JOHNSON COUNTY KANSAS

Library

comprehensive library master plan

Library Board of Directors / Board of County Commissioners
21 May 2015
Acknowledgements

Group 4 Architecture, Research, and Planning
Carson Block Consulting
Joan Frye Williams
Collins Noteis and Associates
Construction Management Resources
Olathe Public Library
Johnson County Library Board
Johnson County – Planning
Johnson County – Budget and Financial Planning
Johnson County – Facilities
Johnson County – Parks and Recreation Department
Johnson County – County Manager’s Office
Johnson County Library Staff
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<td>0.75 Mill Option</td>
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<td>39</td>
<td>1.0 Mill Option</td>
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<tr>
<td>40</td>
<td>1.15 Mill Option</td>
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</table>
Agenda

1. High-Performance Network
2. Comprehensive Library Vision
3. Implementation Considerations
Purpose of the plan

- Cohesive and connected guide for services, operations, and facilities
  - Build on previous JCL planning work and community engagement
  - Take a fresh look based on new information
  - Recommendations for 20 years
Master Plan Principles

- Equitable library services throughout the County
- Optimize access to services that are valued by customers
- Build on existing infrastructure
- Operational sustainability
- Flexible and responsive for evolving services and community change
JCL strategic priorities

- Education
- Community Building
- Convenience

Portfolio area: Education
- Goal 1: Library staff will exemplify the brand promise in their interactions with people.
- Goal 2: People will achieve higher levels of personal success through digital literacy.
- Goal 3: People with specific educational or informational needs will be supported by the Library.

Portfolio area: Community Building
- Goal 4: People will connect and interact because of Library partnerships and collaborations.
- Goal 5: People will experience a welcoming library environment that meets their needs.

Portfolio area: Convenience
- Goal 6: People will find Library staff, materials, and services convenient and easy to access.
- Goal 7: Library staff will engage in a workforce that is collaborative, connected, efficient, and effective.
- Goal 8: People will experience library services and resources through the innovative use of technology.
FUTUREPROOF THE LIBRARY

Collections continue to evolve

The Rise of E-Reading
April 4, 2012

Is a Library Without Books Still a Library?
by Rachel Libes | March 1, 2012 | 2:14 pm

A Library Without Books? Newport Beach Considers Going Electronic
FUTUREPROOF THE LIBRARY

• A role for physical books even for digital natives
How do we plan for the “unknown”?

- Flexible buildings and infrastructure
- Planning for change
What went into the plan

- Information review and analysis
  - Previous strategic service and facilities plans
  - JCL data and information
  - AIMS mapping of JCL data + new maps at each branch
  - Tours and observations

- Broad participation
  - Project guidance: Core Team, Steering Team, Project Advisory Committee
  - JCL staff focus groups and technical meetings
  - Community meetings in most branches
  - Community leadership/stakeholder summits
- Libraries in Johnson County are significant community destinations
  - Residents are mobile and travel to significant destinations
  - “Convenient” doesn’t always mean close to home
  - Olathe Public Library is an important network partner
- JCL’s network provides a strong foundation for:
  - Modernization
  - Capacity-building

* Olathe facilities shown for reference only
Agenda

1. High-Performance Network

2. Comprehensive Library Vision

3. Implementation Considerations
JCL service vision – responsive and forward-looking

- Market focus – beyond demographics
  - Monitoring patron needs and use patterns
  - Understanding “non-users”

- Collaborative programs and services
  - Expand self-directed service
  - Drop-in program model

- Adapting the collection
  - Leveling demand for print materials
  - Building and diversifying the digital collection
JCL organization vision – *innovative and effective*

- Innovations that work
  - Operations Center
  - Lab Library

- People power
  - Staff skills and deployment model
  - “Library for Humanity” – volunteer models

- Leveraging partnerships
  - Off-campus service
  - Sharing services and facilities
  - Enhancing convenience
comprehensive library master plan
Johnson County residents voting* on the Library in 1954

*We presume
Direct

Materials
Services
Programming
Economic Activities

Indirect

Quality of Life
June
- Preliminary report for Library board

July
- Prepare report for public

August
- Publish final report
JCL facilities vision – right for Johnson County

- Increase library space proportionate to population growth
  - Based on unique service population of Johnson County Library
  - Distributed to optimize community access, capital costs, and ongoing operations

