



Rochester Public Library **MASTER PLAN**

City Council Review



BOARD REVIEW

- ▶ Library Board reviewed and approved the Library Master Plan at the August, 2025 meeting
- ▶ Addressing accessibility concerns and deferred maintenance need to be prioritized for visitors, staff
- ▶ This plan takes into consideration a key end-of-life deadline for Bookmobile (2027)
- ▶ This is a long-range, visionary plan

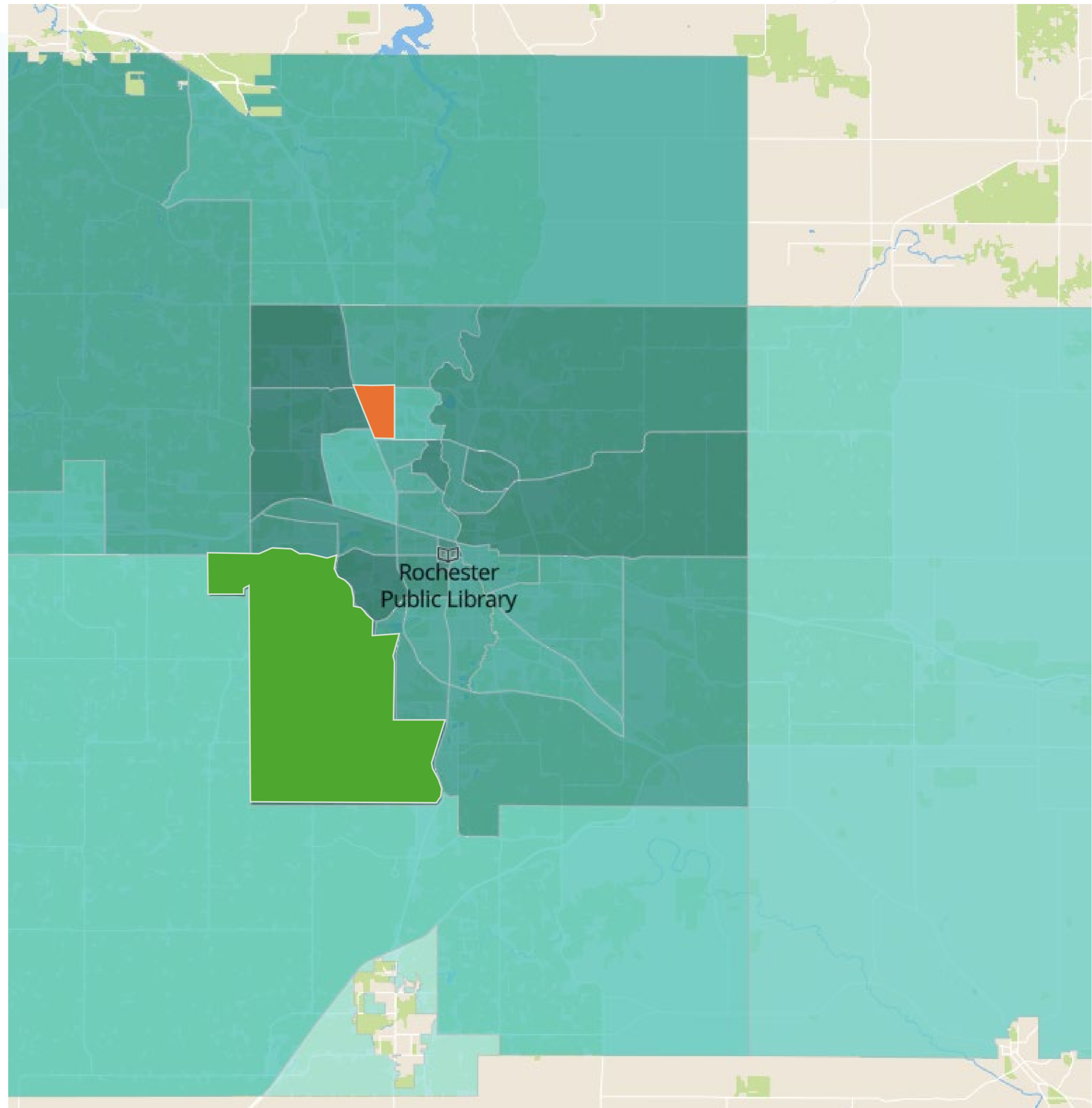




PROBLEM

- ▶ Space, layout, uses challenges at RPL
- ▶ Shifting usage patterns, changing needs for customers
- ▶ City Council study session in January 2023 identified varying solutions, priorities
- ▶ Ongoing disparity: library card distribution rate by census tract (median rate is 35.18% of households with library cards)

LOW	HIGH
26.44	48.83





JOINT PROJECT

2024-25
Budget request:
Joint City Council/
Library Board study

Early 2024:
Library staff, board, city
teammates develop RFP,
which council approves
in March

MSR Architects selected
to conduct study, work
begins August 2024 with
initial community
engagement,
co-design process,
stakeholder interviews

March 2025,
MSR presents initial
findings to Council;
adjusts quantitative
survey based on
Council input

Quantitative survey
conducted in
May/June 2025;
4,517 individuals
participate
in survey





COMMUNITY CO-DESIGN

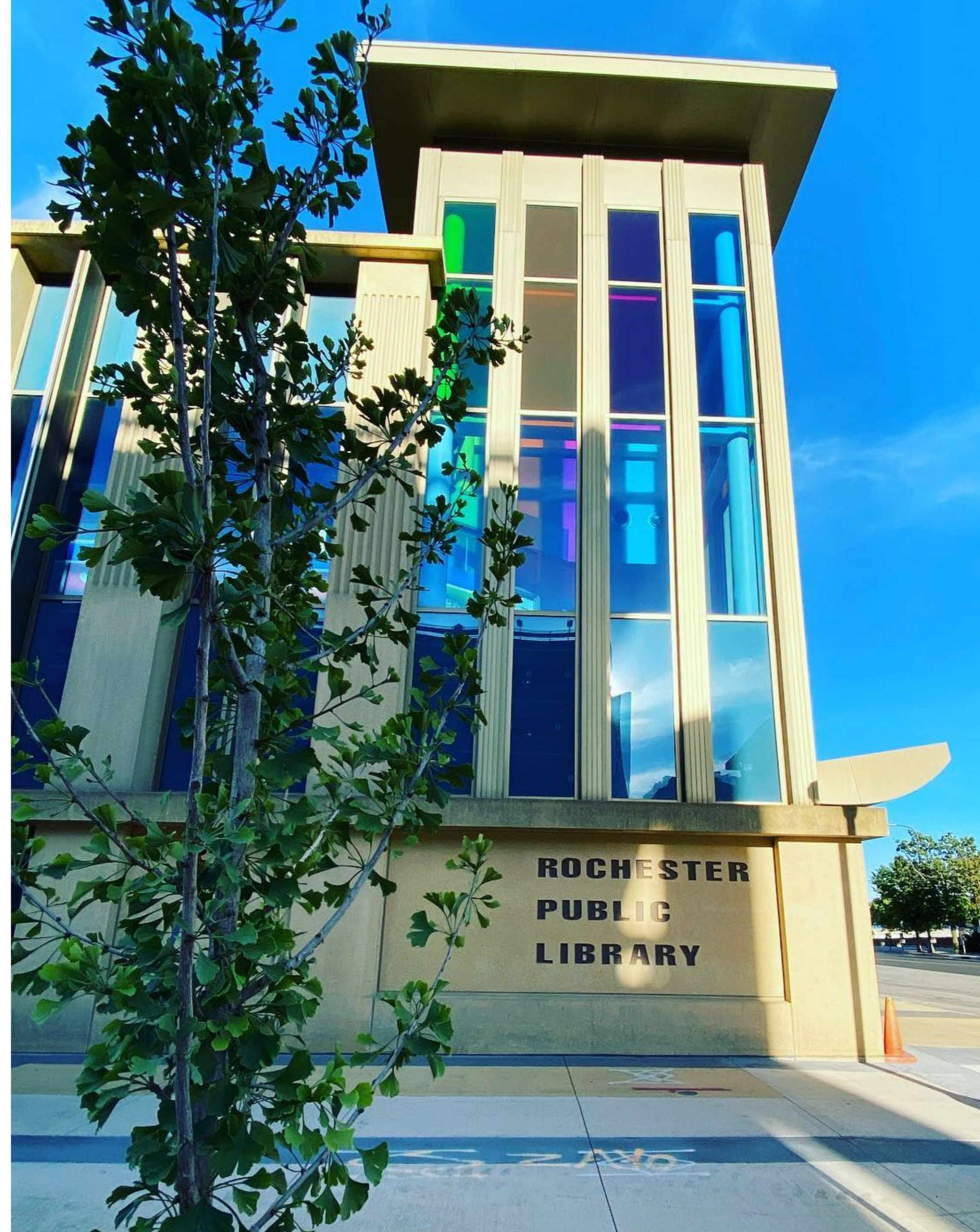
Conversations focused on four key areas:

- ▶ Safety
- ▶ Physical Space
- ▶ Programming & Offerings
- ▶ Connection & Access

“I cannot bring my children to the library because they would be too loud and disruptive.”

