DC Public Library

Next Libris

Facilities Master Plan
2021-2030

November 2020

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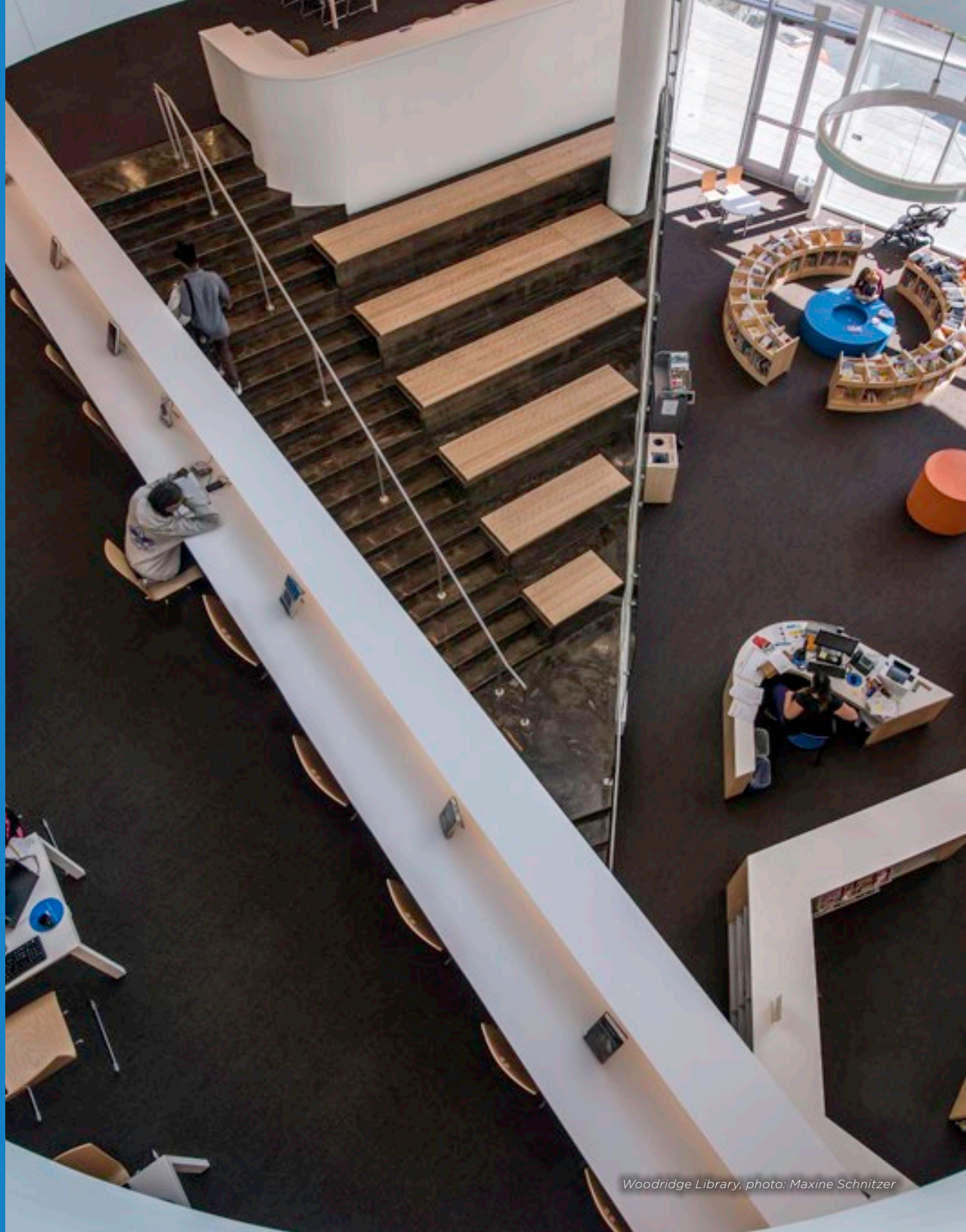
The future is already here—it's just not very evenly distributed."

—

WILLIAM GIBSON[1]

Shaw Library, photos: Paul Rivera

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Capitol View Library, photo: Maxine Schnitzer

Foreword

Anacostia Library
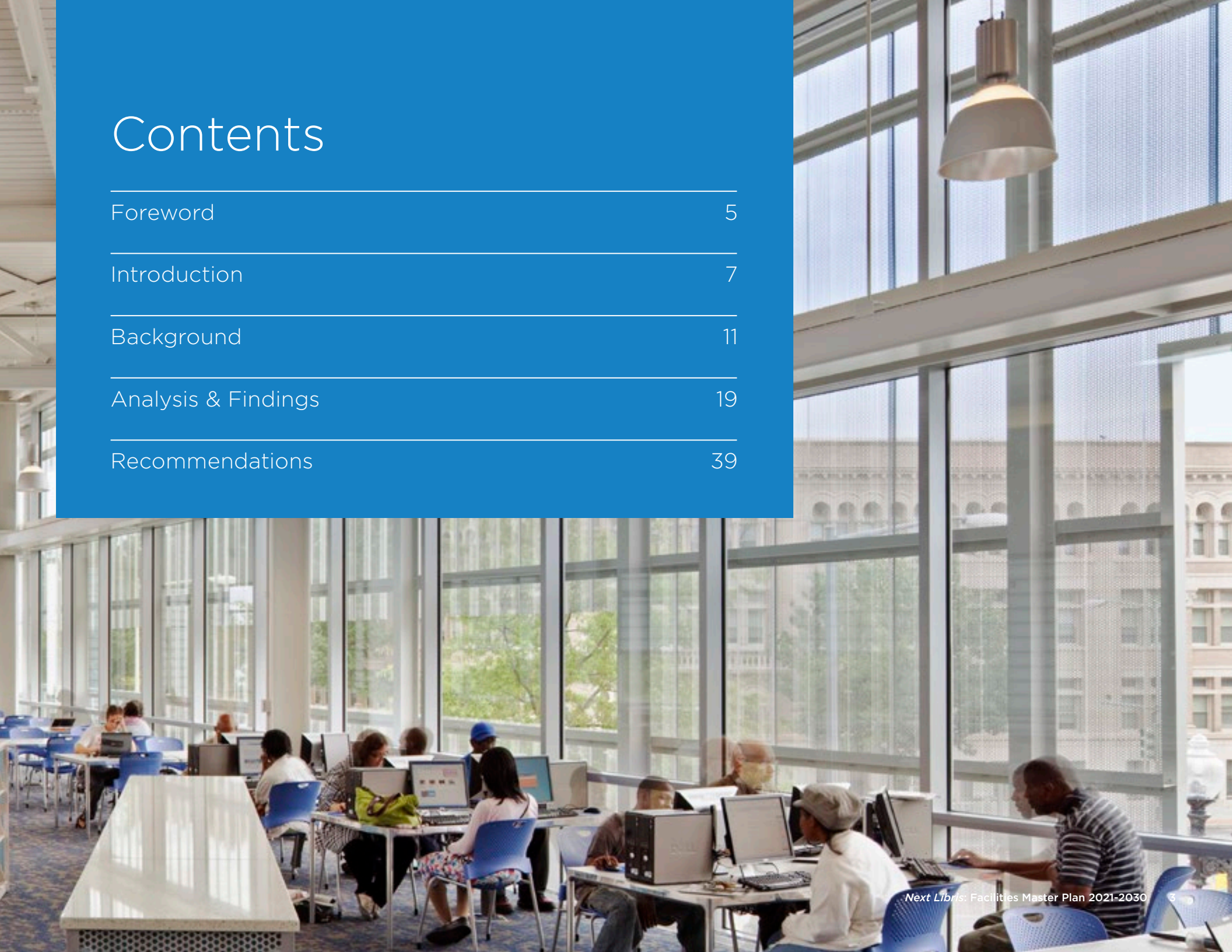
A half-billion dollars. Over the past decade, this is how much the District of Columbia has invested in new and modernized libraries across all eight wards. Beautiful, award-winning, loved and well-used libraries now pepper the District and are the envy of cities nationally.

Our 25 neighborhood libraries collectively see four million visits per year and we expect that number to eventually increase, especially after this year's highly anticipated reopening of the flagship Martin Luther King Jr. Memorial Library.

If the libraries are new, loved and well-used, one might ask why the DC Public Library is now publishing a facilities master plan. Isn't the library system more or less finished with its building projects? The answer to that question is an emphatic "no" for three important reasons.

First and perhaps most fundamentally, the Library must maintain and protect its new buildings for the use and enjoyment of generations to come, never allowing them to fall into disrepair. This facilities plan includes a comprehensive facilities condition assessment that allows for the Library to better plan and budget for major infrastructure projects like HVAC and elevator replacements. This will keep our buildings looking and running better longer, and help protect the significant investments residents have made in their library system.

Next, public libraries continue to evolve at a pace that requires a near constant evaluation and rethinking of how their interior spaces meet user demand. In 2017, the Library published a strategic plan in which it committed to tailor library services to community needs. Most of the neighborhood libraries designed prior to 2014 had a similar service model in mind, regardless of the community each building was designed to serve. Today, we have a more nuanced understanding of how our library buildings are used and know that technology and changing user behaviors have disrupted the library industry in exciting and unexpected ways. In addition to serving as a traditional repository for books, among many other functions, our buildings serve as co-working spaces for the self-employed, laboratories for technological exploration, play spaces for infants and toddlers, and safe spaces for our most vulnerable residents.

We have titled our facilities plan *Next Libris*, a play on the Latin term *ex libris* (meaning "from the books"). We think the title conveys the intrigue, energy and excitement about the future of books, learning and libraries.

The facilities plan will ensure our buildings remain responsive to the services residents demand from their libraries.

Third and closely related to the notion of the evolution of public libraries is the evolution of the District of Columbia itself. With more than 700,000 residents, the District continues to grow and change and the facilities plan provides a strategy for addressing library service gaps that exist in the city. Of particular importance here is the concept of equity and a fuller understanding of the barriers that some residents face in accessing library services. What role can a reimagined library campus play in removing barriers to participation with libraries and all the resources and opportunities contained therein?

We have titled our facilities plan *Next Libris*, a play on the Latin term *ex libris* (meaning "from the books"). We think the title conveys the intrigue, energy and excitement about the future of books, learning, and libraries. Our hope is to initiate an important dialogue with the city's elected officials and stakeholders about the continued evolution of our library system and the resources necessary to accomplish these goals.

We are confident that continuing to invest in public libraries, even among compelling municipal priorities that are compounded by the COVID-19 recovery efforts, will complement numerous other educational, community building and public safety aspirations. In a city managing fast-paced change, our neighborhood libraries are a force to bind together all eight wards. We would like to thank all the District residents and staff members who participated in the process. We are excited to share this plan, and we look forward to working with you all on charting a bold path for the next decade of library services in the District.

Sincerely,

Gregory M. McCarthy
President
DC Public Library Board of Trustees

Richard Reyes-Gavilan
Executive Director
DC Public Library

Introduction

West End Library

The District of Columbia Public Library is a vital learning institution committed to supporting the needs of all residents regardless of where they live, their income or educational attainment.

With 26 locations, including a central library and a robust online presence, the DC Public Library is one of the busiest library systems in the country, boasting almost four million library visits each year.

Next Libris, the DC Public Library's Facilities Master Plan, articulates the Library's commitment to not only maintain the city's public libraries, but to adapt them for new uses and continue to pursue strategic opportunities to grow and give even more residents access to this increasingly vital engine of community life. The Plan comes as the Library nears completion of a 10-year transformation in

which 24 of 26 libraries will be new or fully modernized by 2024, including the Martin Luther King Jr. Memorial Library, the District's central library.

DC Public Library developed the Facilities Master Plan to help guide its physical service delivery strategy for the next 10 years and beyond. It is aspirational and proposes that in the future, the Library will need to and should serve more residents, more equitably, than it does today. The Library will accomplish this by tailoring libraries to respond to individual community needs and by growing the system to meet the needs of an expanding city.

The Plan contains high-level analyses, findings and recommendations that position the Library to address broader District-level issues. It provides a close look at existing library buildings, community needs and opportunities for better access to library services.

Future neighborhood and site-level studies as well as community engagement will be required to determine project feasibility, identify specific sites as needed, develop detailed scopes of work and define precise budgets and schedules.

Next Libris is a living document that will be updated as new information becomes available, enabling the Library to respond to changing circumstances and opportunities. The plan was developed prior to the COVID-19 outbreak, which we know may have profound long-term impacts on city services.

Next Libris **articulates the Library's commitment to not only maintain the city's public libraries, but to adapt them for new uses and continue to pursue strategic opportunities to grow and give even more residents access to this increasingly vital engine of community life.**

While the plan is intended to inform the Library's annual budget request, it is not a financial plan nor a commitment by the Library or District to any specific project or other individual recommendation. Further formal action by the Library Board of Trustees, Mayor and Council of the District of Columbia will be required to implement any recommendations.

The Facilities Master Planning Goals

This Facilities Master Plan has three goals. These goals collectively frame the Library's decision-making philosophy for investments over the next decade. Drafted with Library staff and later refined through a robust community engagement process, the goals are as follows:

Manage assets wisely

The Library will be a good steward of existing facilities by proactively maintaining aging building systems.

Design and build responsively

The Library will regularly update building interiors to remain responsive to neighborhood needs.

Grow smartly and equitably

The Library will seek ways to provide more equitable services to more residents across the District of Columbia.

Central to each of these goals is the need to consider prioritization and timing. The Library will prioritize projects that address needs identified in this plan and will time them in such a way that is realistic and within its existing budget authority.

The Planning Process

The master planning process centered on developing a better understanding of the District of Columbia's changing demographics and what those changes might mean for library services, in addition to developing a detailed understanding of the Library's existing buildings.

The Library reviewed background information, collected and analyzed data and engaged with stakeholders and the community to get a fresh look at how well the existing footprint is meeting community needs. This approach informed a set of comprehensive findings and recommendations that position the Library to better serve residents.

Equity Impact Statement

DC Public Library is committed to the elimination of racial, social and physical barriers and biases that unjustly exclude residents from full participation with its buildings, programs, books and services.

Historically, the placement, size and program of public libraries have not always factored in the needs of all residents nor considered the many and often undercounted ways that residents use public libraries.