- Equitable – not identical
  - Continue to provide core services locally to optimize convenience
  - Strategically locate special services to optimize services costs and quality

- Design for behaviors
  - Consider actual patterns of travel and use
  - Flexible spaces daily and over the long term
Systemwide space planning target

Factor applied to population projections

<table>
<thead>
<tr>
<th>0.5 SF/capita</th>
<th>0.6 SF/capita</th>
<th>0.7 SF/capita</th>
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<tbody>
<tr>
<td>Characteristics</td>
<td>Characteristics</td>
<td></td>
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<tr>
<td>grow by adding space</td>
<td>grow by adding locations</td>
<td></td>
</tr>
<tr>
<td>libraries function as a network</td>
<td>standalone/locally-focused branches</td>
<td></td>
</tr>
<tr>
<td>highly mobile population</td>
<td>geographic barriers / dispersed population</td>
<td></td>
</tr>
<tr>
<td>robust online services</td>
<td>limited services available online</td>
<td></td>
</tr>
<tr>
<td>popular / digital collection</td>
<td>large / archival library collection</td>
<td></td>
</tr>
<tr>
<td>limited operations and/or capital budget</td>
<td>robust budget</td>
<td></td>
</tr>
<tr>
<td>larger service population</td>
<td>smaller service population</td>
<td></td>
</tr>
<tr>
<td>strong partnerships</td>
<td>limited partnerships</td>
<td></td>
</tr>
<tr>
<td>abundance of other service providers</td>
<td>few other service providers</td>
<td></td>
</tr>
<tr>
<td>space designed for behaviors</td>
<td>space designed for demographics</td>
<td></td>
</tr>
</tbody>
</table>
JCL facilities vision – right for Johnson County

Without expansion

JCL Population
700,000 pop
600,000 pop
500,000 pop
400,000 pop
300,000 pop

Library SF
400,000 SF
300,000 SF
200,000 SF
100,000 SF

0.7 sf/cap
0.6
0.5
0.4

today ~0.54 sf/capita

Library facilities SF


population

0.7 sf/cap
JCL facilities vision – right for Johnson County

Recommended systemwide planning target range

- Library SF
- 400,000 SF
- 300,000 SF
- 200,000 SF
- 100,000 SF

- Library facilities SF
- Planning range SF/capita
- Population

- Target 0.6 SF/capita
- Threshold 0.5 SF/capita

- Implementation of recommendations

- JCL Population
- 700,000 pop
- 600,000 pop
- 500,000 pop
- 400,000 pop
- 300,000 pop

- 1985
- 1995
- 2005
- 2015
- 2025
- 2035
JCL facilities vision – *right for Johnson County*

- **Modernize**
  - Northeast + Southwest
  - Buildings that do not fully support modern service
  - Buildings requiring maintenance during life of 20 year master plan
  - Renovate or replace at current size

- **Build capacity**
  - Northwest + Southeast
  - Areas of the county lacking space to meet growing population needs
  - Opportunities to replace small facilities and add new branches

* Olathe facilities shown for reference only
JCL facilities vision – *right for Johnson County*

Facilities “ecosystem”

1. **new Operations Center**
   - location TBD

2. **build capacity**
   - new branch

3. **build capacity**
   - relocate and expand
   - new sites required

10. **modernize**
    - renovate or replace at current size

* Olathe facilities shown for reference only
## JCL facilities vision – right for Johnson County