“I thought that only schools had libraries.”

“As they walk in, people assume they know where they are going or how to navigate. No one welcomes them.”





PARTICIPATION



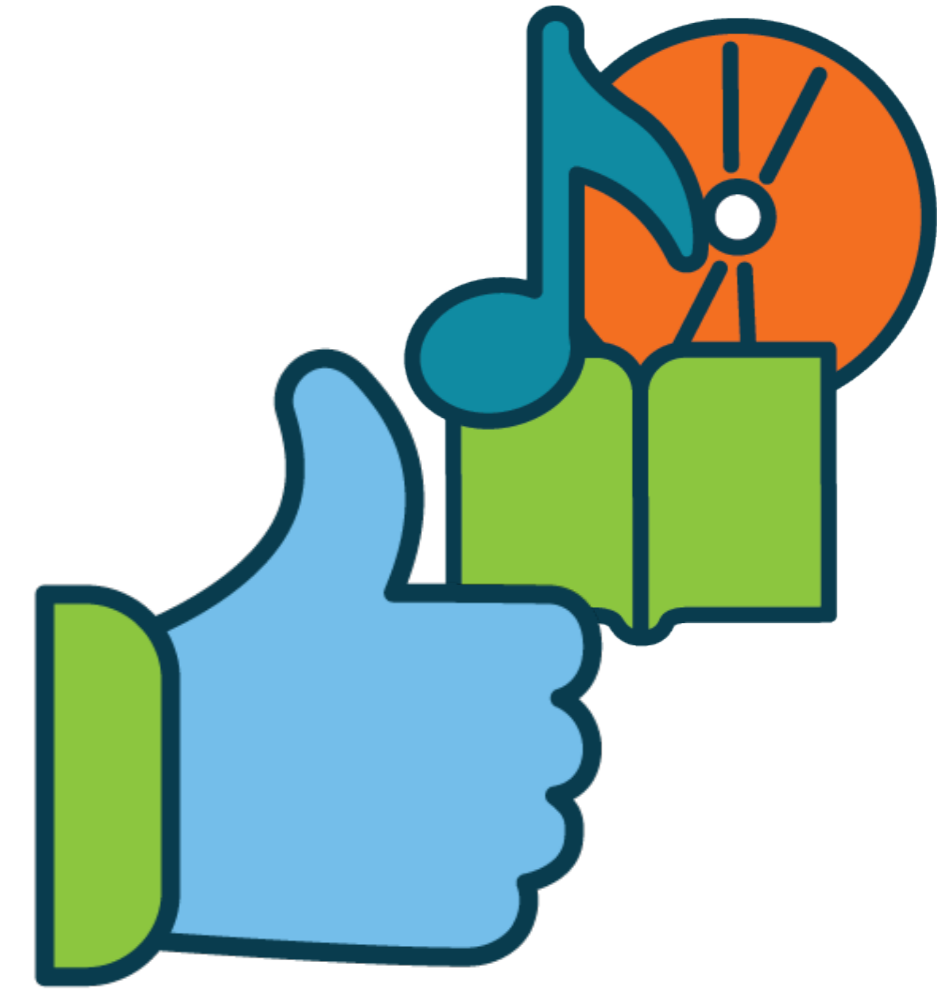
4517

total survey
respondents



47%

use the library
once a month
or more



88%

agree there is value in
having library resources
available to the community



FINDINGS

- ▶ Support for the library
- ▶ Many residents are not aware of all the library's current or potential offerings and services
- ▶ The downtown location presents access challenges for a significant number of community members
- ▶ As the city has grown, population centers have become weighted to north and south of the city. Across all community engagement platforms, the desire for branch libraries was consistently stated



73%
of survey
respondents would
support additional
funding for RPL
even if it resulted
in a tax increase

FINDINGS

- ▶ Little apparent appetite for a complete transformation of the downtown library building among many city leaders and elected officials
- ▶ A refresh would improve access and aligning the library with 21st-century needs was acknowledged

“It would be nice to have a curbside pickup.”

“More quiet areas to sit and read. More seating.”



77%
of survey respondents commented on improvements to the library

“I would use the library more often if the children’s books and older kid’s chapter books were in the same line of sight.”



RECOMENDATIONS

Review & revise organizational structure to ensure future alignment with mission & goals



OPERATIONS

Foster a culture of innovations and transformations that align with City/County transformational goals



LEADERSHIP

Raise the library's profile with community and local leaders

IDENTITY



FACILITIES



Pilot longer parking, services outside of downtown, and renovate the downtown library



RECOMMENDATIONS: OPERATIONS, IDENTITY, AND LEADERSHIP

Strategic Planning Process will develop action plans that:

- ▶ Further City Council Priorities
 - ▶ Economic Resilience
 - ▶ Inclusive Growth Management
- ▶ Advance RPL as a future-focused organization
- ▶ Incorporate the community feedback and insight regularly
- ▶ Many of these recommendations are budget-neutral, as we will prioritize some new initiatives and end other initiatives to make this happen





RECOMMENDATIONS: FACILITIES



OPERATIONS



LEADERSHIP

IDENTITY



FACILITIES



- ▶ Three pilots:
 - ▶ 2-hour free parking
 - ▶ Satellite locations
 - ▶ Holds pickup at partner locations
- ▶ Adjust bookmobile service offerings
- ▶ Renovate downtown library with user-centered focus