Next Libris seeks to expand access to libraries in an inclusive manner that values the diversity of all members of our community. Individual recommendations contained herein will be further scrutinized to ensure there are no unanticipated adverse impacts to our community members. Furthermore, the Library will commit to being a leader in accessible design to promote full participation in and enjoyment of its facilities and resources.

Benning Library, photo: Davis Brody Bond

Tenley-Friendship Library, photo: Mark Herboth

Background

The ways in which individuals access books and information have changed drastically in the past decade and public libraries are challenged to anticipate what comes next, adapt to evolving customer expectations, rethink service strategies and deliver relevant services to a complex citizenry.[2]

The Library must have a strong understanding of the District's changing landscape and recognize how public libraries can position themselves in times of change. At the start of the facilities master planning process, the Library reflected on how residents' evolving needs influence services in a changing city.

Key demographic trends are shaping the District, and as a community learning hub, the Library will evolve to meet the needs of its residents. These factors—outlined on the following page—will help guide the Library leadership in implementing the recommendations laid out in this Plan.
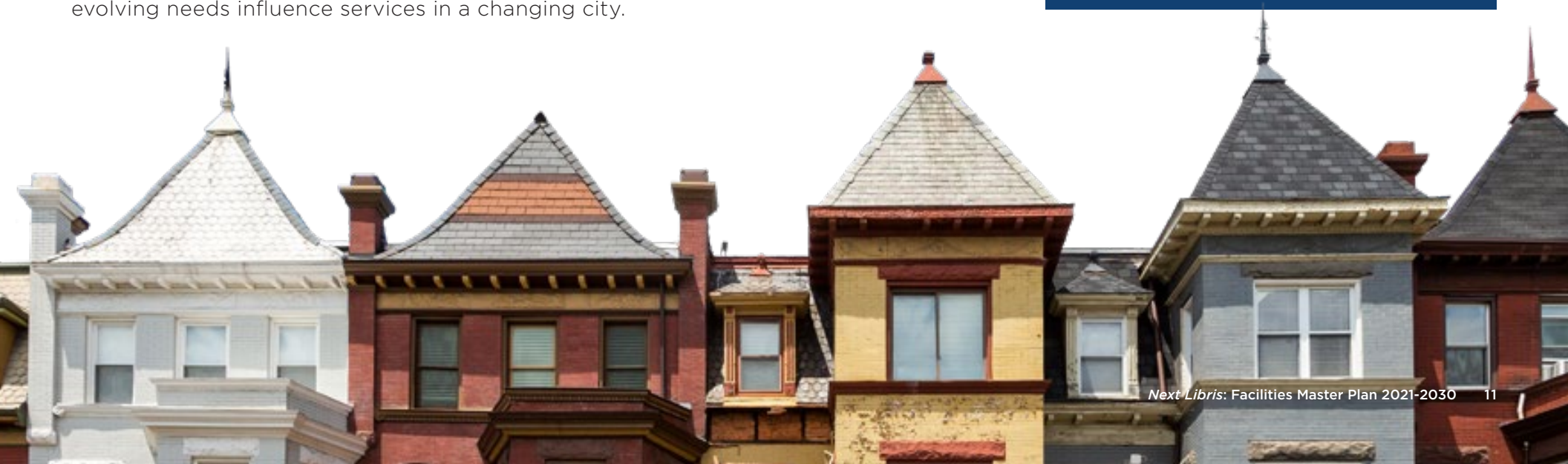
The District has grown.

Population growth means increased demand for library services.

Currently at approximately 702,000 residents, the city has added more than 100,000 residents since the library building renaissance began in 2010.[3] While the aftermath of the COVID-19 pandemic may require adjustments to projections of future growth, the city is currently undergoing a demographic shift as both domestic migration and international immigration bring new populations to the District.[4] As D.C.'s population has grown, additional library services and spaces are needed. Additionally, existing library locations will need to be reconfigured to serve changing neighborhoods.

D.C. is getting younger.

Young people need libraries to succeed.

Public libraries are a vital resource for children and teens, providing free and safe spaces that offer opportunities to grow intellectually, emotionally and socially.

Young people are drawn to libraries to access the Internet, study, read, write, socialize and participate in programming or just to hang out.[5]

The District's wealth and educational attainment is unevenly distributed.

Libraries build resilient communities and provide economic opportunity.

The District's median income continues to rise, but income gains are unevenly distributed across the city. Higher levels of wealth and educational attainment are concentrated in the Northwest quadrant of the city; Wards 7 and 8 lag significantly behind in both categories.[6]

While the borrowing of books in Ward 7 and 8 libraries is less than in other parts of the city, demand for other library services, such as technology and meeting room access, is greater.

D.C.'s non-English speaking population is growing.

Libraries provide language and literacy services.

More than 25 percent of residents in the Washington metropolitan area speak a language other than English at home.[7]

Public libraries provide important resources for those with language access needs and can tailor select services and programs for non-native speakers. Libraries help immigrants acclimate to American life by welcoming, supporting and integrating new residents from all over the world.[8]

Electronic books and increased use of online holds for print books offer new opportunities for library space planning.

Throughout the extensive community engagement process that informed *Next Libris*, residents stressed repeatedly that books are still important and remain a primary and fundamental reason for their use of the library system.

The way in which residents are currently accessing their reading material suggests that the Library rethink the amount of shelf space devoted to books and consider reducing it in favor of other pressing community needs such as study rooms or programming space.

E-books vs. Print Books

DC Public Library tracks the circulation of library materials by format and the trend is clear. E-books are becoming increasingly popular among library users. From 2014-2019, increases in the overall circulation of library books has been due almost entirely to increases in the circulation of e-books (digital circulation). A word of caution: while many residents enjoy the convenience of direct-to-device delivery of books, other residents, especially in low-income areas of the city, may not have the same level of access to electronic content. Another concern is the tenuous relationship that currently exists between libraries and major publishers with regard to access to e-books. As major e-book publishers, in an effort to increase consumer sales, continue to explore options to limit public library access to e-books, the future of e-books in libraries will remain uncertain.

CIRCULATION TRENDS
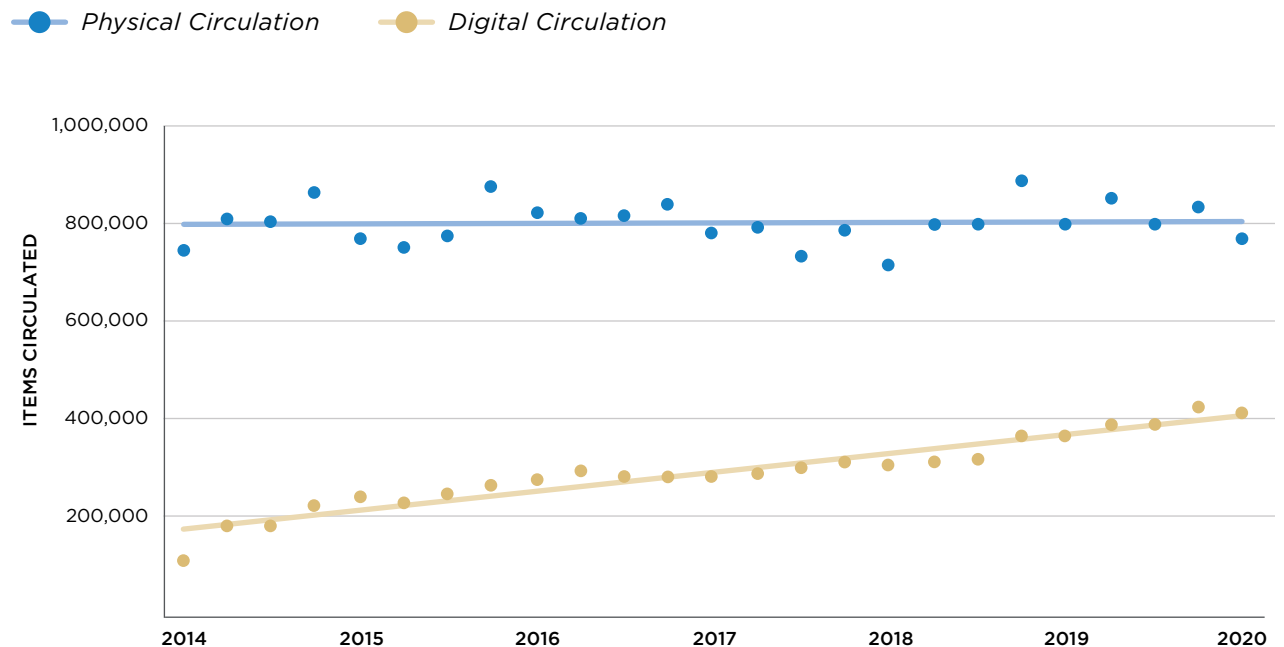
● *Physical Circulation*   ● *Digital Circulation*

We are seeing that library users are spending less time browsing library shelves for something good to read and instead are going to the Library's online catalog, identifying the books they want and placing a hold on the title to be picked up at the neighborhood library of their choice.

Placing Holds vs. Browsing the Shelves

Library users in Washington, D.C., like consumers everywhere, are becoming more comfortable with online browsing for physical items. Rather than going to a shoe store to browse for shoes, consumers are going to online sites, finding the shoes they want, then having them delivered to their homes. Similarly, we are seeing that library users are spending less time browsing library shelves for something good to read and instead are going to the Library's online catalog, identifying the books they want and placing a hold on the title to be picked up at the neighborhood library of their choice. The chart below illustrates this remarkable change in library user behavior. From 2013 to 2019, the percentage of customers who use the holds system jumped from 37 to 50 percent. In addition, checkouts by these customers jumped from 60 to 70 percent in that same time period. If the trend continues, the implication for library interior space planning is profound. If readers are spending less time browsing shelves, then libraries should consider devoting less space for shelving. The library system can leverage the generous amount of shelving at the new central library and have that building serve as the distribution hub for books being requested at libraries throughout the city.

LENDING ACTIVITY BY YEAR

— *Percent of checkouts by holds system customers*
— *Percent of lending customers who use holds system*
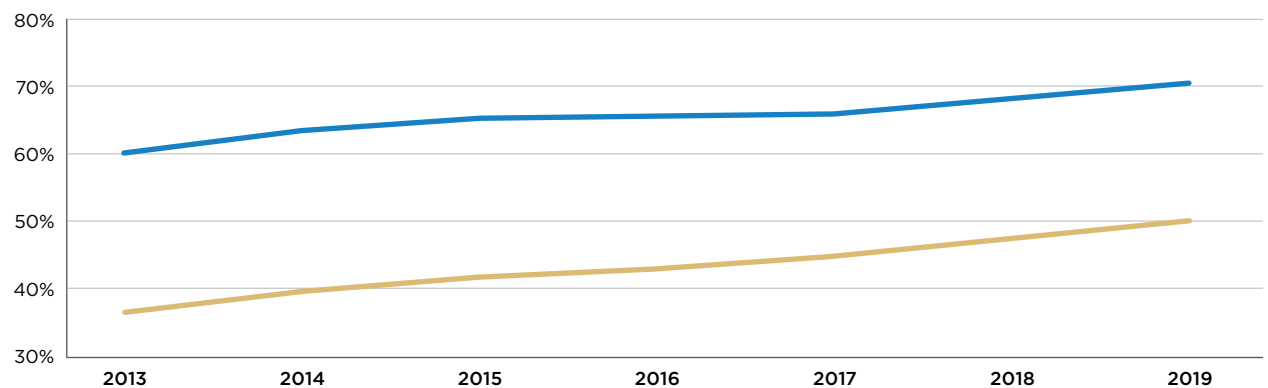
What does DC Public Library look like today?

The DC Public Library is a system of 26 libraries with space totaling 900,000 square feet. Of the 26 buildings, 21 are new or fully modernized and three more are in the planning, design or construction phase including the central Martin Luther King Jr. Memorial Library. The modernization of the Library's buildings over the past decade represents an extraordinary pace of project delivery across every ward of the District.

2019 STATISTICS

3.8M
ANNUAL GATE COUNT

4.9M
ANNUAL CIRCULATION

446K
TOTAL ACTIVE ACCOUNTS

24K
MEETING ROOM RESERVATIONS

944K
COMPUTER SESSIONS

MAP OF LIBRARIES TODAY

★ *Modernized or New Construction*

✕ *Not Modernized*

⚙ *Currently in Design or Construction*

◼ *Small Neighborhood Libraries*

Shepherd Park ✕
Takoma Park ★
Chevy Chase ✕
Ward 4
Lamond-Riggs ⚙
Petworth ★
Tenley-Friendship ★
Ward 5
Mt. Pleasant ★
Ward 3
Cleveland Park ★
Ward 1
Woodridge ★
Palisades ★
Georgetown ★
Shaw ★
Deanwood ◼
West End ★
Northwest One ◼
Rosedale ◼
MLK Central ⚙
Northeast ★
Benning ★
Capitol View ★
Ward 2
Ward 6
Southeast ⚙
Ward 7
Southwest ⚙
Francis Gregory ★
Anacostia ★
Parklands-Turner ◼
Ward 8
Bellevue ★

What investments have been made in DC Public Library buildings?

DC Public Library's award-winning projects have advanced design excellence and sustainability. New buildings, coupled with expanded programs, have raised the bar for what D.C. residents expect in their libraries. Through the Facilities Master Plan, the Library now better understands what investments are needed to keep these buildings in good working condition and how it can continue the modernization program in a strategic manner.

Most of the District's public libraries offer a full range of programs and services in 15,000 to 20,000 square feet of space. These full-service libraries offer dedicated space for children, teens and adults, and include meeting rooms, study rooms, program spaces and shelving capacity for tens of thousands of books. Most of these libraries offer services on two or three floors and are large enough to meet community demand.

