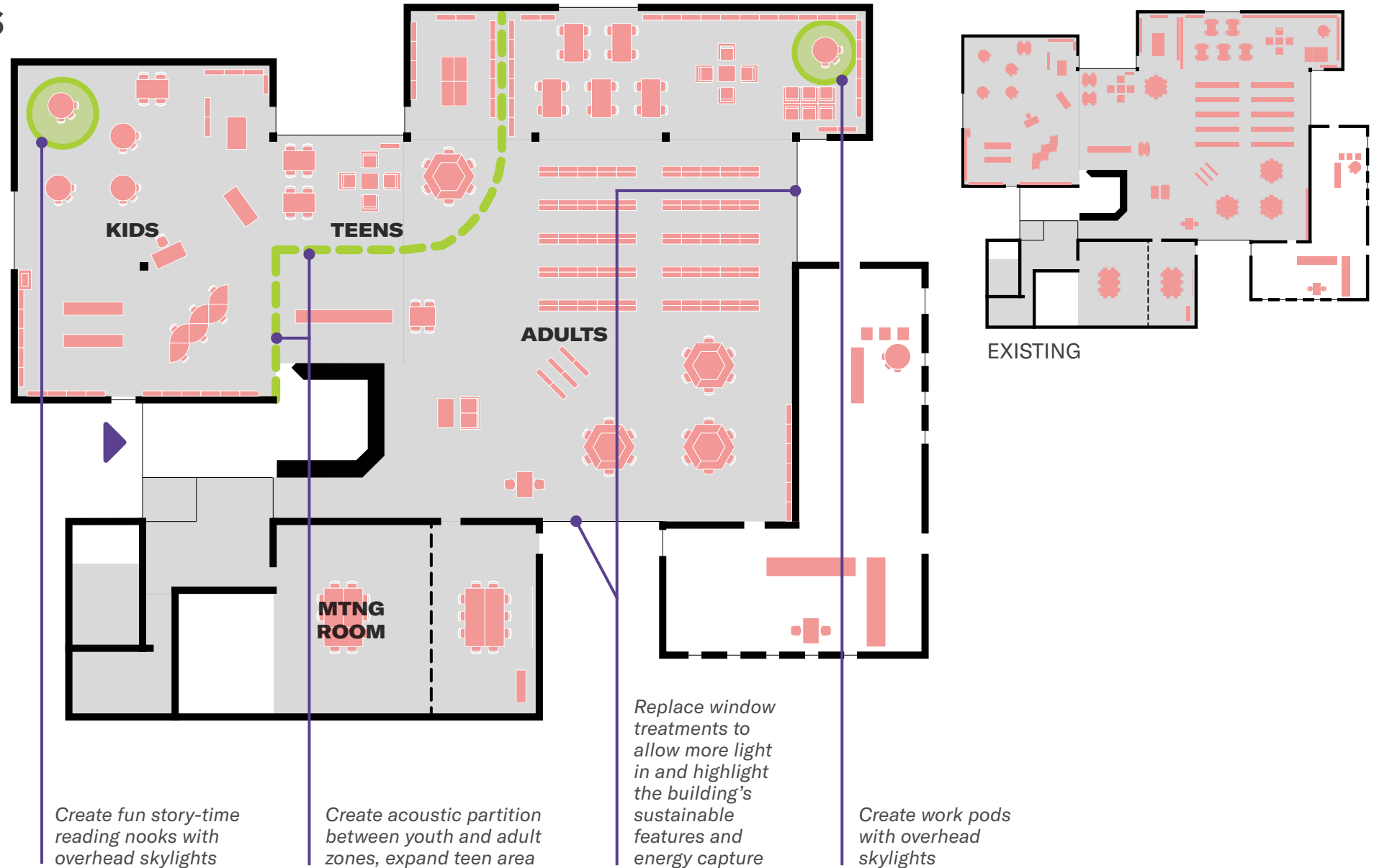| PERCEIVED SAFETY + GANG ISSUES	HIGH SINGLE PARENT POPULATION

ARNETT | QUICK WINS AND SMALL MOVES

PRIORITY QUICK WINS

- Advertise events and create hype
- Promote community room / digital sign-up
- Create technology petting zoo
- Create mini children's gardens
- Install quiet pods

SMALL MOVES

- Skylights
- Amplify sustainable features: solar + water
- Site landscape
- Quiet reading nooks + work pods
- Partitions between children / teen areas
- Social service staff
- Additional full time staff