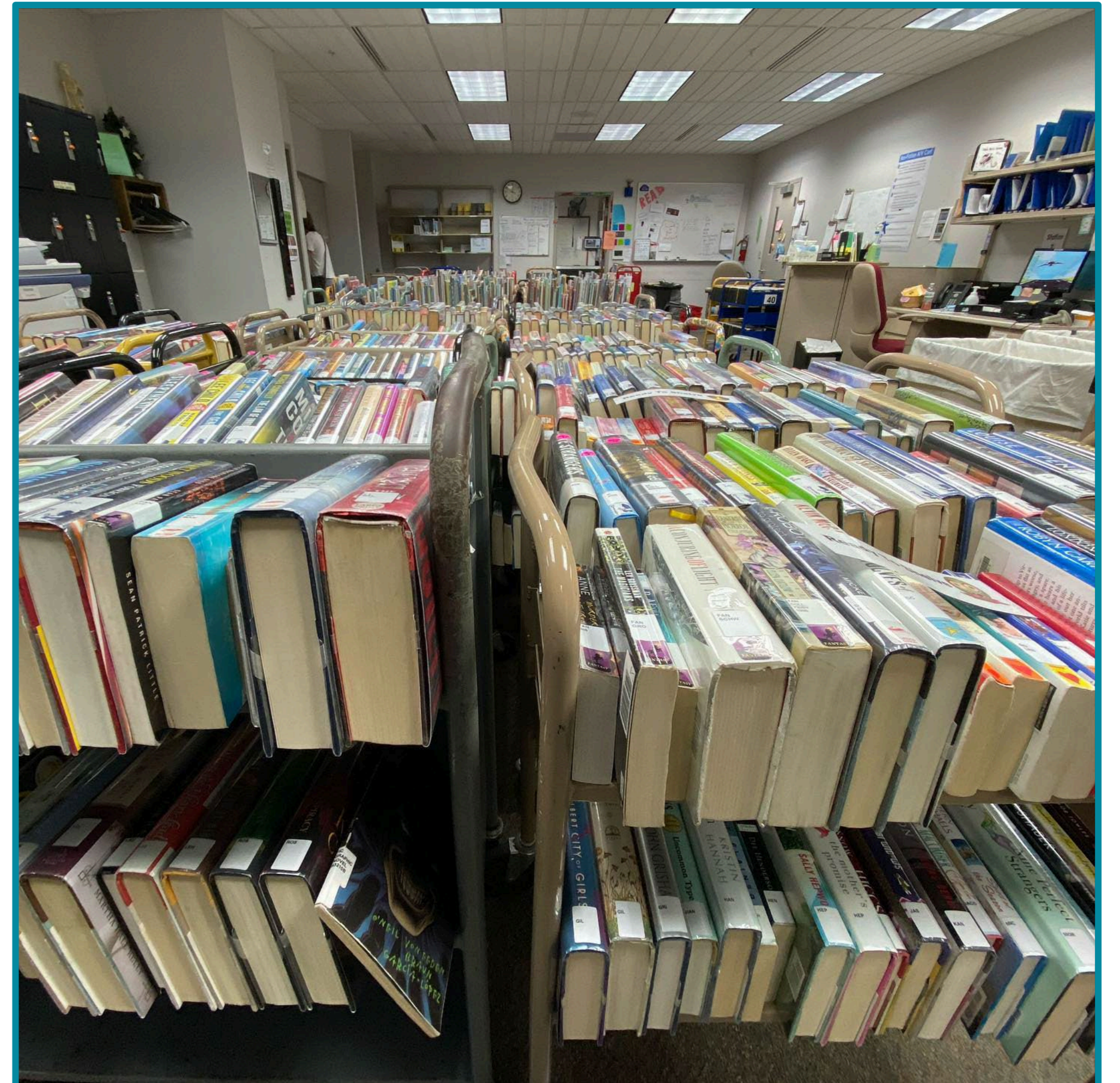
PILOT: 2-HOUR FREE PARKING

- ▶ Plan to use Foundation & Friends support to validate 2nd hour
- ▶ Will work with Parking & Transit, Administration, and partners to identify ways to cross-promote messages (Park Easy, RDA events, DowntownRochesterConstruction.com)
 - ▶ Identify shared measurements of success
- ▶ **COST: \$90,000-165,000**
(looking for ways to adjust pilot to reduce cost)
- ▶ **IMPLEMENTATION: 2026**



PILOT: HOLDS PICKUP AT PARTNER LOCATIONS

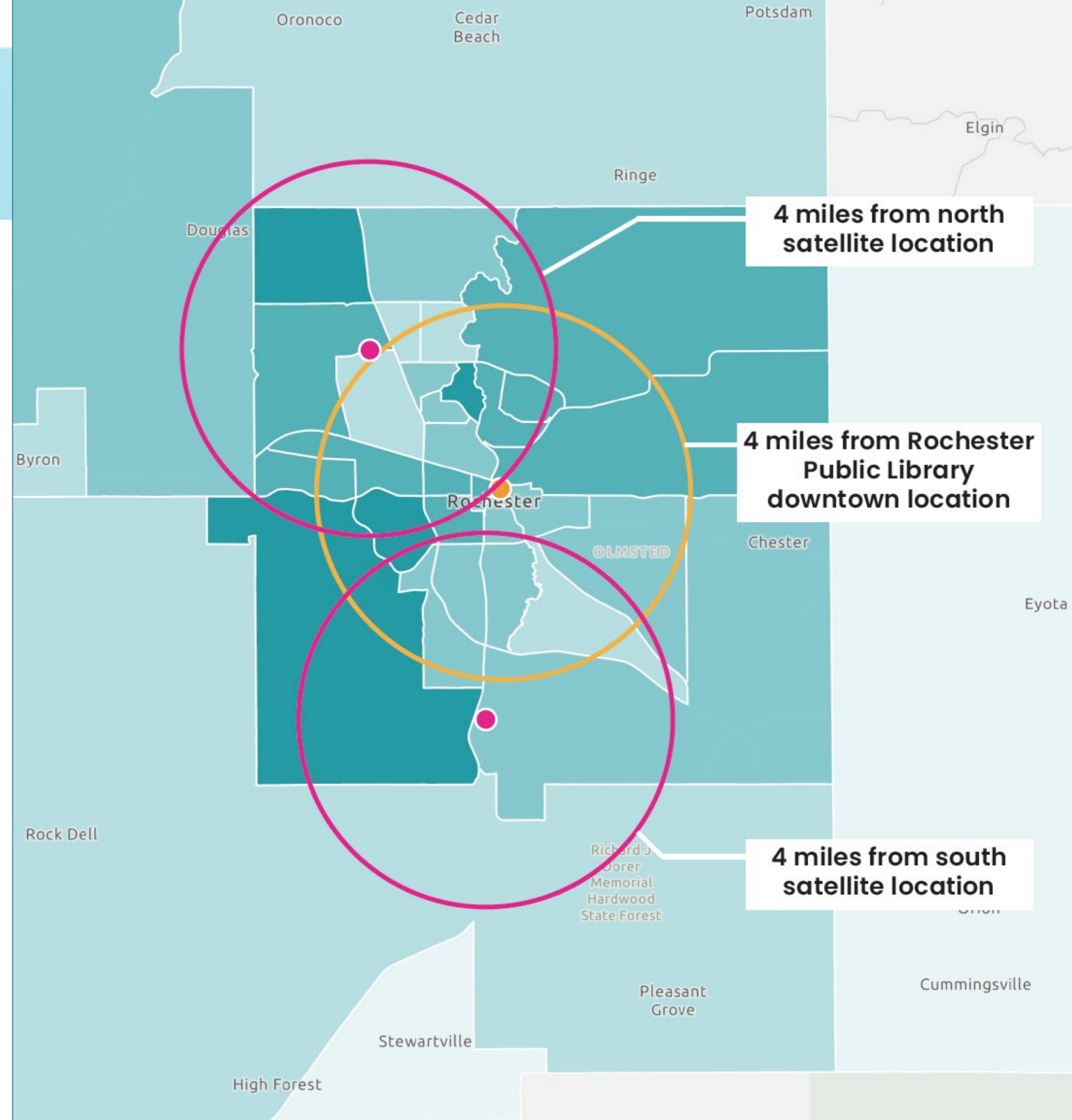
- ▶ Purchase outreach van and provide ongoing operational costs
- ▶ Estimate contingent on reallocating existing staff (which may decrease other services, i.e. outreach, programming, Library at Home service, etc.)
- ▶ **COST: \$162,000***
*reallocate existing staff
- ▶ **IMPLEMENTATION: TBD**