<table>
<thead>
<tr>
<th></th>
<th>JCL Today</th>
<th>JCL 20 Year Plan</th>
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<tbody>
<tr>
<td></td>
<td>Total JCL</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Facilities</td>
<td>Partner,</td>
</tr>
<tr>
<td></td>
<td>Central,</td>
<td>Non-Public</td>
</tr>
<tr>
<td></td>
<td>Public</td>
<td>Service</td>
</tr>
<tr>
<td></td>
<td>Service</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Strategy</td>
<td></td>
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<tr>
<td>Central Services</td>
<td></td>
<td></td>
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<tr>
<td>Central Operations</td>
<td>[at CRL]</td>
<td>New</td>
</tr>
<tr>
<td>Support Services</td>
<td>5,000 SF</td>
<td>Eliminate</td>
</tr>
<tr>
<td>Northeast</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Antioch</td>
<td>35,000 SF</td>
<td>Modernize</td>
</tr>
<tr>
<td>Cedar Roe</td>
<td>16,000 SF</td>
<td>Modernize</td>
</tr>
<tr>
<td>Central Resource</td>
<td>91,000 SF</td>
<td>Modernize</td>
</tr>
<tr>
<td>Corinth</td>
<td>20,000 SF</td>
<td>Modernize</td>
</tr>
<tr>
<td>Oak Park</td>
<td>18,000 SF</td>
<td>Modernize</td>
</tr>
<tr>
<td>Northwest</td>
<td></td>
<td></td>
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<tr>
<td>DeSoto</td>
<td>4,000 SF</td>
<td>Build capacity</td>
</tr>
<tr>
<td>Lackman</td>
<td>18,000 SF</td>
<td>Build capacity</td>
</tr>
<tr>
<td>Monticello</td>
<td>-</td>
<td>Build capacity</td>
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<tr>
<td>Shawnee</td>
<td>12,000 SF</td>
<td>Modernize</td>
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<td>Southeast</td>
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<td>Blue Valley</td>
<td>24,000 SF</td>
<td>Modernize</td>
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<td>Blue Valley South</td>
<td>-</td>
<td>Build capacity</td>
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<tr>
<td>Leawood</td>
<td>19,000 SF</td>
<td>Maintain</td>
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<td>Spring Hill</td>
<td>3,000 SF</td>
<td>Build capacity</td>
</tr>
<tr>
<td>Southwest</td>
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<tr>
<td>Edgerton</td>
<td>3,000 SF</td>
<td>Modernize</td>
</tr>
<tr>
<td>Gardner</td>
<td>14,000 SF</td>
<td>Modernize</td>
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<td>Total JCL</td>
<td>282,000 SF</td>
<td>246,000 SF</td>
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<td></td>
<td>0.5 sf/capita</td>
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Johnson County comprehensive library master plan

Joan Frye Williams
Library Consultant & Futurist

[Carson Block Consulting]
Agenda

1. High-Performance Network

2. Comprehensive Library Vision

3. Implementation Considerations
Implementation considerations

Comprehensive budgeting

• staffing
  − increase to operate new and expanded facilities
  − savings achieved through Operations Center model and associated efficiencies

• collection and technology
  − start-up for new and expanded facilities
  − ongoing maintenance and replacement to meet changing needs and population growth

• other costs
  − contractual services and commodities for new and expanded facilities
  − utilities and maintenance

• capital budgets
  − design and construction
  − land acquisition
  − continued...
Implementation considerations

Capital project budgets

**hard costs**
- site + building construction
- demolition budget (if applicable)
- maintenance projects to 2025 (from EBCA)
- contingency

**FFE, signage, technology**
- FF&E, shelving, signage
- technology infrastructure
- AMH system at Central Operations
- design/engineering fees, other owner costs
- contingency

**other owner costs**
- land acquisition
- design/engineering fees
- special studies, testing
- contingencies
- 1% for public art (new construction >$1 million)

**not included**
- escalation from 2015 *(estimate 4% per year)*
- sale value of land (e.g., current Lackman site)
- temporary facilities *(not recommended)*
Implementation considerations

Why phase?

- resource management
  - availability of funding for construction
  - availability of funding for additional books, computers, etc.
  - availability of funding for additional staffing/operations

- to maintain continuity of service
  - minimize simultaneous closures within each region
  - facilitate temporary redeployment of branch staff and resources during closure

- project management capacity
  - JCL staff
  - County FAC staff
  - design/engineering teams and local construction market

- improvements aren’t yet needed at all locations
  - recently renovated facilities
  - facilities whose major life cycle/deferred maintenance needs aren’t due yet
Implementation considerations

Strategies for determining project order and phasing

• **Improve equity** – projects that address deficits / get ahead of anticipated growth

• **Build capacity** – projects that add the most service (e.g., Central Operations)