TIMELINE OF WORK COMPLETED

⬤ *New Construction*　⬤ *Modernization*　⬤ *Leased Storefront*

2009
- ⬤ Northwest One
- ⬤ Parklands-Turner
- ⬤ Takoma Park *(Phase 1)*

2010
- ⬤ Anacostia
- ⬤ Benning (Dorothy I. Height)
- ⬤ Deanwood
- ⬤ Georgetown
- ⬤ Shaw (Watha. T. Daniel)

2011
- ⬤ Petworth
- ⬤ Tenley-Friendship

2012
- ⬤ Bellevue (William O. Lockridge)
- ⬤ Francis A. Gregory
- ⬤ Mt. Pleasant
- ⬤ Rosedale

2013

Bellevue Library, photo: Maxine Schnitzer

2014 — Northeast

2015

2016 — Woodridge

2017 — West End

2018 — Cleveland Park / Palisades

2019 — Capitol View / Takoma Park *(Phase 2)*

2020 — *Martin Luther King Jr. Memorial (Central)*

In Progress

Lamond-Riggs

Southeast

Southwest

Parklands-Turner Library, photo: Mary Parker

The library system's offerings have increased dramatically over the past decade and these small libraries cannot begin to offer the full range of services that the larger buildings provide.

Small Neighborhood Libraries

In the late 1970s, four library kiosks were built to serve neighborhoods that lacked library service. These plexiglass-and-metal booths were less than 1,400 square feet in size. They had limited hours, small collections of library materials and lacked space for technology, meetings or programming. While they were intended to last no more than seven years, they remained open for three decades.

As part of the library construction renaissance that began in 2009, the kiosks were replaced by small neighborhood libraries, most of which are co-located with city recreation centers (Northwest One and Rosedale in Ward 6, Deanwood in Ward 7 and Parklands-Turner, a leased storefront, in Ward 8). These libraries average 5,700 square feet in size and are improvements over the kiosks they replaced.

However, the library system's offerings have increased dramatically over the past decade and these small libraries cannot begin to offer the full range of services that the larger buildings provide.

They lack meeting rooms, program space, or study rooms and offer limited access to technology and collections. The small footprints make it difficult to provide separation between age groups, a source of frustration for customers.

When we engage with communities to design new libraries, the above-mentioned features and services are exactly what residents request and prioritize. While a busy and full-service library can welcome more than 200,000 visits annually, a small library typically serves fewer than half that number.

As DC Public Library looks to expand services across the city more equitably, it bears noting that the system's smallest libraries serve predominantly low-income communities. An intentional commitment to equity demands exploring opportunities to increase the Library's footprint in these areas of the city.

Cleveland Park Library, photo: Joseph Romeo

Analysis & Findings

The Library used a multi-faceted approach to develop the Facilities Master Plan, organized around three key activities that ultimately informed the recommendations that follow in the next section.

Facility Condition Assessment and Functional Assessment

Staff and Community Engagement

Library Usage and Potential Usage Assessment


Cleveland Park

The Library conducted an exhaustive Facility Condition Assessment (FCA) to evaluate and document the condition of its buildings and component parts. All facilities managed by the Library and not currently in design or construction were assessed. Of the 25 branch locations, 21 were evaluated during this process. A team of engineers walked buildings and documented the make, model and condition of key building components such as mechanical, electrical, plumbing, roofing, life safety, structural and heating, ventilation and air conditioning systems.

The information gathered was compiled into a database detailing the age and condition of systems and components, a recommended timeline for maintenance and replacement and cost estimation for the work. This system will enable the Library to remain good stewards of existing assets by planning and budgeting for maintenance of its buildings.

In addition, the Library conducted Functional Assessments of five libraries[9] that first opened in 2010 and 2011.

The objective of these assessments was to determine how well the building design is serving community needs and whether updates are required.

The functional assessments took into account neighborhood level usage and demographic data as well as staff and community input. The goal is to identify opportunities to remain responsive to each neighborhood's unique and changing needs.
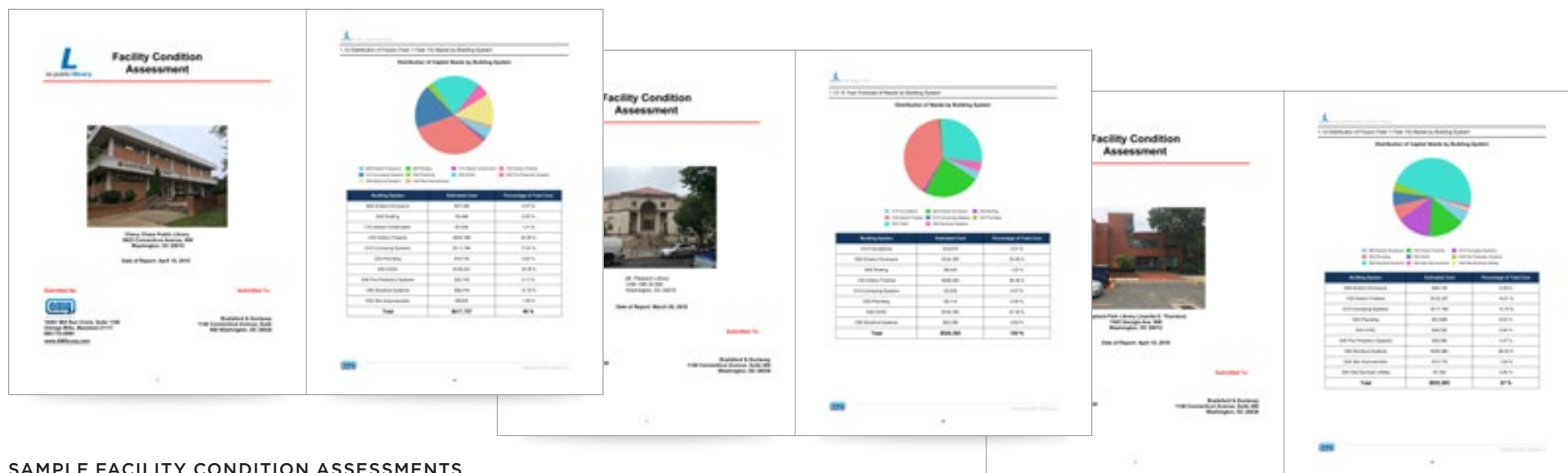
SAMPLE FACILITY CONDITION ASSESSMENTS

SAMPLE FUNCTIONAL ASSESSMENTS

Overall, DC Public Library's buildings are in good physical condition.

The Library's facilities are aging as anticipated – buildings that were constructed or modernized from 2009-2015 will require systems renewal projects in the next five years. Those that were constructed more recently have additional years of useful life remaining.

Small capital projects are needed to keep libraries in working order.

Most major building systems require replacement after 15 to 20 years of service, based on average building use. Some systems will retire more quickly, depending on building wear and tear. As the average age of buildings in the Library's portfolio nears 10 years, most libraries will require some level of major systems work in the next decade.

Designs age just as buildings systems do.

The Functional Assessments conducted in five libraries indicate that building interiors need to be updated as neighborhoods change. Each of the five buildings that were studied showed signs of functional obsolescence.

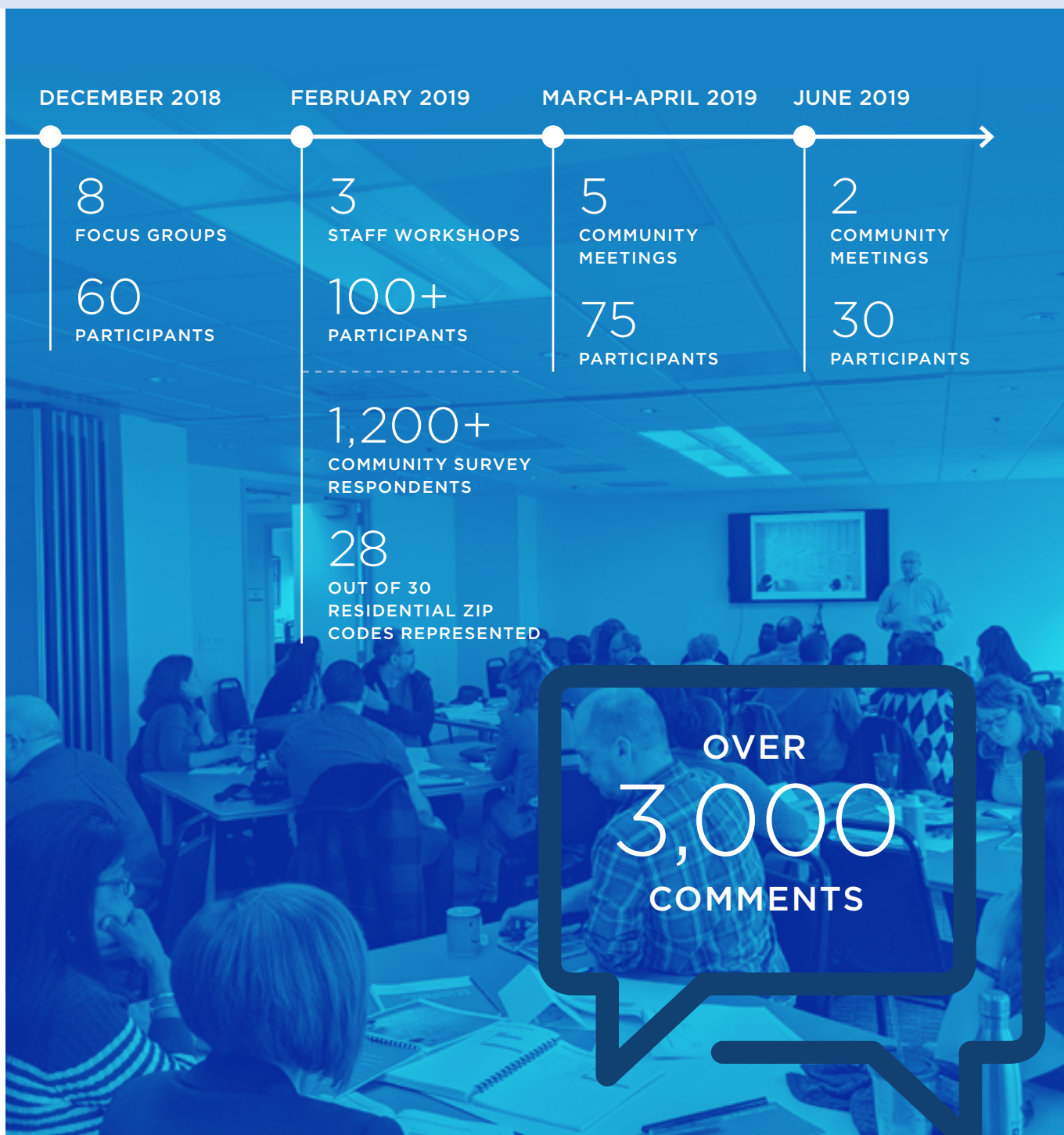**The Library now has a strong asset database.**

A key piece of the assessment was the collection of component-level data. By cataloguing each piece of equipment within buildings and adding the information into a database, the Library can continue to refresh data through regular building walks. Using up-to-date information allows the Library to forecast maintenance needs and ensure building systems operate as efficiently as possible. This data also ensures that recent facility investments are maintained to the highest quality.

The engagement effort for *Next Libris* included focus groups, staff workshops, community meetings, a survey and a public email address for residents to submit open-ended comments.

More than 3,000 community comments were synthesized to identify overall themes for the future use of library facilities. This process guided the identification of specific priorities for the Library over the next 10 years.

▸ *A copy of the community meeting presentations and summaries of feedback received during each engagement activity can be found as an appendix to this report.*

DECEMBER 2018

8
FOCUS GROUPS

60
PARTICIPANTS

FEBRUARY 2019

3
STAFF WORKSHOPS

100+
PARTICIPANTS

1,200+
COMMUNITY SURVEY RESPONDENTS

28
OUT OF 30 RESIDENTIAL ZIP CODES REPRESENTED

MARCH-APRIL 2019

5
COMMUNITY MEETINGS

75
PARTICIPANTS

JUNE 2019

2
COMMUNITY MEETINGS

30
PARTICIPANTS

OVER
3,000
COMMENTS

The community views the Library as a vital asset, one which they expect to grow and expand along with the community's changing needs.

Though by no means exhaustive, the broad themes for future library services listed below represent the main areas of community feedback provided during the engagement process.

- Provide greater access to technology
- Provide community meeting space and serve as a civic convener
- Support children and families
- Empower hobbyists and lifelong learners
- Connect residents with partner organizations and other services
- Equip job-seekers and entrepreneurs; support career development

Library staff know their customers. Providing staff with access to additional information can help them further tailor services and attract new customers.

The Library engaged with staff from across the system to analyze and interpret data during a series of staff workshops. More than 100 staff members participated, providing insight into how each library is currently used and what staff see as opportunities to tailor services to the communities they serve.

It is impossible to provide the full range of library services in small libraries.

Staff provided compelling insights into the limitations in services and programming that exist at small libraries as compared to that of a typical neighborhood library, often three times larger.

> "
> One manager said that a major challenge about providing library services in smaller locations is that by trying to make the limited space work for everyone walking in the door, you can end up feeling you aren't properly serving anyone."
>
> – DC PUBLIC LIBRARY BRANCH MANAGER

What did the Library hear?