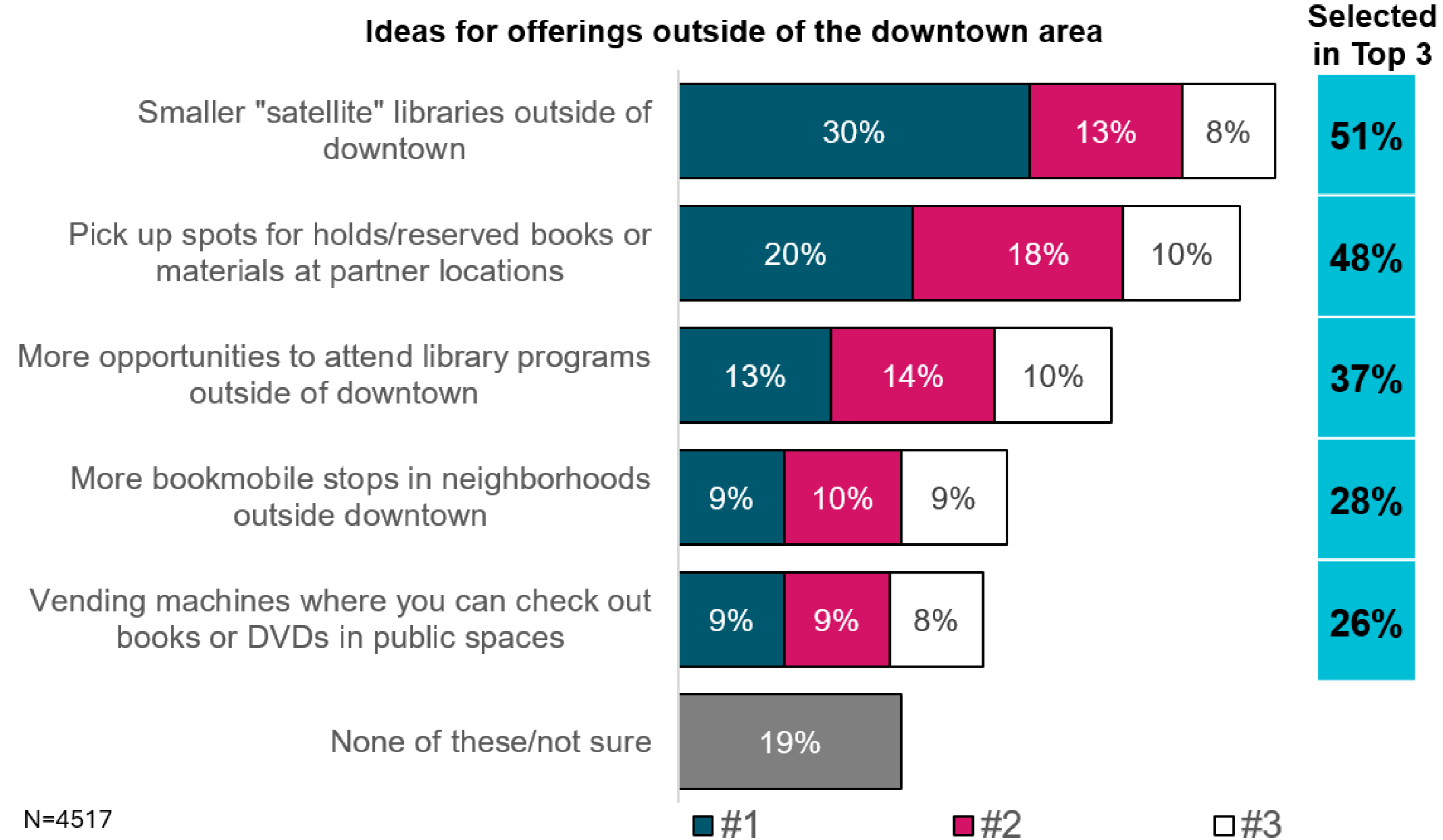
PILOT: SATELLITE LOCATIONS

- ▶ Over half of survey respondents expressed interest in satellite locations
- ▶ Could potentially run this concurrent with holds pickup at partner locations and adjustment of bookmobile service
- ▶ Most likely explore this before investing \$650,000+ for identical replacement of bookmobile





RPL SERVICES OUTSIDE OF DOWNTOWN



Q13: Below are some ways for RPL to offer additional materials, programs, and services outside of the downtown area. Please select up to three (3) changes that you feel would be the biggest improvement(s) and rank them.

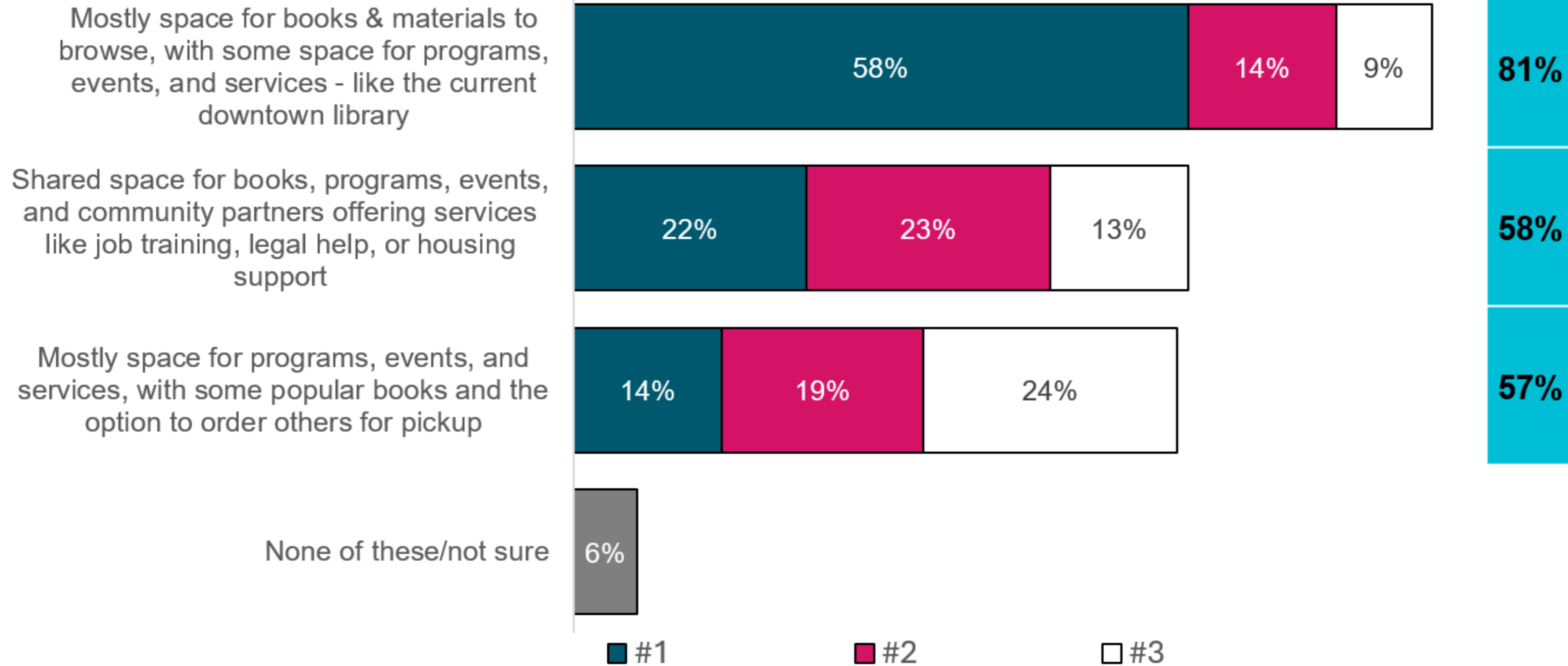


RPL SERVICES OUTSIDE OF DOWNTOWN

(Among those who selected satellite libraries in their top 3)

How to use space in satellite library

Selected in Top 3



n=2301



RPL SERVICES OUTSIDE OF DOWNTOWN

- ▶ Over half of survey respondents (51%) expressed interest in satellite locations, but for folks living 5+ miles from RPL, there was slightly more interest