KIDS

TEENS

ADULTS

MTNG ROOM

EXISTING

Create fun story-time reading nooks with overhead skylights

Create acoustic partition between youth and adult zones, expand teen area

Replace window treatments to allow more light in and highlight the building's sustainable features and energy capture

Create work pods with overhead skylights

Tier 4: WINTON

MAYFIELD STREET

QUENTIN ROAD

WINTON ROAD NORTH

parking

Butterfly Garden

ATLANTIC AVENUE

BROWNCROFT BOULEVARD

CARLING ROAD

🟥	Library Branch	
🟪	Commercial Bldg	
⬜	Abandoned Bldg	
⬜	Buildings	
▬	RTA Bus Route	
▪▪▪	Bike Lane	

50 0 50 100 150 200 ft

Size: **13,500 GSF**

Year built: **1966**

BRANCH ASSESSMENT

The Winton Branch is located in a fairly affluent area neighborhood adjacent to a modest commercial strip with local bars and restaurants. Although door count is high, Winton patrons tend to drop in, pick-up materials and leave without spending much time in the actual space. A high senior and small teen population, most of whom are accompanied by parents, contribute to a quieter atmosphere than most other RPL branches.

Low ⟷ High

BUILDING L M H

PROGRAMMING L M H

CIRCULATION + TECH L M H

WHAT'S WORKING
- High circulation
- High percentage of senior patrons
- After hours programming

NEEDS IMPROVEMENT
- Outreach to youth
- Furniture and finishes

WHAT WE'VE HEARD

"The kids and teen space needs improvements. Better seating, signage and programs. There is a lack of programming for kids ages 6-12."

"The parking lot gate is locked when the library is closed, making it difficult to return books in the winter."

"I just love public libraries! Mine is always welcoming and full of people of all ages."

"The Winton Branch doesn't publicize their public offerings well. I only chance learned about the book club and other author series events."

"I wish there were more quiet and natural spaces to sit and read."

- Winton Patrons

NEIGHBORHOOD DEMOGRAPHICS

PREVAILING TRENDS	CATCHMENT ZONE	ROCHESTER CITY WIDE
$ MEDIAN INCOME:	**$53K**	$31K
WHITE POPULATION	**13%**	37%
HS DIPLOMA OR LESS:	**30%**	47%

RACE + ETHNICITY

- White
- Black
- Latin
- Asian
- Other

#1 Patron Request:
Extended branch hours

#1 Patron Complaint:
Limited collection

WINTON | QUICK WINS AND SMALL MOVES

PRIORITY QUICK WINS

- Cultivate friends groups
- Implement walking library bus
- Increase online magazine and journal subscriptions
- Open-up floor space
- Procure and install flexible furniture

SMALL MOVES

- New furnishings - ceiling, walls, floor
- Acoustic finishes
- Quiet reading nooks + work pods
- Flexible furnishings for large group events
- Redesign children's library
- Event visibility
- Book ATM