Focus Groups: The Library conducted eight focus groups with a range of audiences including current library customers, residents who do not currently use the library, Spanish-speaking residents, teens and others who may face barriers to accessing library services. From these conversations, the following themes emerged:

- Expand technology-based resources and services
- Provide educational, career and life skills trainings
- Serve as a one-stop shop for government and community services
- Books are still important

Community Survey: The Library conducted a survey to gain more in-depth insight into what residents want from their public library. More than 1,200 residents responded to the survey, representing 28 of the 30 residential zip codes across the city. Responses revealed the following trends:

- *Most satisfied with:* Library overall, staff courtesy, hours of operation, safety/security and materials available for checkout
- *Least satisfied with:* Long waitlist for new titles and the Library website
- *Top things not used or not familiar with:* Downloadable or streaming materials; Wi-Fi; meeting room availability; computer, software and technology availability/features
- *Reasons for not using the library more frequently:* Lack of convenience, lack of time, use home internet for accessing information

Community Meetings: The Library hosted seven meetings across the city to share the planning goals and hear what services residents want from their library. Feedback fell into the following categories:

- *Utilization of Space:* Accommodate the diverse needs of residents, which may be different in each library
- *Accessibility:* Prioritize access and usability for all
- *Digital Resources:* Consistently update hardware and software
- *Program Elements:* Tailor programs to reflect the interests and needs of the local community
- *Social and Community Support Resources:* Partner with government agencies and community groups to provide one-stop access to city services
- *Library Growth:* Respond to demographic trends
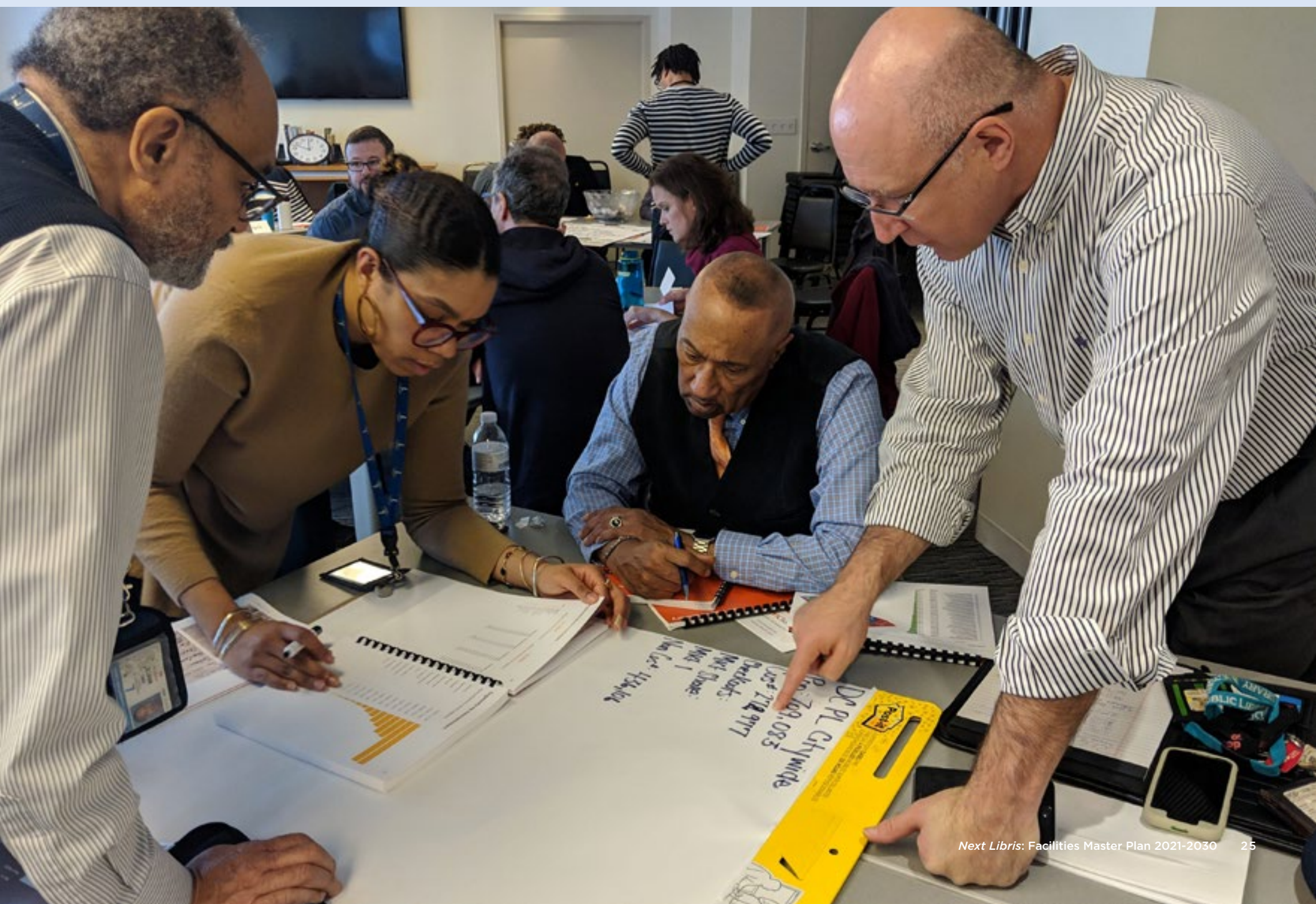
The usage assessment is a complex study that examines myriad independent and interrelated data produced by the Library and demographic data from the District's Office of Planning to determine the adequacy of library services across the city.

Library Planning Areas were developed for each neighborhood library as a tool for organizing data and observing patterns. Planning areas were developed by aggregating customer data per U.S. Census Tract and observing which neighborhood library was most used by residents in each tract. This technique ensures that planning areas count every D.C. resident once – both library customers and non-customers.[10]

Mapping library data in this manner revealed customer use patterns, enabling the Library to better understand current library usage and the potential for future service expansion based on current and forecast population in each planning area.

▸ *Appendix B includes an illustrative map of the Planning Areas.*

Two sets of analyses are crucial to conducting the usage assessment:

1 **The Square Feet per Capita Analysis** examines the amount of library space relative to the population served by each neighborhood library.

2 **The District-wide Scan** examines the geographic location of libraries in relation to neighborhood characteristics and population growth.

These analyses do not always result in a prescriptive solution for adding library services or a precise estimate of future space needs. In some instances, the analyses serve as tools that identify areas where further exploration is necessary and provide an informed launching point to build recommendations and a path to neighborhood-level planning efforts.

Square Feet per Capita Analysis

Square foot per capita is a measurement of the amount of library space relative to the number of people living in a library's planning area. The resulting ratio serves as a benchmarking tool and indicator of need. Overall, a commonly recognized planning target for urban public libraries is 0.7 to 1.25 square feet per capita.[11]

PLANNING TARGET

0.7–1.25 SQUARE FEET PER CAPITA

2018	**2023**
DISTRICT-WIDE	DISTRICT-WIDE
1.25	**1.13**
AVERAGE LIBRARY PLANNING AREA	AVERAGE LIBRARY PLANNING AREA
0.85	**0.79**

The Square Foot per Capita Analysis is an important metric for library planning because population density (and anticipated growth) is strongly correlated with demand for library services. Combined with library usage data, the analysis highlights areas of imbalance (too much or too little library space) and opportunities for better service delivery.

The new downtown Martin Luther King Jr. Library will provide almost half of the library system's overall square footage, obscuring a need to expand the neighborhood library footprint as the city grows.

Washington, D.C. is home to more than 700,000 people. With 900,000 square feet of library space, DC Public Library provides approximately 1.25 square feet of library space for every District resident, an adequate amount of library space *overall*. It is important to note, however, that almost *half* of the library system's square footage is contained within the 426,000 square foot downtown Martin Luther King Jr. Memorial Library.

As the District's population is expected to grow to more than 800,000 by 2030[12], factoring in the relatively small *neighborhood* library footprint, DC Public Library must look for opportunities to expand direct services to neighborhoods. This is particularly important in areas of the city where residents may have difficulty accessing services beyond their immediate neighborhoods.

Opportunities exist to improve the distribution of library space across the District.

Population and population growth are not equally distributed across the District. Thus, the ratio of individual library square feet to population served varies widely across the city. When considering only neighborhood library footprints, the average ratio of square feet per population served is 0.85 and is forecast to decrease to 0.79.
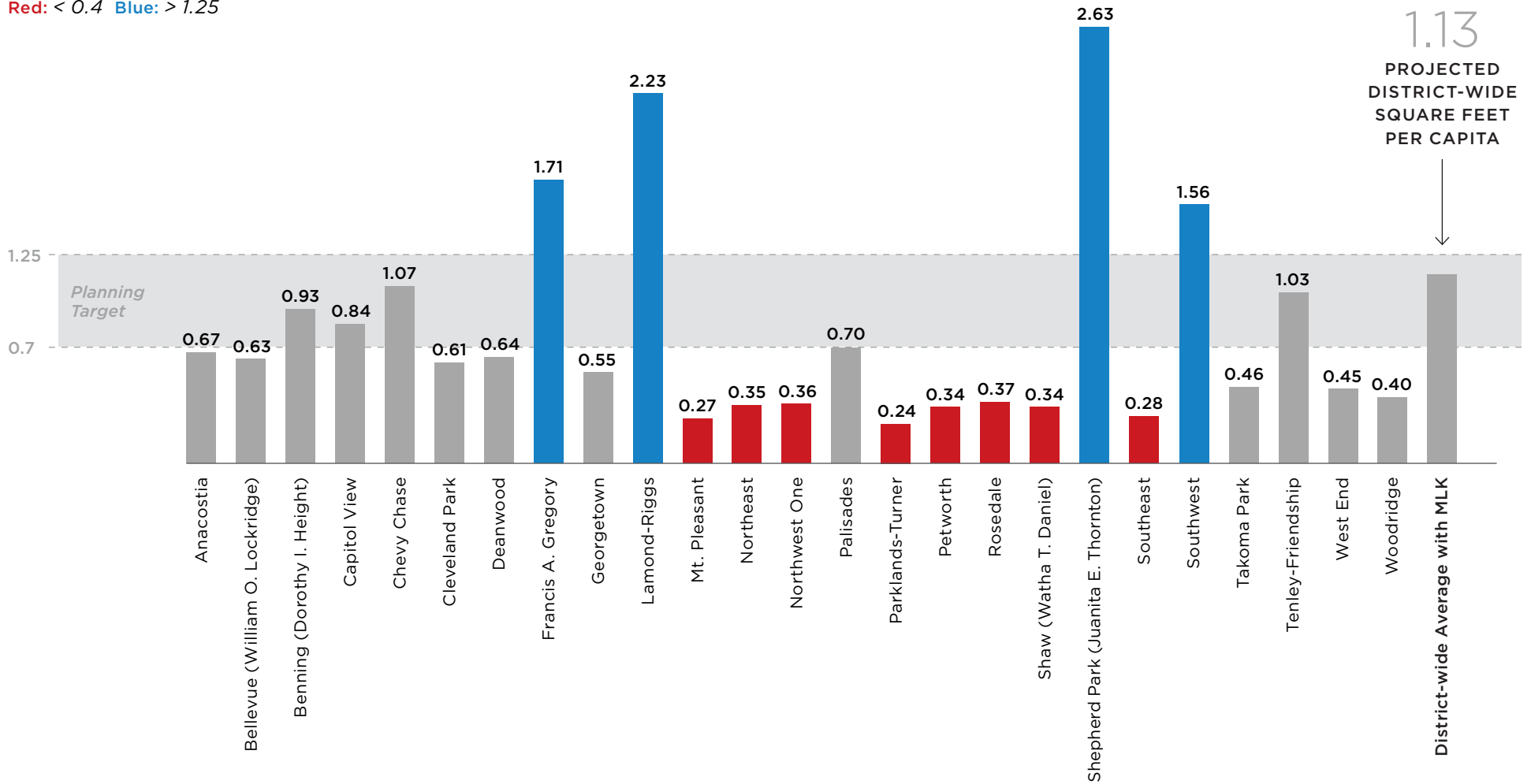
Francis Gregory Library, photo: Maxine Schnitzer

FORECASTED SQUARE FEET PER CAPITA IN 2023

As a system, the Library is within the targeted planning range. However, there are some areas where library services may need to be increased to better deliver services. Libraries in red are projected to have a significantly low square feet per capita.

Note: The square feet shown does not yet include potential increases for the libraries currently in design and construction.

Red: *< 0.4* **Blue:** *> 1.25*

1.13

PROJECTED DISTRICT-WIDE SQUARE FEET PER CAPITA

Chart values:
- Anacostia: 0.67
- Bellevue (William O. Lockridge): 0.63
- Benning (Dorothy I. Height): 0.93
- Capitol View: 0.84
- Chevy Chase: 1.07
- Cleveland Park: 0.61
- Deanwood: 0.64
- Francis A. Gregory: 1.71
- Georgetown: 0.55
- Lamond-Riggs: 2.23
- Mt. Pleasant: 0.27
- Northeast: 0.35
- Northwest One: 0.36
- Palisades: 0.70
- Parklands-Turner: 0.24
- Petworth: 0.34
- Rosedale: 0.37
- Shaw (Watha T. Daniel): 0.34
- Shepherd Park (Juanita E. Thornton): 2.63
- Southeast: 0.28
- Southwest: 1.56
- Takoma Park: 0.46
- Tenley-Friendship: 1.03
- West End: 0.45
- Woodridge: 0.40
- District-wide Average with MLK

Planning Target: 0.7 – 1.25

Libraries with low square feet per capita:

Low square feet per capita indicates that a neighborhood may require more library service than is being provided by the existing physical footprint.

Eight of the District's libraries are forecast to fall below 0.4, the lowest ratio typically used by U.S. urban public library systems for the purposes of master planning. Nearly all of these libraries are in close proximity to at least one other library and are located in densely populated areas.

Some are also located close to the central library. Three libraries—Southeast Library, Northeast Library and Rosedale Library—have low square feet per capita ratios and are clustered together.

Parklands-Turner Library is the only library located in an area without another library within a 0.75-mile radius. It is a small, leased location and the Library recently conducted a study to identify potential locations for a full-service facility nearby.

Since the development of this plan occurred while the central library is closed for renovation, a planning area was not established for MLK Library. Customers that would typically use the central library as their library were assigned to a different planning area based on address and proximity. That said, all findings have been reviewed with proximity, or lack of proximity, to the MLK Library in mind.

Northeast Library, photo: Anice Hoachlander

Libraries with high square feet per capita:

A high square foot per capita indicates that a library planning area has more space relative to other libraries within the system. Four of the District's libraries are forecast to be above 1.25 square feet per capita. Three of those four libraries are not proximate to other libraries and therefore are providing coverage to a geographic area largely by themselves.

The fourth, Shepherd Park Library is a full-sized library with the smallest planning area population; thus, it has the highest ratio of any library in the District at 2.63. In addition to a high square feet per capita, the Shepherd Park Library is less than three-quarter miles from the historic Takoma Park Library and also only one mile away from the 63,000 square foot Silver Spring Library (Montgomery County, Maryland).[13]

This overlap in walkable area and general proximity between the libraries may help explain why attendance at Shepherd Park Library typically ranks among the bottom third of libraries in the city. This proximity is shown on the map within the District-wide scan.

The District-wide Scan examines the location of existing libraries, taking into account population, demographic, and library customer and non-customer characteristics. It assesses service needs by overlaying more than 35 key demographic features within maps and performing a qualitative visual analysis.

Thus, the District-wide scan identifies areas where the Library can better serve residents and grow its customer base.

Primary data drivers used to identify these general areas are geographic proximity, population density and population growth. The Library layered these specific datasets with broader District-wide population data to understand where potential gaps in service exist.