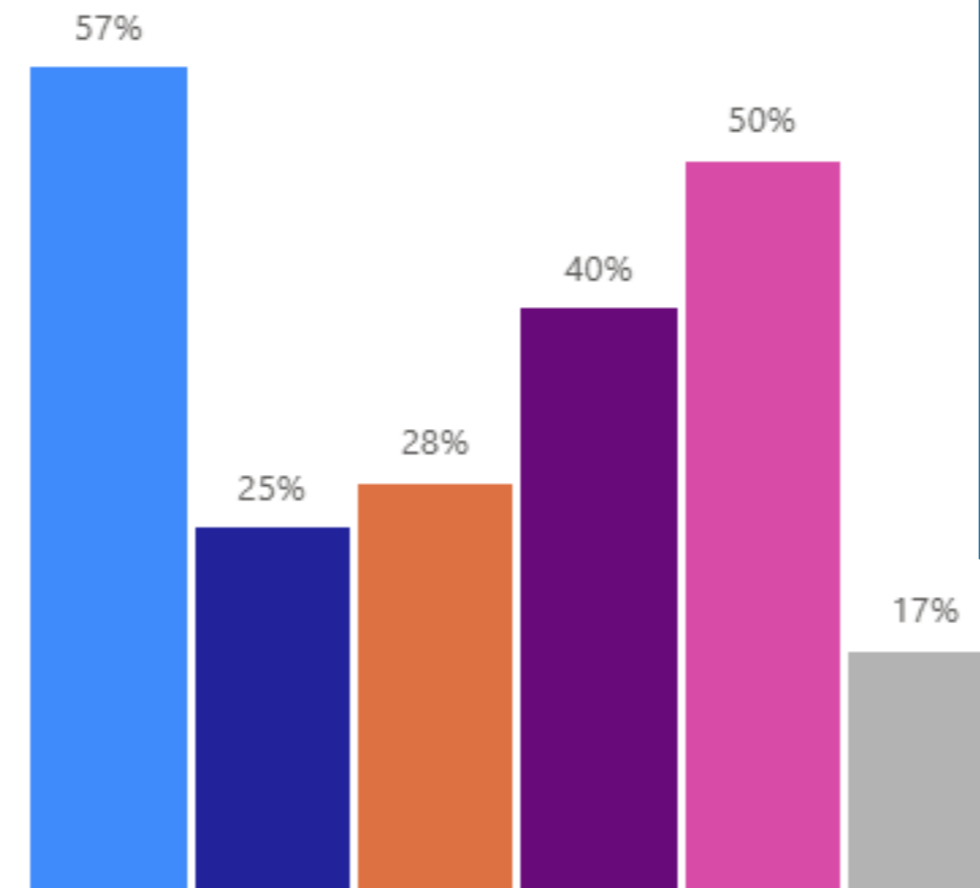
RPL SERVICES OUTSIDE OF DOWNTOWN

Q13: Ideas for offerings outside of the downtown area (percent in Top 3)

- 1. "Satellite" libraries
- 2. Public vending machines to check out materials
- 3. More bookmobile stops
- 4. More library programs
- 5. Pick up spots for holds/reserved materials
- 6. None

1865

N size (Q13)



For survey respondents living 5+ miles from the library (1865 residents)

57%

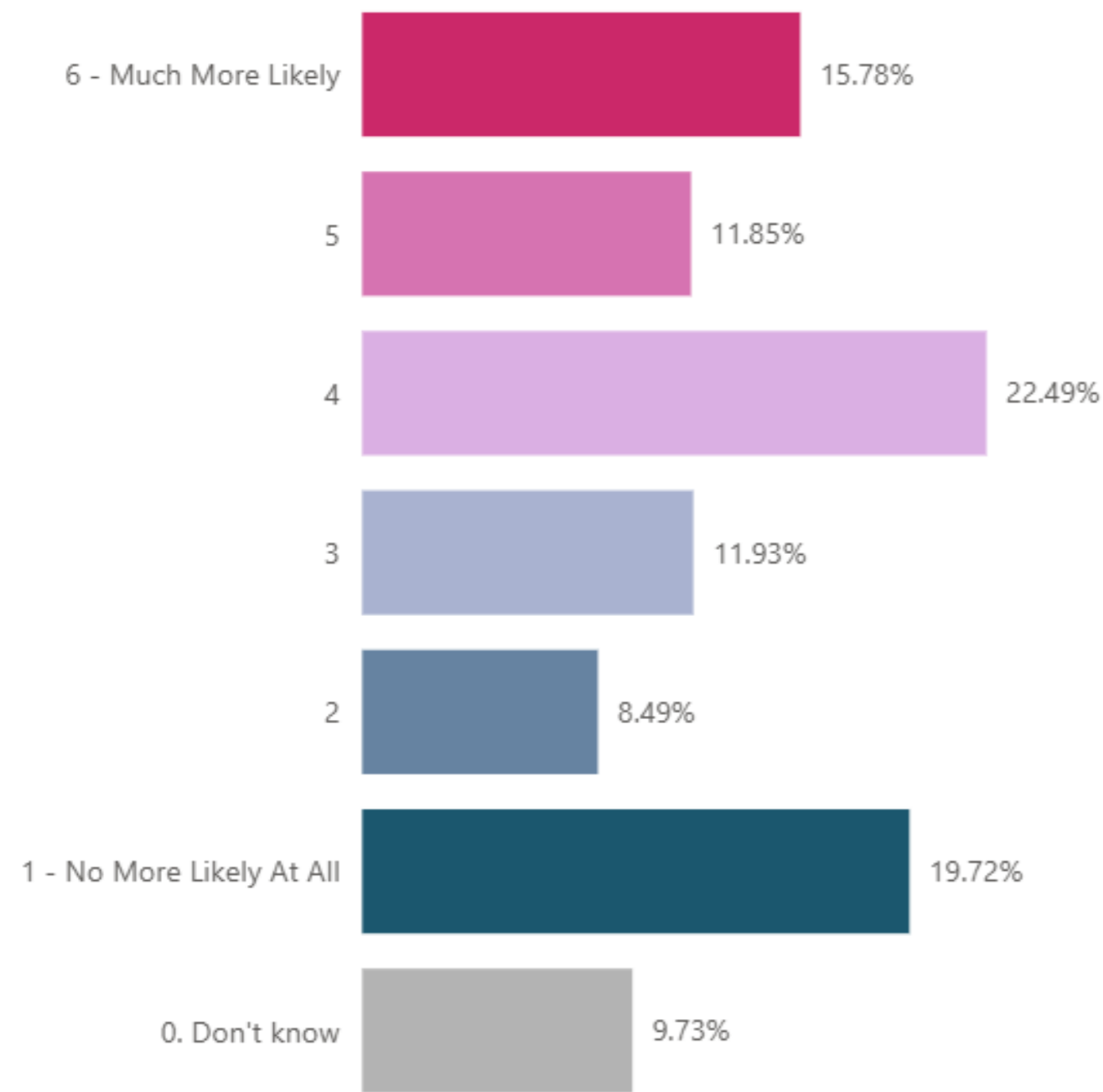
expressed interest in satellite locations