ADULTS

KIDS

MTNG ROOM
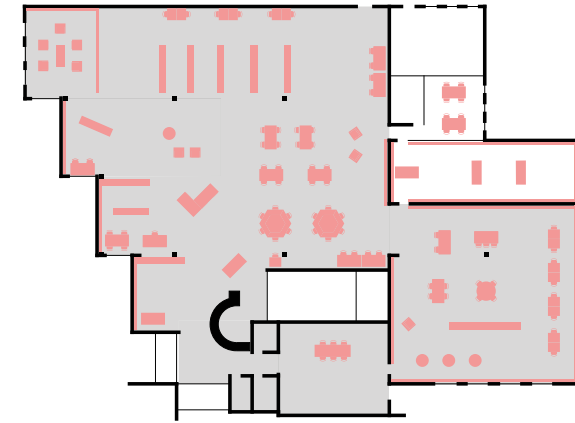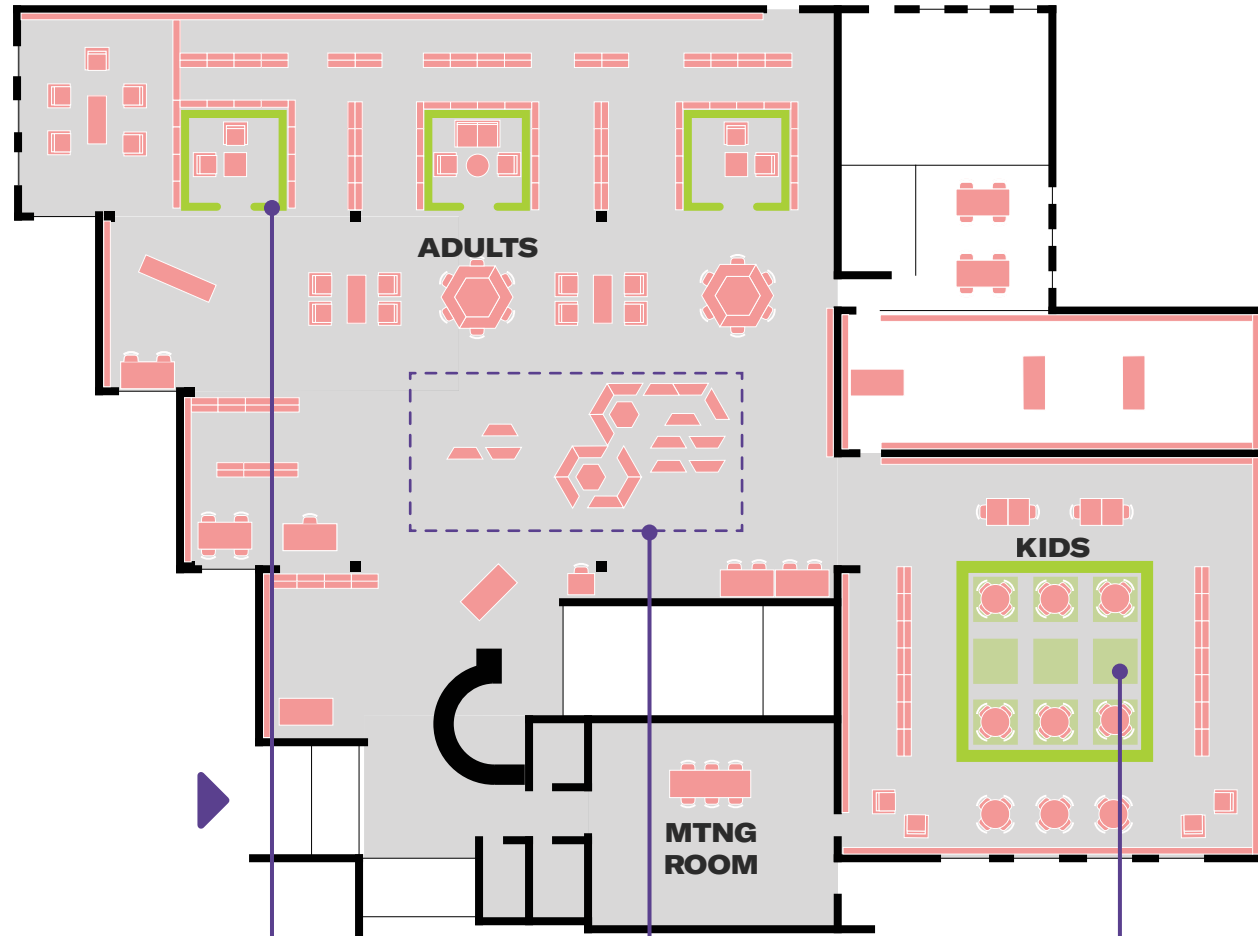
EXISTING