▸ *A copy of the District-wide Scan can be found as an appendix to this report.*
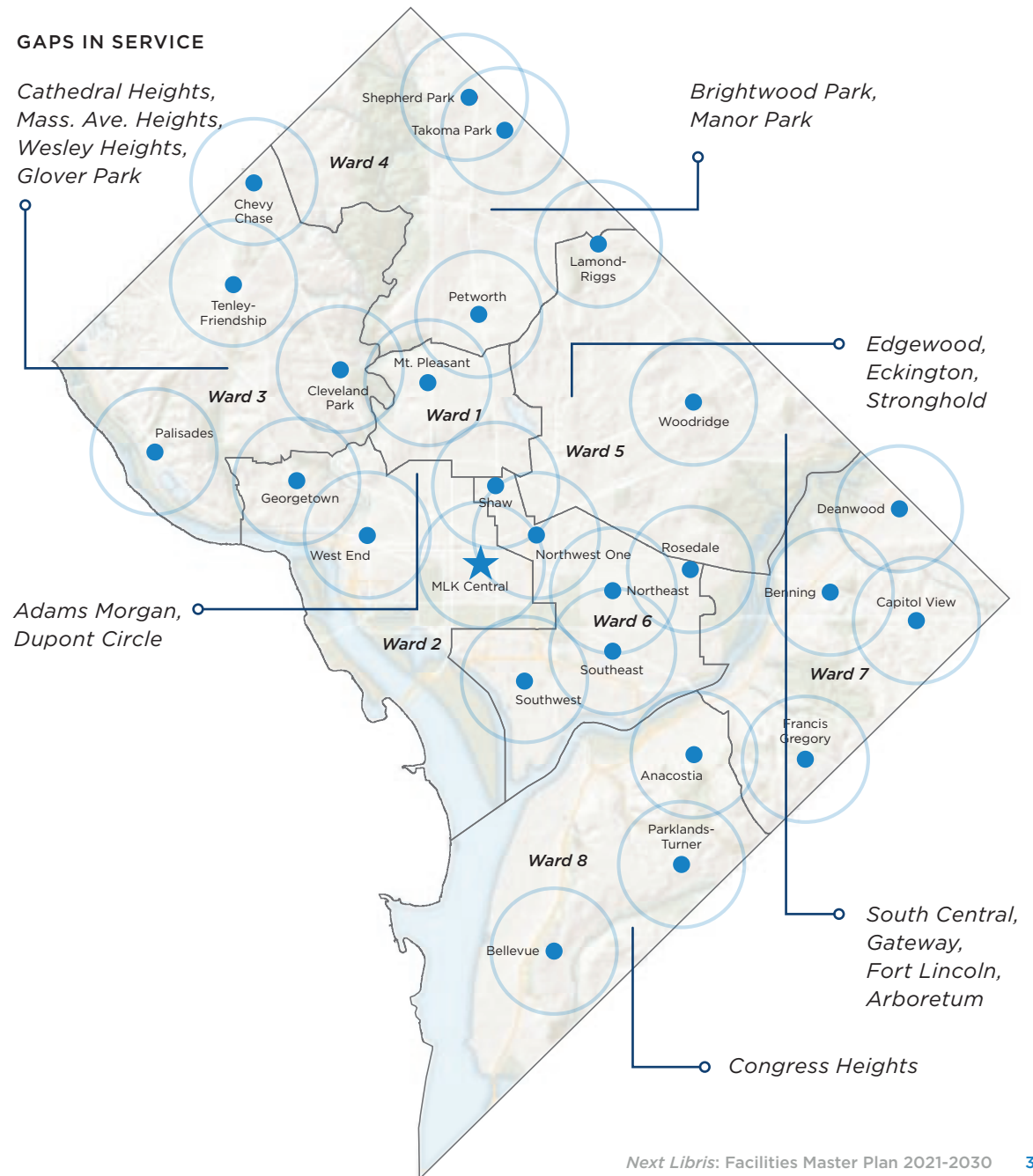
SAMPLE USAGE MAPS
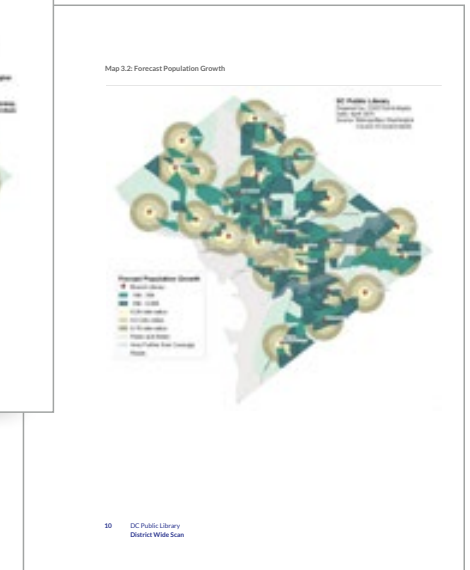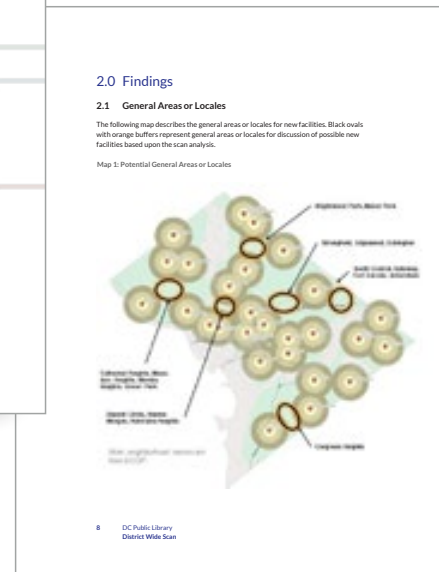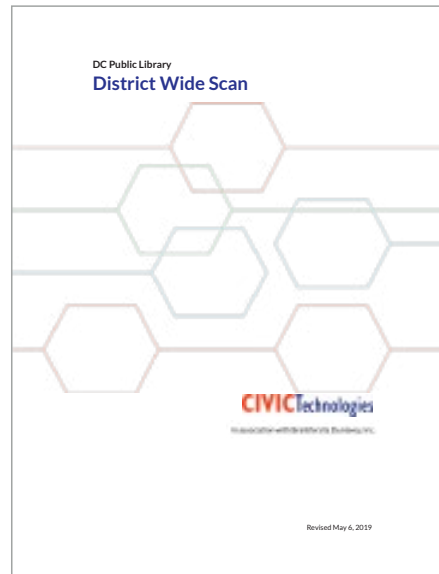
There are six areas in the District identified as having gaps in service.

The District-wide scan identified six general geographic areas where District residents do not have the same level of service as in other areas. Gaps result from reasons that may include geographic isolation and insufficient transportation options. These areas also relate to the findings in the square feet-per-capita exercise.

LEGEND

● *Neighborhood library*

★ *Central library*

◯ *.75-mile radius*

— *Ward line*

GAPS IN SERVICE

Cathedral Heights, Mass. Ave. Heights, Wesley Heights, Glover Park

Brightwood Park, Manor Park

Edgewood, Eckington, Stronghold

Adams Morgan, Dupont Circle

South Central, Gateway, Fort Lincoln, Arboretum

Congress Heights

Shepherd Park
Takoma Park
Ward 4
Chevy Chase
Lamond-Riggs
Petworth
Tenley-Friendship
Mt. Pleasant
Ward 3
Cleveland Park
Ward 1
Woodridge
Palisades
Ward 5
Georgetown
Shaw
Deanwood
West End
Northwest One
Rosedale
MLK Central
Northeast
Benning
Capitol View
Ward 6
Ward 2
Southeast
Ward 7
Southwest
Francis Gregory
Anacostia
Parklands-Turner
Ward 8
Bellevue
Congress Heights

Service Gap: Congress Heights

This identified gap includes the neighborhood of Congress Heights in southeast D.C. The area is served by the Congress Heights Metro Station, major bus routes and is accessible to other areas via I-295 and Suitland Parkway. The nearest library is Parklands-Turner, a small library operating out of a leased storefront.

The area is primarily made up of low-to-medium density housing. It is forecast to experience significant growth due to continuing redevelopment of the 350-acre St. Elizabeths Campus and new development that could add more than 1,000 new residences. Additional development includes the U.S. Coast Guard headquarters and the new consolidated headquarters for the Department of Homeland Security.[14]

The area includes a cluster of individuals with low educational attainment as well as low income households. Additionally, there is a large population of children ages birth to 9 and single parents with children.

Expanding library services in the Congress Heights neighborhood will satisfy demand from a neighborhood already using the Library's services, but in need of a full-size program.

Southwest

Francis Gregory

Anacostia

Parklands-Turner

Congress Heights

Bellevue

Service Gap: Brightwood Park/Manor Park

This identified gap includes the neighborhoods of Brightwood Park and Manor Park in northwest D.C. While the area is located between four libraries—Shepherd Park, Takoma Park, Lamond Riggs and Petworth—the closest one is approximately 1 mile away.

The area is made up primarily of single-family row houses and other low-to-medium density housing. New development planned for the former Walter Reed Army Medical Center will bring more residents to the area with 2,200 residential units planned.[15]

This area has a high concentration of individuals with low educational attainment, children ages birth to 9 and single parent households. Additionally, there are a lot of individuals living in the area who do not currently use the Library and have the potential to become customers.

Expanding library services to this area may relieve pressure on the services of the Petworth Library nearby (a full-size library with low square feet per capita due to population density).

Shepherd Park

Takoma Park

Brightwood Park/ Manor Park

Lamond-Riggs

Petworth

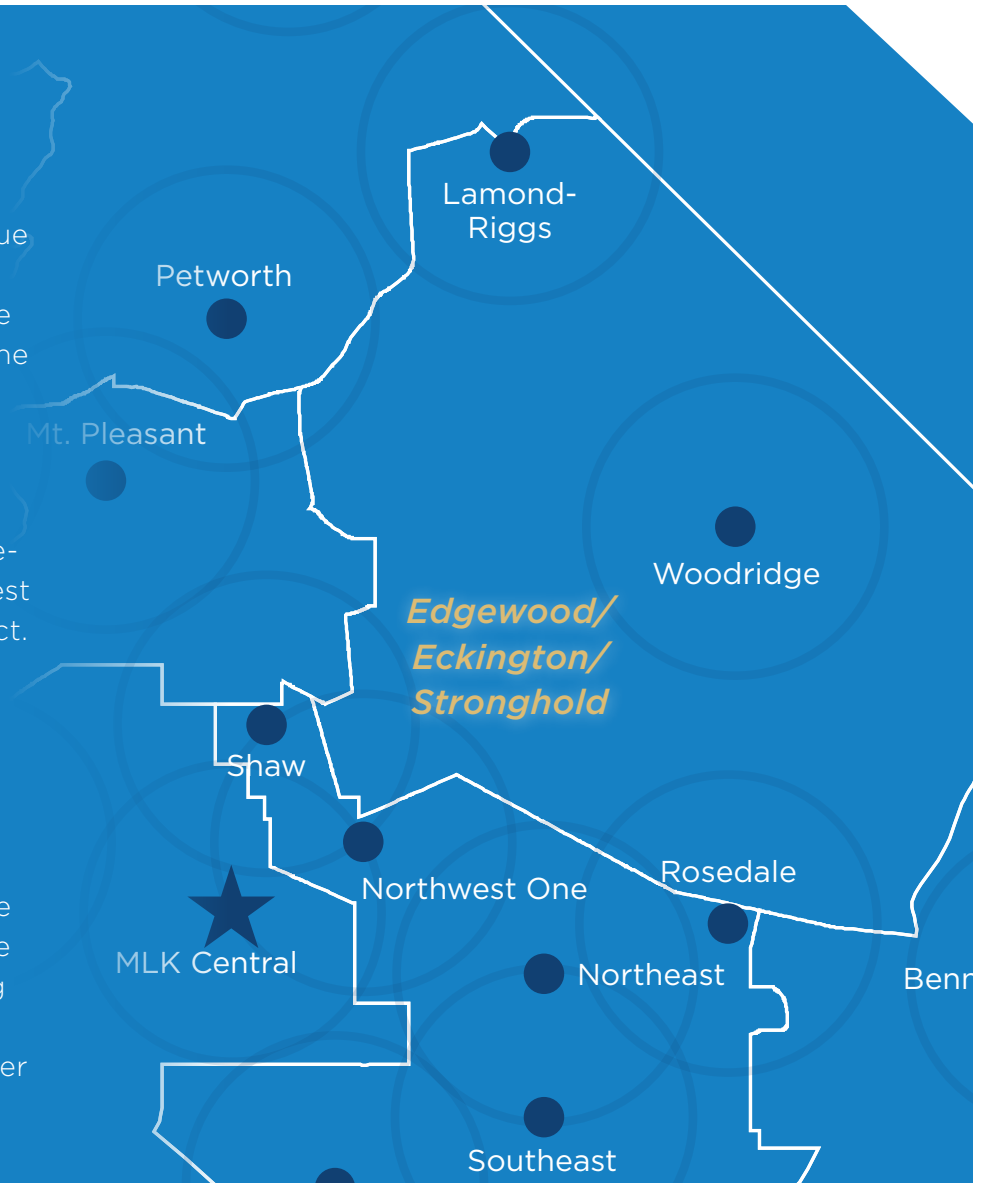Mt. Pleasant

Cleveland Park

Woodridge

Service Gap: Edgewood/Eckington/Stronghold

This identified gap in northeast D.C. includes the areas of Eckington, Stronghold, Edgewood and Bloomingdale along the Rhode Island Avenue NE corridor in Ward 5. Rhode Island Avenue serves as a major commuter corridor, connecting downtown D.C. to the Maryland suburbs. The area is situated between three libraries: Woodridge, Shaw and Northwest One. It is served by the Rhode Island Avenue Metro Station, but otherwise is physically disconnected from neighboring communities to the east by the above-ground railway.

The area is primarily comprised of low-to-medium density single-family housing. However, it is forecast to have some of the highest concentrations of growth and development activity in the District. Planned developments at the McMillan Sand Filtration Site and along Rhode Island Avenue will bring additional residents to the area with planned development of over 2,000 residential units.[16]

This area includes a cluster of individuals with low educational attainment, children ages birth to 9, single parents and adults over age 65, including seniors living alone. Additionally, there are a lot of individuals living in the area who do not currently use the Library and have the potential to become customers. Expanding library services to this area may relieve pressure on the services of nearby Shaw Library (a full-size library with low square feet per capita due to population density).