PILOT: SATELLITE LOCATIONS

PARTICIPATION IF NOT DOWNTOWN

Q22: Likelihood of participating more in programs if not downtown

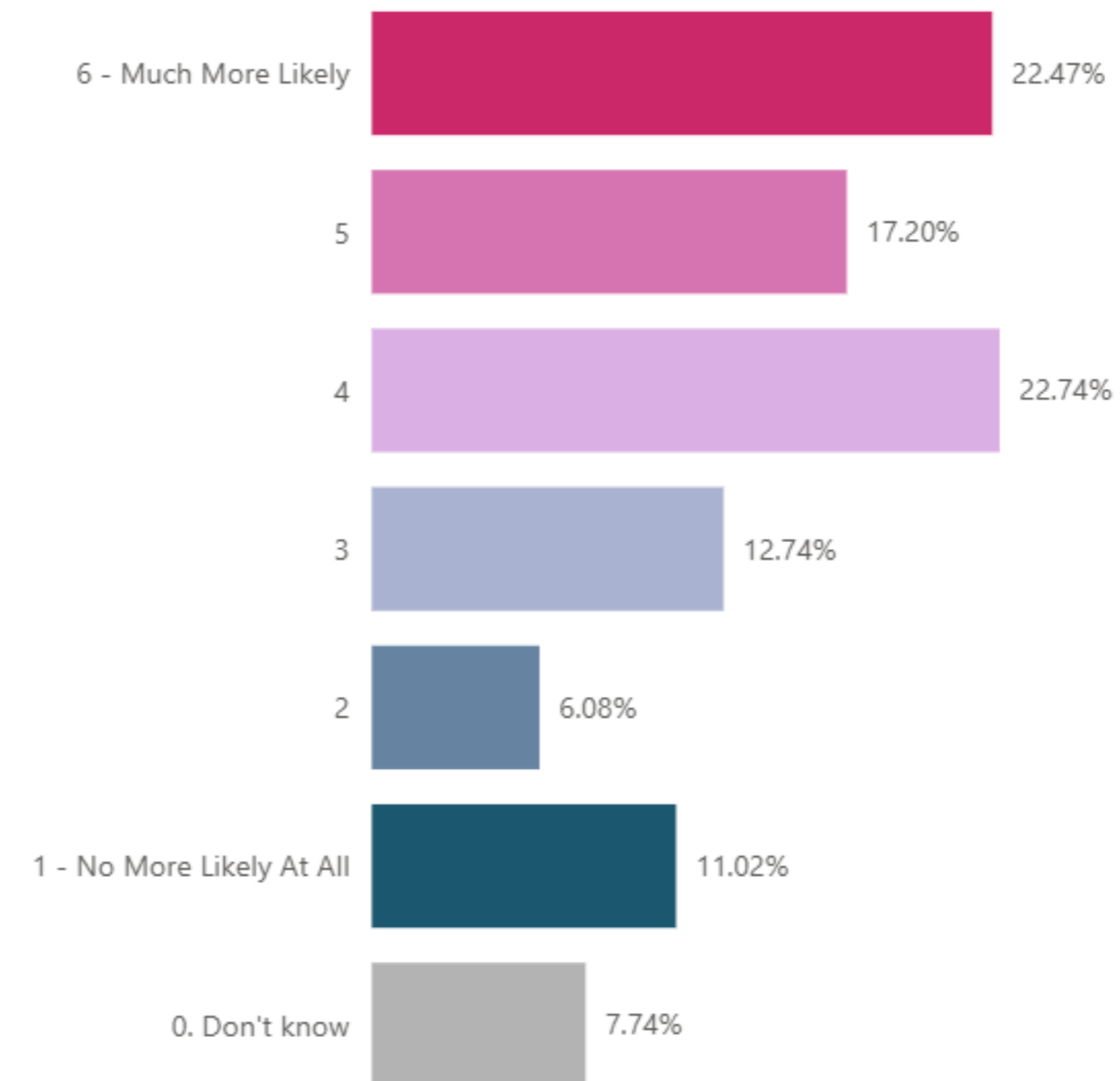


50%
likely to participate
in more programs if
not downtown
(Folks living 4 miles
or fewer from
downtown, 2428
survey respondents)

n= 2428
People living close to RPL (4 miles or fewer)

PARTICIPATION IF NOT DOWNTOWN

Q22: Likelihood of participating more in programs if not downtown



62%
likely to participate
in more programs if
not downtown
(Folks living 5 miles
or more from RPL,
1865 survey
respondents)

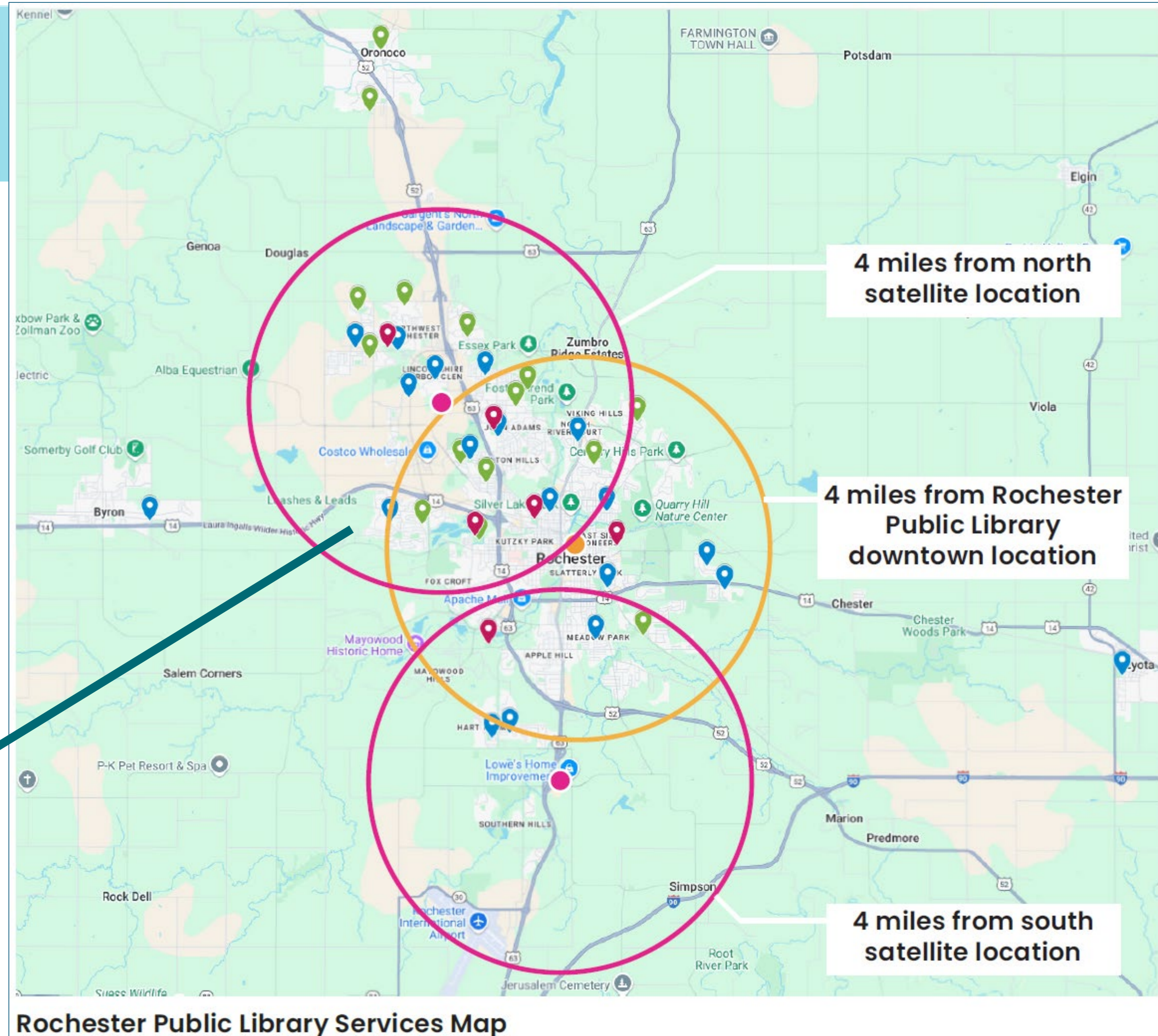
n= 1865
People living further away from RPL (5 miles+)



PILOT: SATELLITE LOCATIONS

- ▶ Bookmobile is nearing end-of-life, pilot could extend bookmobile life
- ▶ Wouldn't replace downtown, but would offer services
- ▶ **COST: \$1,463,250- 5,229,500**
(Would seek community support, Friends, and Foundation support)