Quiet reading and work pods, each with its own character that reflects the neighborhood context and patron comforts
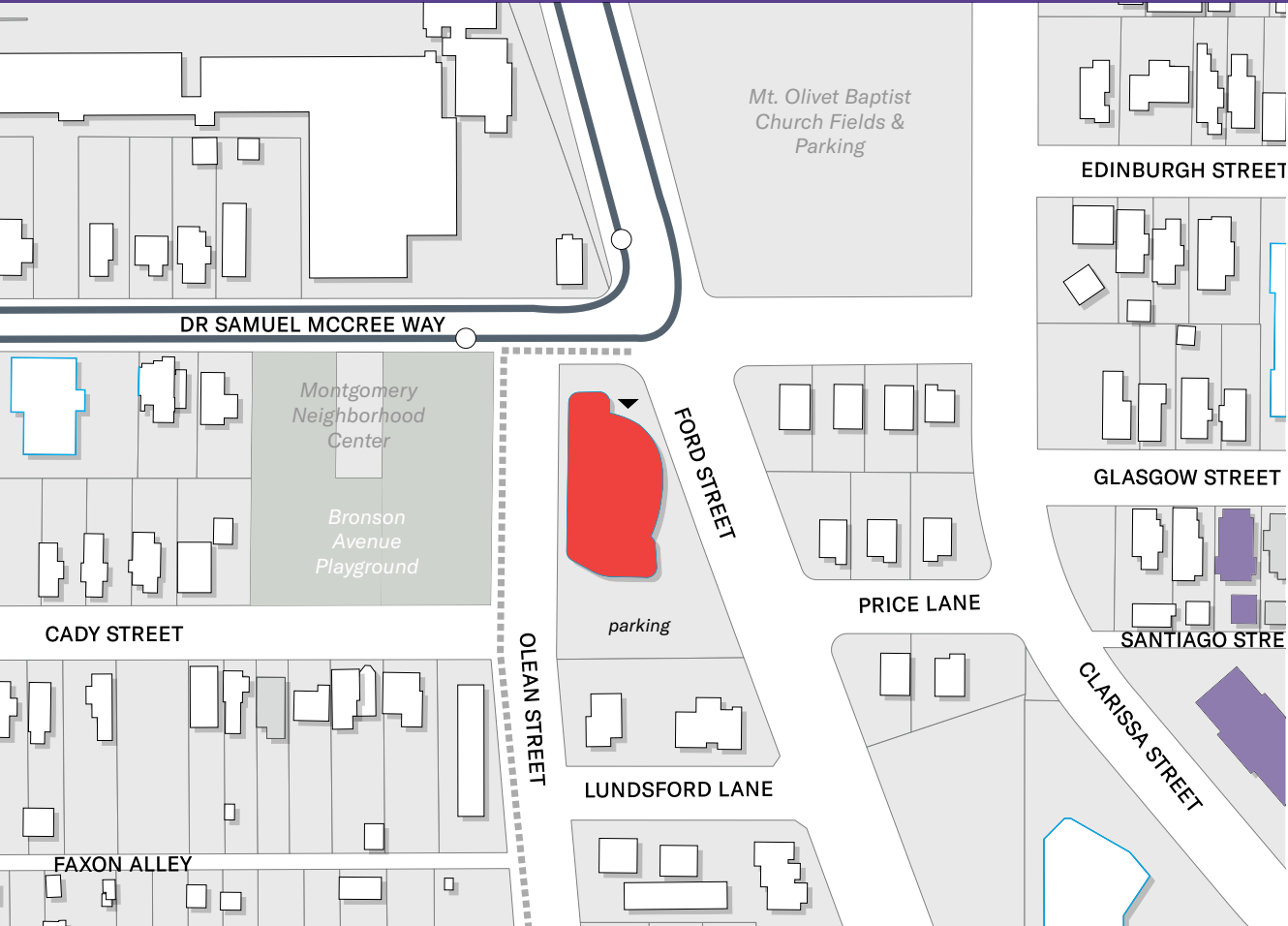
Flexible furnishings that can be moved and stored away to make room for large community events and programs

Redesign children's library to include an intimate group activity room, perimeter quiet reading zones, new paint, furnishings, finishes and art work
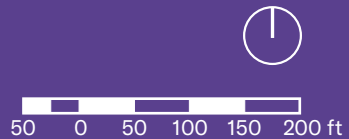
Mt. Olivet Baptist Church Fields & Parking

EDINBURGH STREET

DR SAMUEL MCCREE WAY

Montgomery Neighborhood Center

FORD STREET

GLASGOW STREET

Bronson Avenue Playground

PRICE LANE

CADY STREET

SANTIAGO STREET

parking

OLEAN STREET

CLARISSA STREET

LUNDSFORD LANE

FAXON ALLEY

PHILLIS WHEATLEY COMMUNITY LIBRARY

33

OPEN

Library Branch

Commercial Bldg

Abandoned Bldg

Buildings

RTA Bus Route

Bike Lane

50 0 50 100 150 200 ft

Size: **11,300 GSF**
Year built: **1971**

BRANCH ASSESSMENT

The Wheatley Branch is located on the boundary between two neighborhoods of various income levels and opportunity. Predominantly utilized by the lower income community to the southwest, Wheatley struggles to attract patrons from the north. Robust outdoor space including community gardens, public murals, and book walk are a great compliment to Wheatley's publicly accessible community room, and warm light-filled interior space.