Lamond-Riggs

Petworth

Mt. Pleasant

Woodridge

Edgewood/ Eckington/ Stronghold

Shaw

Rosedale

Northwest One

Northeast
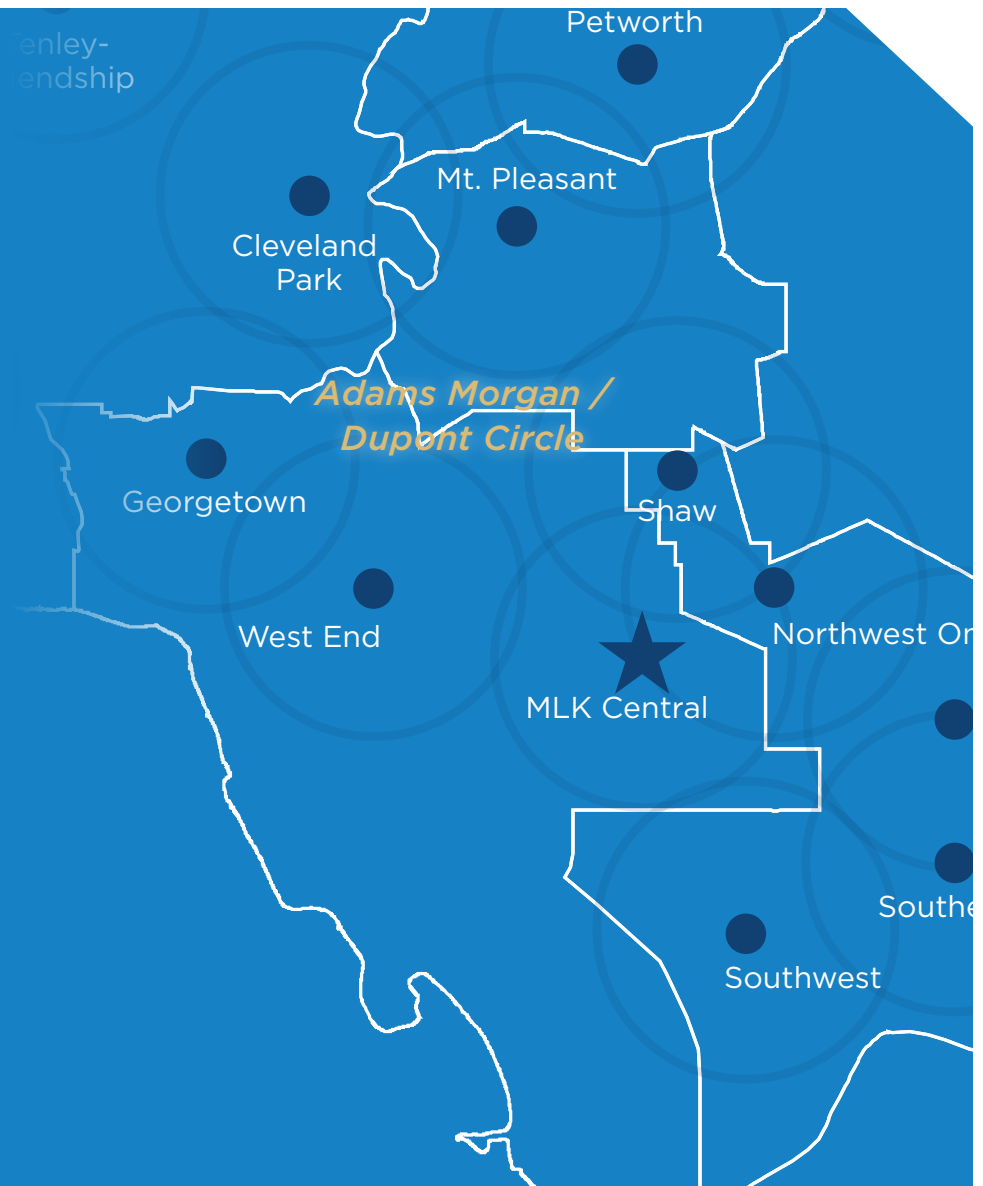
MLK Central

Benn

Southeast

Service Gap: Adams Morgan/Dupont Circle

This identified gap includes the Adams Morgan and Dupont Circle neighborhoods, two of the most densely populated areas of northwest D.C. The area is a mix of high, medium and low-density residential units along with the commercial corridors on Connecticut Avenue and Columbia Road. The area is served by two Metro Stations—Woodley Park and Dupont Circle—as well as major bus routes.

The area is situated between three libraries: Mt. Pleasant, West End and Shaw. These libraries have some of the highest usage in the library system and have the most populated service areas. The majority of the District's library customers come from this center city area. A large number of residents, however, are not active Library customers.

Within the service gap, there are pockets with a high concentration of individuals with low educational attainment, low income households, children ages birth to 9 and adults over age 65.

Expanding library services to this area may relieve pressure on the services of libraries in the center-city area where full-size libraries have low square feet per capita due to high population density.

Petworth

Mt. Pleasant

Cleveland Park

enley-endship

Adams Morgan / Dupont Circle

Georgetown

Shaw

West End

Northwest Or

MLK Central

Southe

Southwest

Service Gap: Gateway/Fort Lincoln/Arboretum

This identified gap includes the neighborhoods of Fort Lincoln, Gateway and the Arboretum, largely located within the boundaries of Bladensburg Road, New York Avenue, the National Arboretum and the Maryland border.

While the area has easy access to major roads such as Route 50 and I-295, it lacks connectivity to nearby neighborhoods or a MetroRail station. The nearest library is Woodridge, a 1.5 mile walk that includes crossing major roadways such as South Dakota Avenue and Bladensburg Road.

The neighborhood contains a mix of medium and low-density residential neighborhoods. It has experienced population growth due to new construction of townhomes and multi-family apartments, including more than 300 affordable units, as well as the Dakota Crossings shopping center.[17]

Population growth in this area is forecast to continue. It is home to a large concentration of seniors living alone. Additionally, a large number of residents in the area are not active Library customers. Expanding library services to this area would provide public resource to an emerging neighborhood that is bounded by major roadways.

Lamond Riggs

Woodridge

Gateway/ Fort Lincoln/ Arboretum

Deanwood

Northwest One

Rosedale

Northeast

Benning

Capitol View

Southeast

Southwest

Francis Gregory

Service Gap: Cathedral Heights/ Wesley Heights/Glover Park
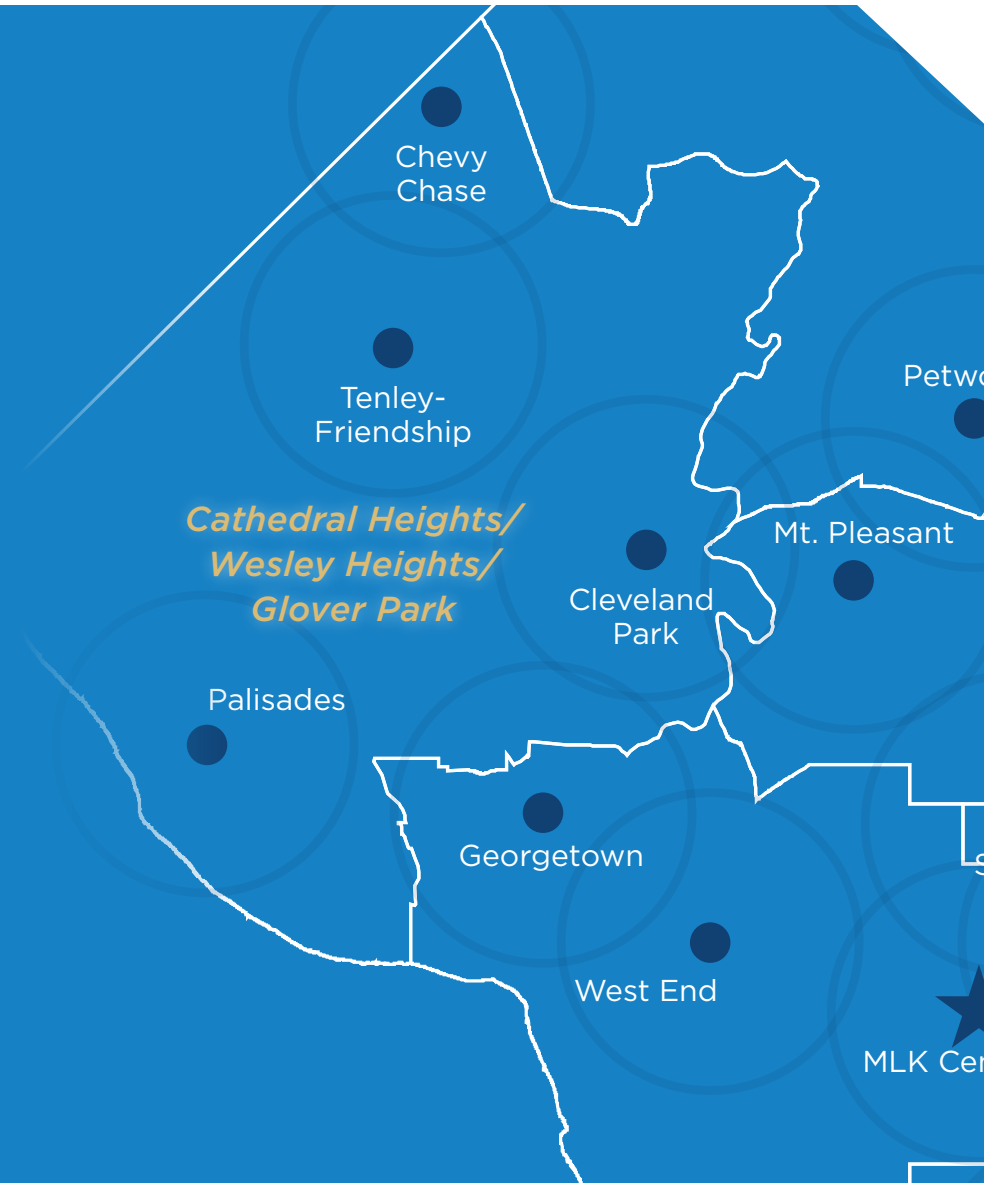
This identified gap includes four neighborhoods situated along the Massachusetts Avenue corridor: Cathedral Heights, Massachusetts Avenue Heights, Wesley Heights and Glover Park. It is situated between multiple libraries, the two closest being Palisades and Georgetown.

The area is primarily low-density residential housing with large tracts of institutional uses. The area is not near a Metro Station, but is well-served by bus routes.

This area has a high concentration of college-aged individuals due to its location between American University and Georgetown University. College students have access to their institutional libraries and therefore may not have as much need for a public library.

The area also has a high concentration of adults over age 65, including seniors living alone.

Based on the analysis, it is unclear if expanded library services in this area would be utilized. Further study and community engagement is needed to determine the type of library services desired and needed.

Chevy Chase

Tenley-Friendship

Petwo

Cathedral Heights/ Wesley Heights/ Glover Park

Mt. Pleasant

Cleveland Park

Palisades

Georgetown

West End

MLK Cer

Some service gaps and space needs overlap—a creative solution could address both.

Some of the geographic gaps in service are proximate or overlap with other identified needs, including neighborhoods with low square feet per capita and libraries that have not yet been fully modernized. The Recommendations section provides more information about specific projects that address multiple needs.

District-Wide Scan Methodology & Data

Methodology summary: The scan identifies general areas or locales for future library services and utilizes a range of data sources and analytical techniques. It is not a site study, which seeks to identify a specific location. The scan methodology employed qualitative visual analysis utilizing geographic information systems (GIS).

Library usage data: The Library maintains a wealth of summary user data that reveals how many customers visit each library, existing customers' consumption of physical and digital materials and branch data such as Wi-Fi, computer and meeting room use. All customer data was aggregated into Census Tracts or branch-level statistics.

Local data: Population data as well as business, economic, cultural and social datasets were provided by the DC Office of Planning and the Metropolitan Washington Council of Governments. The data was used to understand broad District population trends.

Demographic data: Characteristics such as age, income and educational attainment help the Library understand individual preferences and behavior. Categorizing existing and potential customers helps the Library better understand the complexity and landscape of customer households.

Geographic data: The Facilities Master Plan utilizes geographic data to understand the location of existing libraries and proximity to other public facilities such as schools and recreation centers. It also incorporates the distance between libraries, distance to transit, transportation networks and neighborhood boundaries.

Recommendations

Mt. Pleasant Library, photo: Maxine Schnitzer

The Facilities Master Plan recommendations are aligned with the three planning goals identified in the introduction:

Manage assets wisely

Design and build responsively

Grow smartly and equitably

Capitol View Library, photo: Maxine Schnitzer

Projects that help the Library manage assets wisely

It is imperative to protect the District's investments in libraries. Therefore, DC Public Library must continue to maintain its existing facilities as building systems age.

SYSTEMS RENEWAL PROJECTS, 2021-2030

YEARS 1-3

- Mt. Pleasant (Ward 1)
- Northeast (Ward 6)
- Shepherd Park (Juanita E. Thornton (Ward 4)*

YEARS 4-6

- Anacostia (Ward 8)
- Benning (Dorothy I. Height) (Ward 7)
- Chevy Chase (Ward 3)*
- Georgetown (Ward 2)
- Shaw (Watha. T. Daniel) (Ward 6)

YEARS 7-10

- Bellevue (William O. Lockridge) (Ward 8)
- Francis A. Gregory (Ward 7)
- Petworth (Ward 4)
- Tenley-Friendship (Ward 3)

↳ **Complete systems renewal projects per the Facility Condition Assessment (FCA).** The Library conducted an FCA for each of the buildings for which the Library is itself responsible. The FCA database provides details for all of the buildings' systems and components, when they should be replaced and an estimated cost. The Library will maintain this database on a five-year cycle as is industry best practice.[18] The Library will use the FCA database as a guide for budget and planning requests.