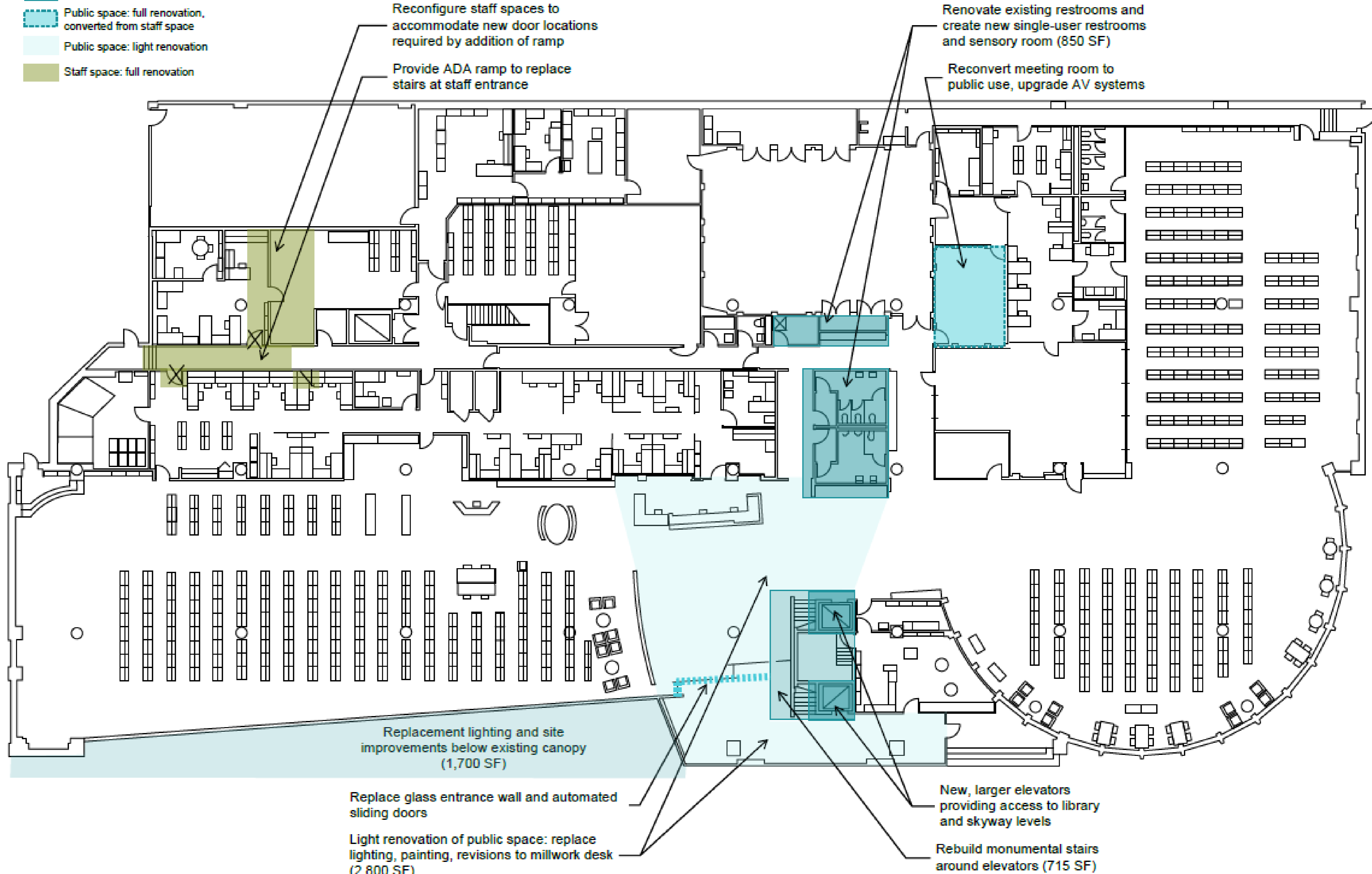
Flags denote
Bookmobile stops



1st Floor

KEY

- Public space: full renovation
- Public space: full renovation, converted from staff space
- Public space: light renovation
- Staff space: full renovation



Reconfigure staff spaces to accommodate new door locations required by addition of ramp

Provide ADA ramp to replace stairs at staff entrance

Renovate existing restrooms and create new single-user restrooms and sensory room (850 SF)

Reconvert meeting room to public use, upgrade AV systems

Replacement lighting and site improvements below existing canopy (1,700 SF)

Replace glass entrance wall and automated sliding doors

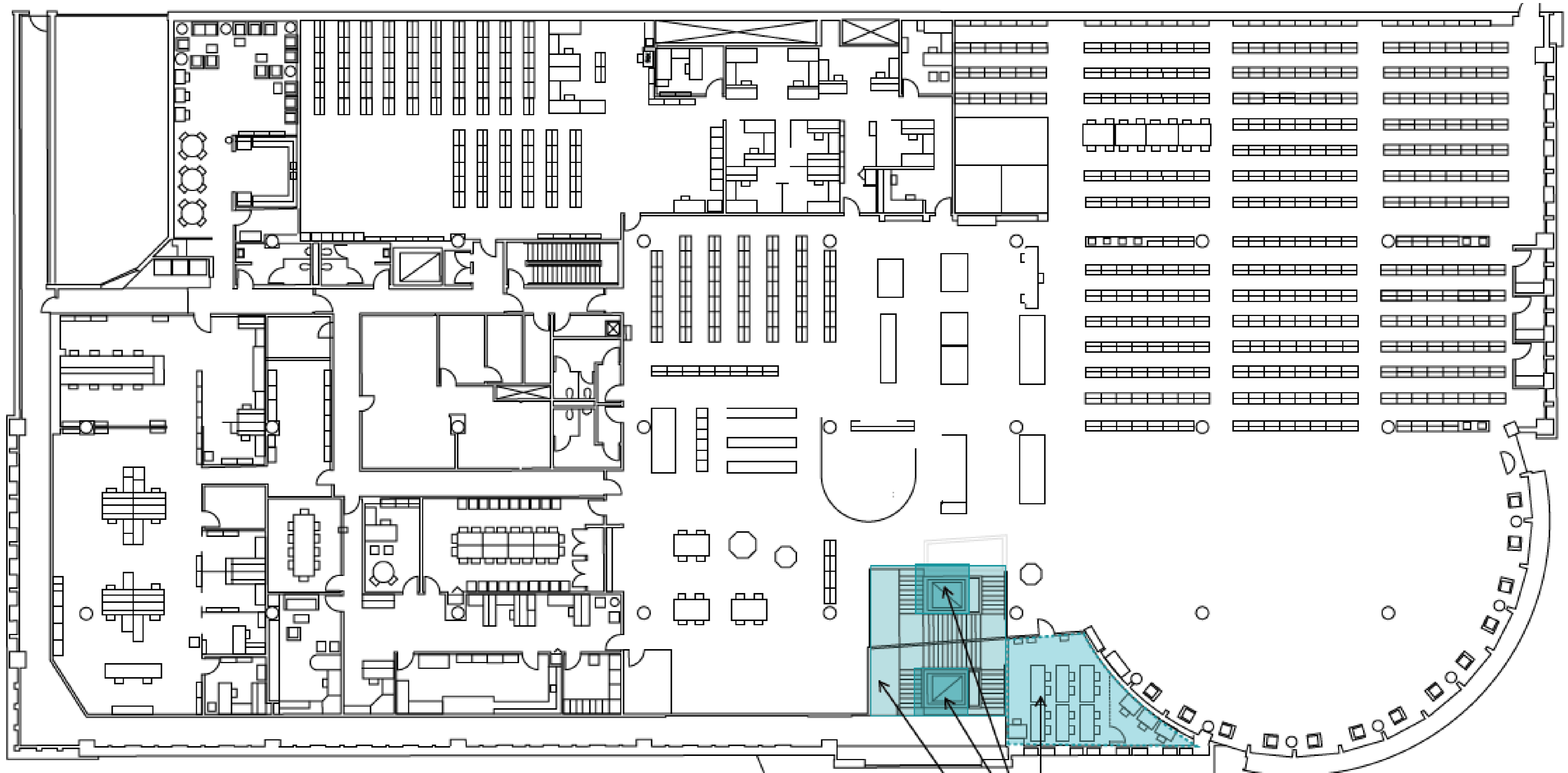
Light renovation of public space: replace lighting, painting, revisions to millwork desk (2,800 SF)

New, larger elevators providing access to library and skyway levels

Rebuild monumental stairs around elevators (715 SF)

2nd Floor

- KEY**
- Public space: full renovation
 - Public space: full renovation, converted from staff space
 - Public space: light renovation
 - Staff space: full renovation



Reconvert to public use (500 SF)

New, larger elevators providing access to library and skyway levels

Rebuild monumental stairs around elevators (715 SF)

COSTS

Short-term | Improve Access

Construction Costs: \$2,723,000 (2025 dollars)

FF&E and Soft Costs: \$1,167,000 (2025 dollars)

Operational Costs: no impact

Midterm | Improve User Experience

Construction Costs: \$6,338,200 (2025 dollars)

FF&E and Soft Costs: \$2,716,400 (2025 dollars)