WHAT'S WORKING
- Community room
- Community partnerships
- Natural light

NEEDS IMPROVEMENT
- Spatial utilization
- Attracting patrons from both sides of neighborhood

WHAT WE'VE HEARD

"It is nice and small without feeling underwhelming."

"We need programs geared toward seniors, such as nutrition, housing health issues as well as transportation options for those who don't drive."

"Housing and homeownership information would be good. Classes on how to purchase. Also classes on credit."

"Upgrade technology."

- Wheatley Patrons

Low ⟷ High

	BUILDING	**PROGRAMMING**	**CIRCULATION + TECH**
L M H	L M H	L M H	L M H

NEIGHBORHOOD DEMOGRAPHICS

PREVAILING TRENDS		CATCHMENT ZONE	ROCHESTER CITY WIDE
$	MEDIAN INCOME:	**$23K**	$31K
	UNEMPLOYMENT:	**24%**	14%
	POVERTY RATE:	**46%**	32%

RACE + ETHNICITY

- White
- Black
- Latin
- Asian
- Other
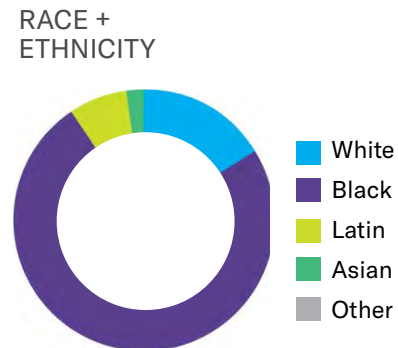
#1 Patron Request:
Community events & gathering

#1 Patron Complaint:
Too noisy

SYSTEMIC ISSUES

| HIGH POVERTY RATE	HIGH UNEMPLOYMENT RATE

WHEATLEY | QUICK WINS AND SMALL MOVES

PRIORITY QUICK WINS

- Promote community room / digital sign-up
- Create technology petting zoo
- Curate stacks
- Increase digital access
- Expand books-by-bike
- Install quiet pods

SMALL MOVES

- Flexible furnishings
- Quiet reading nooks + work pods
- Group work spaces
- Event visibility + outreach
- Co-partner programming
- Tech rentals - computers, equipment, etc
- Amplify community garden

KIDS

TEENS

MTNG ROOM

ADULTS
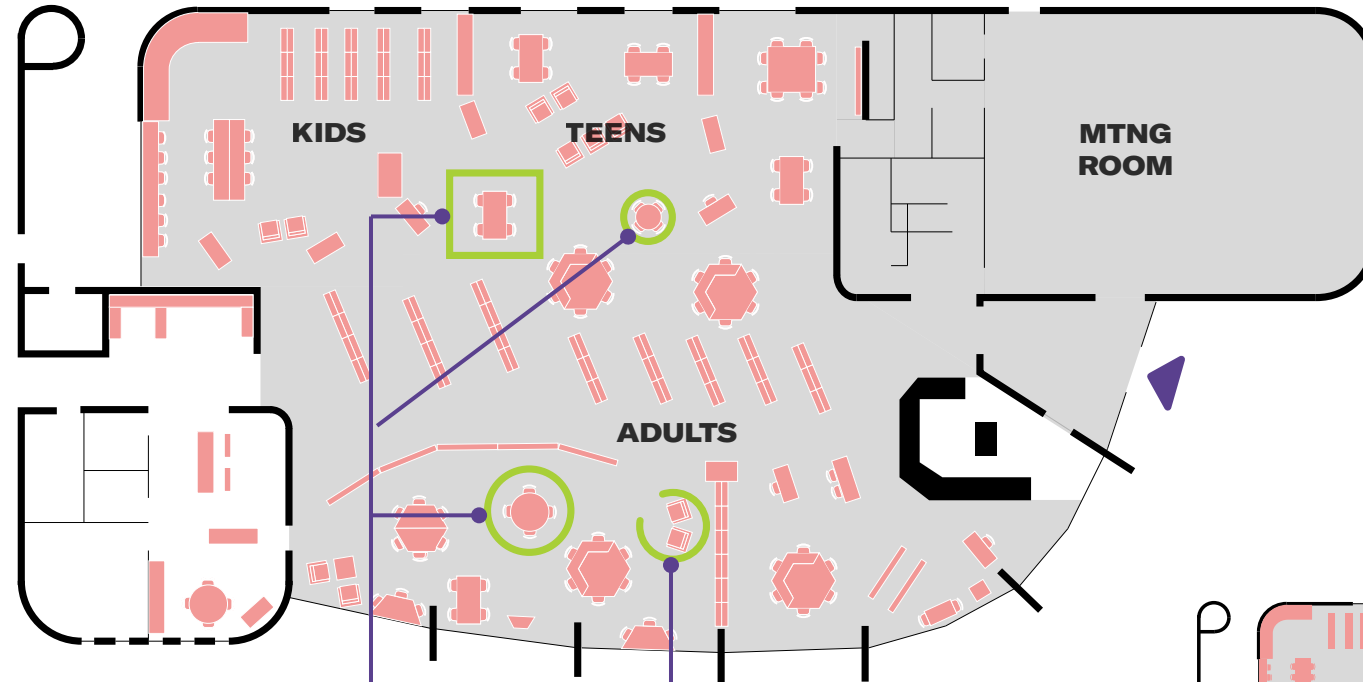
Curate stacks and introduce large and small work pods with video conferencing capabilities