↳ **Rebuild the existing Chevy Chase Library on its existing site.** The current building is more than 50 years old and has never been fully modernized.
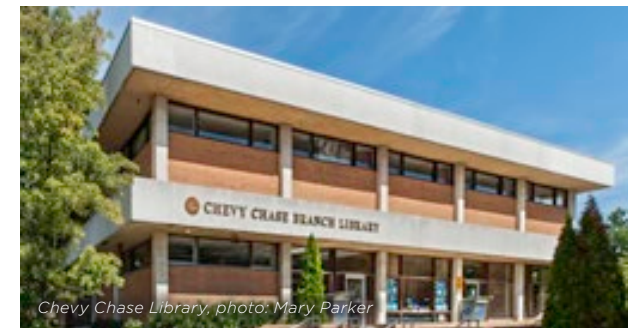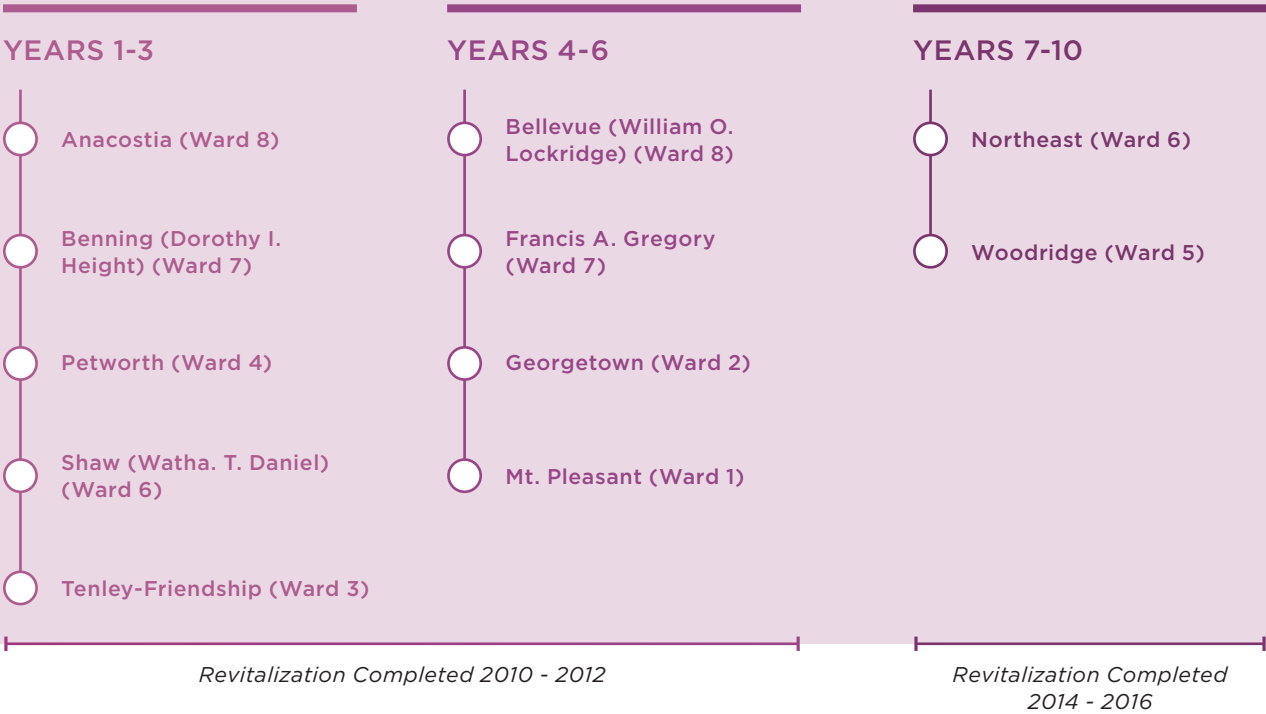

Chevy Chase Library, photo: Mary Parker

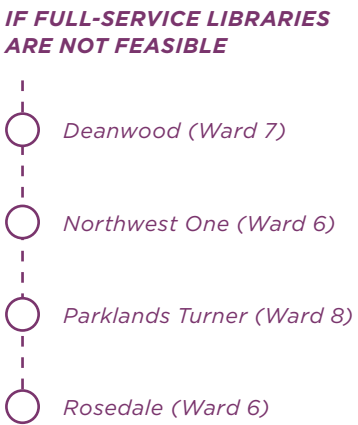# Projects that help the Library design and build responsively

Library building programs should be evaluated and possibly refreshed every 10 years to ensure they continue to meet evolving neighborhood needs.

FUNCTIONAL REFRESH PROJECTS, 2021-2030

YEARS 1-3

- Anacostia (Ward 8)
- Benning (Dorothy I. Height) (Ward 7)
- Petworth (Ward 4)
- Shaw (Watha. T. Daniel) (Ward 6)
- Tenley-Friendship (Ward 3)

Revitalization Completed 2010 - 2012

YEARS 4-6

- Bellevue (William O. Lockridge) (Ward 8)
- Francis A. Gregory (Ward 7)
- Georgetown (Ward 2)
- Mt. Pleasant (Ward 1)

YEARS 7-10

- Northeast (Ward 6)
- Woodridge (Ward 5)

Revitalization Completed 2014 - 2016

↳ **The Library should aim to conduct at most two functional refresh projects annually** and should strive to bundle system lifecycle projects with functional refreshes to minimize service disruptions.

IF FULL-SERVICE LIBRARIES ARE NOT FEASIBLE

- *Deanwood (Ward 7)*
- *Northwest One (Ward 6)*
- *Parklands Turner (Ward 8)*
- *Rosedale (Ward 6)*

↳ Begin the Refresh Projects with the Petworth Library (Ward 4).

With more than 181,000 visits in FY19, the Petworth Library (modernized in 2010-2011) is one of the city's busiest in a neighborhood that is rapidly growing. With a refresh, the building could welcome tens of thousands of additional visitors annually.

Given its proximity to both a middle school and high school, the library should be a destination for local teens with large spaces dedicated to their needs. The existing layout compels teens and adults to share space, resulting in unsatisfactory experiences for both age groups. Relocating teens to the second floor will provide them with a sense of belonging that the facility does not currently provide.

Other standard improvements should be addressed at the same time, including improvements to sound attenuation in meeting rooms and the replacement of worn out finishes and flooring.

Petworth Library, photo: Gordon Beall Photography

Petworth Library, photo: Gordon Beall Photography

Petworth Library, photo: Gordon Beall Photography

⮡ **Continue the Refresh Projects with Libraries Opened in 2010 and 2011.**

The **Shaw (Watha T. Daniel) Library** in Ward 6, which opened in August 2010, was the most visited neighborhood library in FY19 with 255,000 visits. Significant functional improvements are required to improve building sightlines and to expand spaces for pre-school children and their caregivers, a population that has grown tremendously since the building was designed in 2008.

In addition, the planned relocation of Banneker High School to the long-shuttered site of the adjacent Shaw Middle School will result in an influx of teens wanting access to the library. A functional refresh that includes devoting the entire first floor to children and families and expanding services for teens on the second floor will ensure that the Shaw Library will meet current and future resident needs.

The bustling **Anacostia Library** in Ward 8 opened in April 2010 and serves a large number of children and families as well as residents seeking workforce and career development.

The building welcomed 176,000 visits in FY19. Many customers use the building as a business center/co-working space. A functional refresh of the library can add up to 50 more seats for adults, more seating for children and improved sightlines to facilitate staff supervision of public spaces.

The **Benning (Dorothy I. Height) Library** in Ward 7 also opened in April 2010 and, with 193,000 visits in FY19, is the busiest library east of the Anacostia River. Due to its convenient location in the busy East River Park Shopping Center, the library serves a diverse user group that includes children and families as well as residents seeking access to technology and workforce development opportunities.

An interior reconfiguration will result in more seating and can include an interactive early childhood experience to support young families, as well as up to 50 additional seats for more computer access and other flexible uses.

Shaw Library, photo: Paul Rivera

Anacostia Library

Benning Library, photo: Davis Brody Bond

The **Tenley-Friendship Library** in Ward 3 opened in January 2011 and because of its proximity to schools, retail, and mass transit, welcomed a remarkable 213,000 visits in FY19. The building's original design did not sufficiently consider the more than 3,500 middle and high school students in the immediate neighborhood. A functional refresh of this library should include a more logical separation of activities, relocating teen services to the first floor as a means of improving the overall customer experience. Improvements to the adult space would result in additional seating, with a greater variety of seating types as well as acoustical and lighting upgrades.

↳ **Conduct functional assessments of remaining libraries opened between 2010 and 2012.** This includes:

- Bellevue (Ward 8)
- Francis Gregory (Ward 7)
- Georgetown (Ward 2)
- Mt. Pleasant (Ward 1).

Assuming these projects will not take place until fiscal year 2024 or later, the assessments themselves should wait until at least fiscal year 2022.

↳ **Conduct functional assessments of the Small Neighborhood Libraries** *(only if relocation to new full-sized libraries is not feasible)*

While the Facilities Master Plan recommends identifying sites for new, larger full-service libraries to replace the small neighborhood libraries, the Library understands that relocation may not be feasible in all instances or achievable within a desired timeframe.

Depending on timing, the Library should revisit the service models at the Northwest One, Rosedale, Deanwood and Parklands-Turner libraries and consider reconfiguring these facilities to focus on a specific user group.

With community input and support, these locations could specialize in services to families, job seekers and other populations that could benefit from more focused services.

Tenley-Friendship Library, photo: Mark Herboth

Georgetown Library

Bellevue Library, photo: Maxine Schnitzer

Projects that help the Library grow smartly and equitably

As part of the planning process, the Library conducted a comprehensive assessment of library usage across the District. When combined with information incorporated from the District's Office of Planning and meetings and workshops with staff and the community, the assessment identified six geographic areas where new library services could be introduced in the form of either new buildings or stronger outreach and engagement.

A new facility is a significant investment that has both capital and long-term operating impacts. Before growing the portfolio, the Library must fully understand the opportunities and challenges of adding libraries to the District. Additionally, site exploration and community engagement are necessary to determine the best locations for new libraries.

In addition to addressing service gaps, the Library will strive to address the needs of residents who are currently served only by small neighborhood libraries (defined as libraries under 10,000 square feet). Library data as well as staff and community input suggest that these small facilities are unable to address the increasing demand for meeting, study, classroom and public programming spaces.

The Library has prioritized the smart and equitable growth projects into three tiers:

↳ **The first tier** includes projects that address both an existing operational issue *and* an identified service gap

↳ **The second tier** includes projects that address an existing operational issue *only*.

↳ **The third tier** includes projects that address an existing service gap *only*.

Shepherd Park Library, photo: Mary Parker

Tier One: *Projects that address existing operational issues and identified service gaps*

↳ **Build a full-service Congress Heights Library (Ward 8) to replace the existing small Parklands-Turner Library.** A new neighborhood library will provide residents with access to a full-service library and will address the identifed service gap that currently exists.

↳ **Replace the existing Shepherd Park (Juanita E. Thornton) Library (Ward 4) with a new full-service library that is south of the existing site to address a service gap identified in Brightwood Park/Manor Park.** A new library south of the existing site would address the service gap identified in Brightwood Park/Manor Park and serve more Ward 4 residents. Further site exploration and community engagement will be required to identify the ideal location for a Shepherd Park Library replacement.

↳ **Build a full-service library in the Eckington/Edgewood neighborhood to replace the existing small Northwest One Library (Ward 5).** A new library would provide expanded service to existing residents while simultaneously solving the service gap for residents of Eckington/Edgewood/Stronghold neighborhoods.

Additionally, community feedback received during the development of this Plan indicated strong demand for increased library service for these neighborhoods. Major roads in this area may create barriers to access for some residents. These barriers, and other issues of safe passage, will need to be explored in selecting a new location.

Potential Sites for Parklands-Turner Library

In FY19, the Library conducted a study to identify potential sites within a 1/2-mile radius of the current Parklands-Turner Library that would accommodate a 20,000 square foot full-service library. The study identified several potential sites, which the Library will vet with the community and other stakeholders to determine the best path forward to providing a full-service library for residents of Congress Heights.

Parklands-Turner Library

Tier Two: *Projects that address existing operational issues only*

↳ **Build a full-service library to replace the small Rosedale Library to provide expanded service to existing residents.**
A larger library will help alleviate the low per capita square footage for Rosedale and the surrounding neighborhood libraries, Northeast Library and Southeast Library. The neighborhoods surrounding these three libraries are forecast to grow and a full-service library will raise the square foot per capita to about 0.5 for the combined area.

↳ **Build a full-service library to replace the small Deanwood Library or determine whether the existing library can be expanded at the current site.**
The Deanwood neighborhood continues to experience rapid population growth. A new full-service neighborhood library will provide residents with greater access to library services and resources for this growing community.

Rosedale Library and Recreation Center, photo: Mary Parker

Deanwood Library and Recreation Center

Tier Three: *Projects that address an existing service gap only*

↳ **Build a full-service library to address an identified service gap in the area of Adams Morgan/Dupont Circle.**
A new library will alleviate the low square footage per capita at other nearby branches within this densely populated part of the city. Community feedback received during the development of this Plan indicated strong demand for increased library service in this area.

Adams Morgan

↳ **Further explore the service gap revealed for the Fort Lincoln/ Gateway/Arboretum neighborhoods to determine whether a new library is indicated or whether there are other methods for addressing the gap.**
This gap was largely identified due to two major recent development projects, Dakota Crossings and Capitol Gateway Marketplace that brought many new residences. The Library should conduct additional research before committing to a major capital expense.

↳ **Consider opportunities to better reach residents in Cathedral Heights, Wesley Heights and Glover Park.**
Many of the residents in these neighborhoods don't experience the same barriers to library participation as residents in other parts of the city. The Library should experiment with additional outreach measures before committing to a major capital expense.

National Arboretum

Costs

The costs associated with full implementation of the Facilities Master Plan (exclusive of land acquisition or operating costs) can be broken down as follows.