• **Fulfill community promises** – e.g., Monticello

• **Modernizing service and facilities** – projects to fill the biggest gaps in service and/or most pressing facility maintenance needs

• **Partnerships** – projects that build / leverage development, operational, and service partnerships

• **Build momentum** – projects that maximize leadership and community support
# Plan Implementation

<table>
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<tr>
<th></th>
<th>.5 mill</th>
<th>.75 mill</th>
<th>1 mill</th>
<th>1.15 mill</th>
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<td>Existing Mill Levy</td>
<td>$106,867,302</td>
<td>$106,867,302</td>
<td>$106,867,302</td>
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<tr>
<td>Mill Increase</td>
<td><strong>$116,891,034</strong></td>
<td><strong>$175,336,551</strong></td>
<td><strong>$233,782,068</strong></td>
<td><strong>$269,083,161</strong></td>
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<td>Debt Payoff</td>
<td>$23,253,165</td>
<td>$23,253,165</td>
<td>$23,253,165</td>
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<td>Total Funding</td>
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<td>$363,900,000</td>
<td>$399,203,628</td>
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<td>Total Program</td>
<td>$399,400,000</td>
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<td>$399,400,000</td>
<td>$399,400,000</td>
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<td>% Program Funded</td>
<td><strong>61.8%</strong></td>
<td><strong>76.5%</strong></td>
<td><strong>91.1%</strong></td>
<td><strong>100%</strong></td>
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<td>Amount Unfunded</td>
<td>$152,387,822</td>
<td>$93,942,305</td>
<td>$35,496,788</td>
<td>$195,696</td>
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Mill increase of **0.5** gets

*(Capital + Operating Included)*

**61.8% funded**

<table>
<thead>
<tr>
<th>Location</th>
<th>Recommendation</th>
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<tbody>
<tr>
<td>Operations Center</td>
<td>Acquire and Convert</td>
</tr>
<tr>
<td>Monticello</td>
<td>New Construction</td>
</tr>
<tr>
<td>Lackman/Lenexa</td>
<td>Replace (new site)</td>
</tr>
<tr>
<td>Corinth</td>
<td>Replace (current site)</td>
</tr>
<tr>
<td>Blue Valley South</td>
<td>Land Acquisition</td>
</tr>
</tbody>
</table>
Mill increase of 0.75 gets

(Capital + Operating and all projects from 0.5 mill Included)

76.5% funded

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<thead>
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<th>Location</th>
<th>Recommendation</th>
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<tr>
<td>All .5 Mill projects (Operations Center, Monticello, Lackman/Lenexa, Blue Valley South (land), Corinth)</td>
<td></td>
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<tr>
<td>Blue Valley South</td>
<td>Construction</td>
</tr>
<tr>
<td>Antioch</td>
<td>Replacement</td>
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Mill increase of 1.0 gets

(Capital + Operating and all projects from 0.75 mill Included)

91.1% funded

<table>
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<tr>
<td>All .75 Mill projects (Operations Center, Corinth, Monticello, Lackman/Lenexa, Blue Valley South, Antioch)</td>
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</tr>
<tr>
<td>Cedar Roe</td>
<td>Replace (current site)</td>
</tr>
<tr>
<td>Spring Hill</td>
<td>Land Acquisition</td>
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</table>
Mill increase of **1.15** gets

*(Capital + Operating and all projects from 1.0 mill Included)*

### 100% funded

<table>
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<th>Location</th>
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<td>All 1.0 Mill projects (Operations Center, Corinth, Monticello, Lackman/Lenexa, Blue Valley South, Antioch, Cedar Roe, Spring Hill (land))</td>
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</tr>
<tr>
<td>Spring Hill</td>
<td>Construction</td>
</tr>
<tr>
<td>Shawnee</td>
<td>Maintain/Renovate</td>
</tr>
<tr>
<td>Oak Park</td>
<td>Maintain/Renovate</td>
</tr>
<tr>
<td>Gardner</td>
<td>Renovate</td>
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<tr>
<td>Leawood</td>
<td>Maintain</td>
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<tr>
<td>Central Resource</td>
<td>Maintain</td>
</tr>
<tr>
<td>Edgerton</td>
<td>Renovate</td>
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