Introduce quiet reading, study, and tutoring nooks
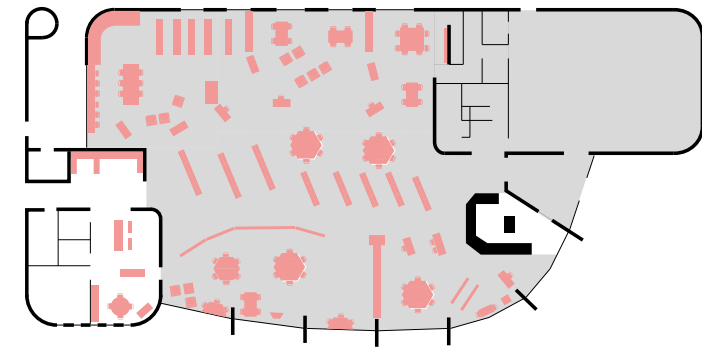
EXISTING

New York Public Library, Children's Room

ROCHESTER PUBLIC LIBRARY

"There is so much to experience. When you need something the Librarians are there to help. I will continue to visit the library often, it is like a second home."

- Survey Respondent

NEXT STEPS

Libraries are where people with different backgrounds, passions and interests can take part in a living democratic culture. They are the kinds of places where community members live rich and fulfilling lives through their relationships with the Rochester Public Library.

The Branch Operations and Facilities Master Plan provides a flexible and implementable roadmap for the Rochester's ten branch libraries. It has been informed by in-depth research, analysis and the voices of thousands of stakeholders. The Plan – both ambitious and pragmatic – requires that RPL utilize inward and outward facing strategies to maximize success and impact. Internally, streamlining program, supporting staff, as well as bolstering each library's physical plant through both small and large interventions will increase efficiency and utility at the branch level. Externally, RPL can use the Master

Plan recommendations to strengthen and create new partnerships with city agencies and community organizations to fund, co-develop and run programs and services that target Rochester's most vulnerable. While the plan is forward looking, RPL has already begin seeking concrete ways to implement quick wins in each branch and work towards making the small and large moves a reality. Therefore, the success of the Master Plan is dependent on close collaboration and buy in from not just RPL staff, board and leadership, but also other city agencies, the non-profit sector and residents.

The Master Plan process and input has also revealed that each library branch is an integral part of the city's social and civic infrastructure. Its services are core to providing opportunity to the most vulnerable, and creating an equitable, inclusive and vibrant Rochester. The Master Plan provides both a vision and implementable brass tacks strategies to build from strength to make RPL one of the best, innovative and anti-poverty focused library systems in the country.
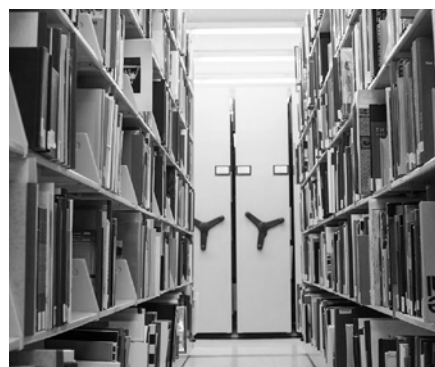
HESTER STREET
Nisha Baliga
Julia Lindgren
Cesar Mesias

GRAIN COLLECTIVE
Sapna Advani

LEROY STREET STUDIO
Lisa Feldmann
Tamarah Mata-Lasky
Shawn Watts

Rochester
Public Library