Manage Assets Wisely

↳ Systems Renewals (per the Facility Condition Assessments): *$8 million*
↳ New Chevy Chase Library: *$20.75 million*

Design and Build Responsively

↳ Functional Refresh Projects of 11 Full-Service Libraries: *$24 million*
↳ Functional Refresh Projects of 4 Small Libraries: *$2.6 million*

Grow Smartly and Equitably

Tier One: *$60 to $70 million*

↳ New Library in Congress Heights to replace Parklands-Turner Library
↳ Replace the existing Shepherd Park Library in a new location south of the existing site to address a service gap
↳ New Library in Eckington/Edgewood to replace Northwest One Library

Tier Two: *$40 to $45 million*

↳ Replace Rosedale Library with a full-service library
↳ Replace Deanwood Library with a full-service library

Tier Three: *$20 to $25 million*

↳ New Library in Adams Morgan/Dupont Circle

Total Costs: $175 to $195 million

These costs are all presented in 2019 dollars and are based on rough order of magnitude assumptions and do not include land acquisition and operating costs. The costs also assume construction of standalone libraries. The Library would prefer that future neighborhood libraries, where possible, be built as part of mixed-use development, which may have a different cost model.

Future budget refinements and capital improvement requests will need to take into account the possibility of a 3 to 6 percent rate of annual escalation and the findings of more detailed project planning such as feasibility studies, site evaluation and other pre-design activities.

Next Steps & Implementation Strategies

Next Libris is a snapshot in time; it represents the Library's understanding of future needs as known today and aims to lay out a plan of action to address them.


Future project plans and recommendations will take into account the logistical realities of implementation, including availability of funding and project timing as well as the unknowns of the COVID-19 recovery. The baseline knowledge presented here will change with time and the Plan must evolve to reflect those changes. *Next Libris* is a living document that will be updated as new information is available so the Library remains responsive to community needs.

Tenley-Friendship Library, photo: Mark Herboth
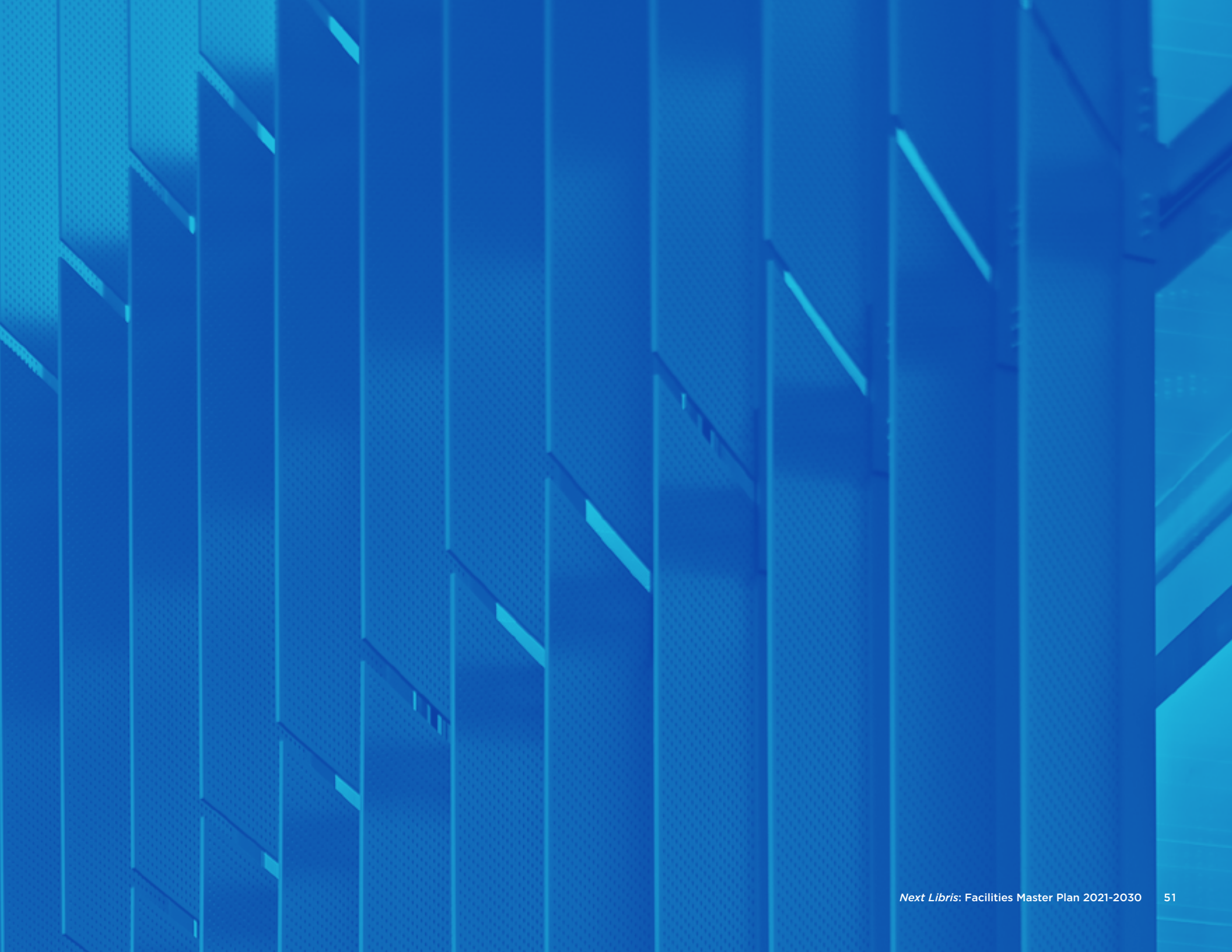
Post-Script:
The Library in the City

DC Public Library is committed to following the guidelines set forth by the District of Columbia's Comprehensive Plan. With its noble focus on affordable housing, equity and sustainability, the Comprehensive Plan provides a roadmap for the continued responsible growth of the District of Columbia.

The Library will only succeed if the city succeeds, therefore DC Public Library will look to implement its Facilities Master Plan in ways that support and advance the city's overall goals for its built environment.
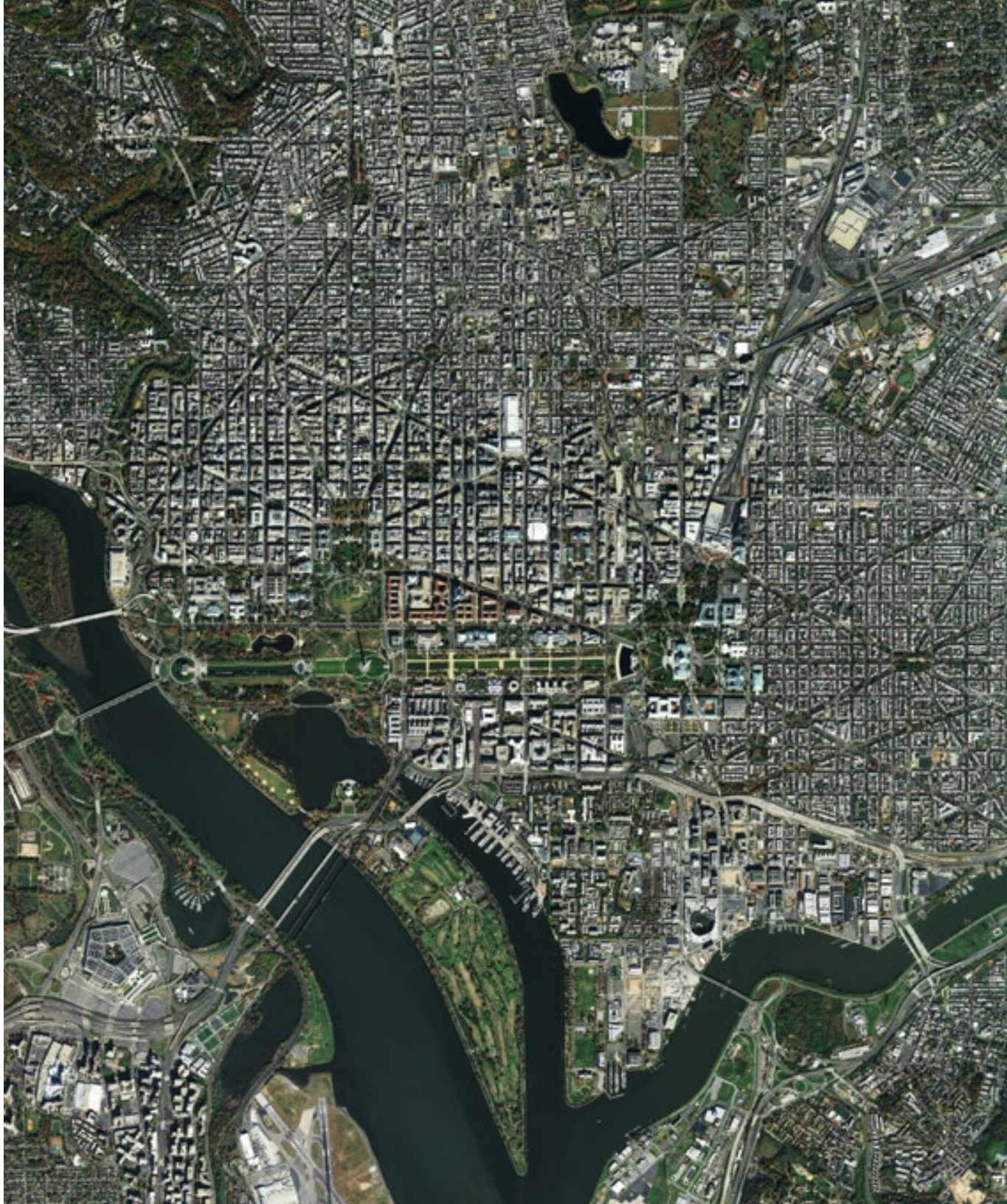
Endnotes

1 "The Science in Science Fiction" on Talk of the Nation, NPR (30 November 1999, Timecode 11:55).

2 There are significant changes occurring in the library industry that impact library service delivery. As part of the Facilities Master Plan process, DC Public Library consulted the numerous in-house experts employed by the system as well as thought leadership from industry leaders and national organizations. Specific research and reports that guided the entirety of the Plan include the following:

   • The Aspen Institute 2015 report: "Rising to the Challenge: Re-Envisioning Public Libraries" accessible online at https://csreports.aspeninstitute.org/documents/AspenLibrariesReport.pdf

   • Institute of Museum and Library Services 2009 Report: "Museums, Libraries, and 21st Century Skills" accessible online at https://www.imls.gov/assets/1/AssetManager/21stCenturySkills.pdf

   • Urban Libraries Council 2017 Report: "Libraries and Economic Opportunity" accessible online at https://www.urbanlibraries.org/files/ULC_White-Papers_LIBRARIES-AND-ECONOMIC-OPPORTUNITY.pdf#asset:11214

   • Urban Libraries Council 2017 Report: "Libraries, Trust and Social Capital" accessible online at https://www.urbanlibraries.org/files/ULC_White-Papers_LIBRARIES-TRUST-AND-SOCIAL-CAPITAL.pdf#asset:11213

3 Demographic figures in the Plan are based on the most accurate and up-to-date data available, which was provided to DC Public Library by the DC Office of Planning State Data Center. The Office of Planning prepares a long-range forecast of job, household, and population growth approximately every two years for the Metropolitan Washington Council of Governments' regional transportation planning efforts. This information also serves as the foundation for the forecasts of growth used for the District's Comprehensive Plan. DC Office of Planning State Data Center's "Population Forecast Summary" accessible online at https://planning.dc.gov/publication/dc-forecasts

4 The Urban Institute's 2018 Report (Peter A. Tatian, Sara McTarnaghan, Olivia Arena, and Yipeng Su): "State of Immigrants in the District of Columbia" accessible online at https://www.urban.org/sites/default/files/publication/99031/state_of_immigrants_in_dc_brief.pdf

5 The Aspen Institute 2015 report: "Rising to the Challenge: Re-Envisioning Public Libraries" accessible online at https://csreports.aspeninstitute.org/documents/AspenLibrariesReport.pdf

6 Analysis of U.S. Census Bureau data from the 2013-2017 American Community Survey 5-Year Estimates accessible online at https://www.census.gov/en.html

7 The Urban Institute's 2018 Report (Peter A. Tatian, Sara McTarnaghan, Olivia Arena, and Yipeng Su): "State of Immigrants in the District of Columbia" accessible online at https://www.urban.org/sites/default/files/publication/99031/state_of_immigrants_in_dc_brief.pdf

8 Urban Libraries Council 2017 Report: "Libraries, Trust and Social Capital" accessible online at https://www.urbanlibraries.org/files/ULC_White-Papers_LIBRARIES-TRUST-AND-SOCIAL-CAPITAL.pdf#asset:11213

9 The five libraries that received Functional Assessments are: Anacostia Library, Benning (Dorothy I. Height) Library, Petworth Library, Shaw (Watha T. Daniel) Library and Tenley-Friendship Library.

10 Martin Luther King Jr. Memorial Library does not have a planning area for the purposes of this analysis due to the ongoing modernization. After the Central Library reopens in fall 2020, the Library can reconfigure the planning areas to understand how usage across all libraries has shifted.

11 Metric developed by CIVICTechnologies, a library strategic planning consultant that has worked with public libraries in 28 states.

12 DC Office of Planning State Data Center's "Population Forecast Summary" accessible online at https://planning.dc.gov/publication/dc-forecasts

13 Many library systems in the region allow residents of other jurisdictions to get a library card. The library systems in D.C., Prince George's, Montgomery, and Frederick Counties in Maryland, Arlington, Fairfax, Loudoun and Prince William Counties in Virginia, and the independent cities of Falls Church and Alexandria in Virginia all allow residents of any of any of those jurisdictions to receive a library card with no fee.

14 Washington DC Economic Partnership: DC Neighborhood Profile of Congress Heights / Saint Elizabeths accessible online at https://wdcep.com/resource/congress-heightssaint-elizabeths/

15 Washington DC Economic Partnership: The Parks at Walter Reed redevelopment plan and site map accessible online at http://search.wdcep.com/InSite3/Search-InSite.aspx?details=1066 and The Parks: Historic Walter Reed development updates accessible online at https://theparksdc.com/about/#overview

16 Washington DC Economic Partnership: DC Neighborhood Profile of North Capitol accessible online at https://wdcep.com/resource/north-capitol/

17 Washington DC Economic Partnership: DC Neighborhood Profile of Fort Lincoln / Dakota Crossing accessible online https://wdcep.com/resource/fort-lincolndakota-crossing/

18 Recommendation provided by EMG Corporation, an architectural and engineering firm that conducted facility condition assessments for the Facilities Master Plan.

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