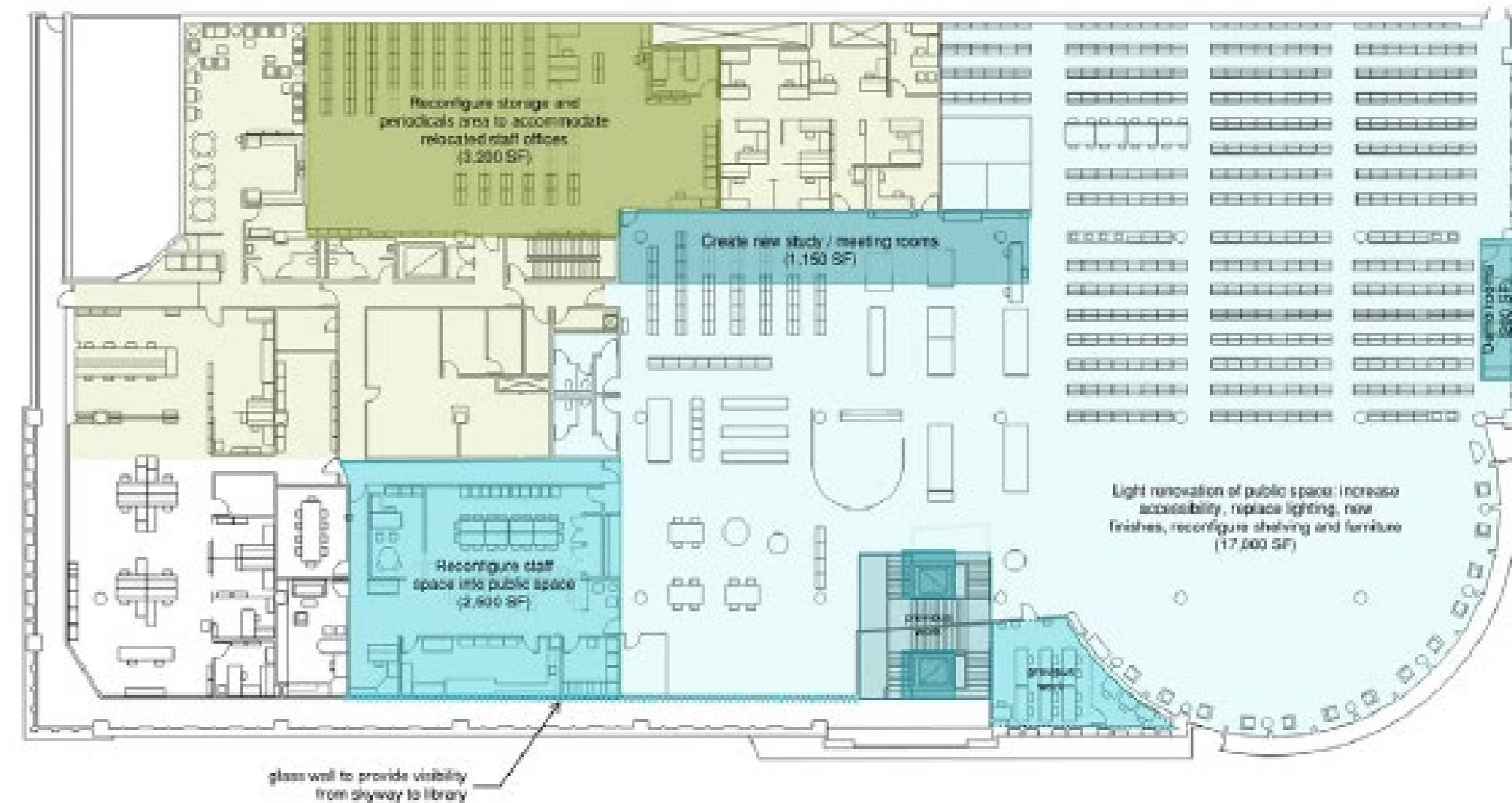
Operational Costs: no impact

Longterm | Community Wish List

Construction Costs: \$8,885,700 (2025 dollars)

FF&E and Soft Costs: \$3,808,100 (2025 dollars)

Operational Costs: \$343,000 per 12-month period (2025 dollars)



SUGGESTED IMPLEMENTATION

- ▶ Master Plan a living document
- ▶ Suggested implementation will need ongoing conversation between staff, Board, and Council
- ▶ Goal is to leverage Friends/Foundation & community support as possible

Implementation schedule								
Recommendations	2025 Costs Estimated Inflation	YEAR 1 2026	YEAR 2 2027	YEAR 3 2028	YEAR 4 2029	YEAR 5 2030	YEAR 6 2031	Proposed Funding Sources
Two Hours Free Parking for Library Users								
Capital Funding Needs	\$0							Shared between Library Building Fund and City's parking fund
Operational Funding Needs	\$90,000 - 165,000	\$93,600 - 171,600						
North and South Satellite Locations (2,000 - 4,000 SF)								
Capital Funding Needs	\$616,000 - 3,532,000		\$665,280 - 3,814,560					Friends/Foundation contributions, corporate sponsorships, philanthropic grants, and other community-based support.
Operational Funding Needs	\$1,388,000 - 1,694,500		\$1,499,040 - 1,830,060					
RPL Renovation Improve Access								
Capital Funding Needs	\$3,890,000			\$4,890,200				Rochester CIP program, ADA grants, and other matching grant programs
Operational Funding Needs	\$0							
RPL Renovation Improve User Experience								
Capital Funding Needs	\$9,054,554						\$11,770,920	Major capital campaign targetting 20% private fundraising and 80% through city bond or tax increase
Operational Funding Needs	\$0							
Notes								
1. This worksheet places projects by priority of community need. Actual order of projects should be discussed each year in context of available funding and potential shifting of needs.								
2. Inflation is estimated to be 6% for Years 1-3 per city staff input. Inflation is normalized to the 4% historical average for the longer term. This figure should be adjusted as market conditions change.								
3. Capital costs include construction costs, soft costs, and FF&E. Refer to Appendix H for additional detail.								
4. Operational costs are calculated for a 12 month period and include costs related to staffing, program supplies, vehicles, rent, utilities, etc. Refer to Appendix H for additional detail.								

Recommendations	2025 Costs	Year 1 2026	Year 2 2027	Year 3 2028	Year 4 2029	Year 5 2030	Year 6 2031	Year 7 2032	Proposed Funding Sources
	Inflation (estimated)	1.06	1.12	1.18	1.22	1.26	1.3	1.3+	

Parking Pilot

2-hour free parking	\$90,000- \$165,000	Adjust to fit budget							Friends/Foundation allocation for 2026
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NOTE: Bookmobile Replacement

Bookmobile - end of life in 2027	\$650,000			\$728,000					
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Satellite Pilots

Capital Funding Needs Range= Depends on 1 or 2 pilots, and construction/build-out needs of site(s)	\$616,000- 3,535,000		\$665,280 – 3,814,560	\$689,920- \$3,959,200					Friends/Foundation contributions, corporate sponsorships, philanthropic grants, and other community-based support.
Operational	\$847,250- 1,694,500		\$898,085 – 1,830,060	\$948,920- \$1,897,840					

Renovation | Improve Access

Capital Funding Needs	\$3,890,000			\$4,590,200		\$4,901,400			Rochester CIP program, ADA grants, and other matching grant programs
Operational	\$0								

Renovation | Improve User Experience

Capital Funding Needs	\$9,054,554					\$11,770,920			Major capital campaign targeting 20% private fundraising and 80% through city bond or tax increase
Operational	\$0								

▶ BOARD REVIEW

- ▶ Library Board reviewed and approved the Library Master Plan at the August, 2025 meeting
- ▶ Addressing accessibility concerns and deferred maintenance need to be prioritized for visitors, staff
- ▶ This plan takes into consideration a key end-of-life deadline for Bookmobile (2027)
- ▶ Piloting initiatives will help inform future decisions (for Library Board & Council)
- ▶ Library Board & City Council will need to create shared vision of pilot successes/failures



BOARD RECOMMENDATION

Receive and adopt the Library
Board adopted Master Plan.



ROCHESTER
PUBLIC LIBRARY



QUESTIONS?



ROCHESTER
PUBLIC LIBRARY