



Lexington Public Library

Facilities Master Plan

FINAL REPORT | 8 October 2019



GROUP 4 with



architecture | interiors



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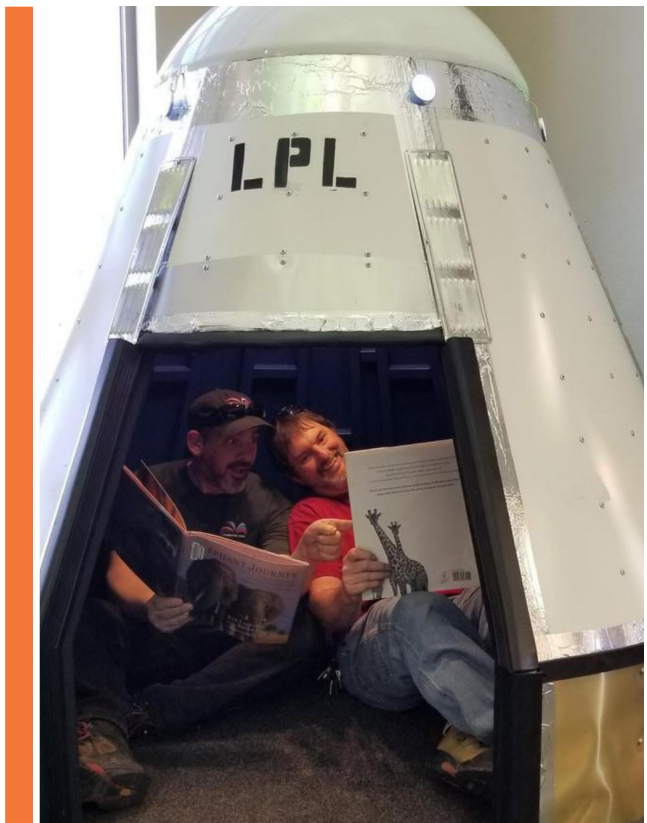
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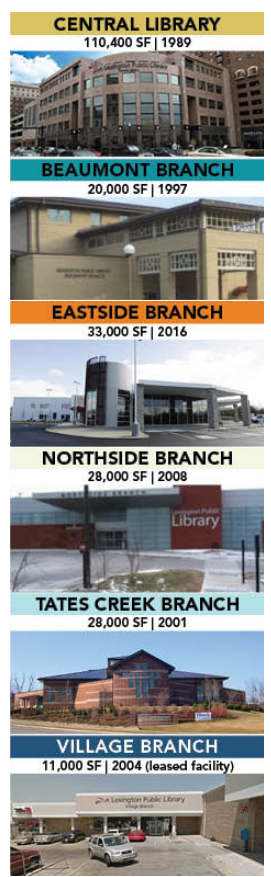
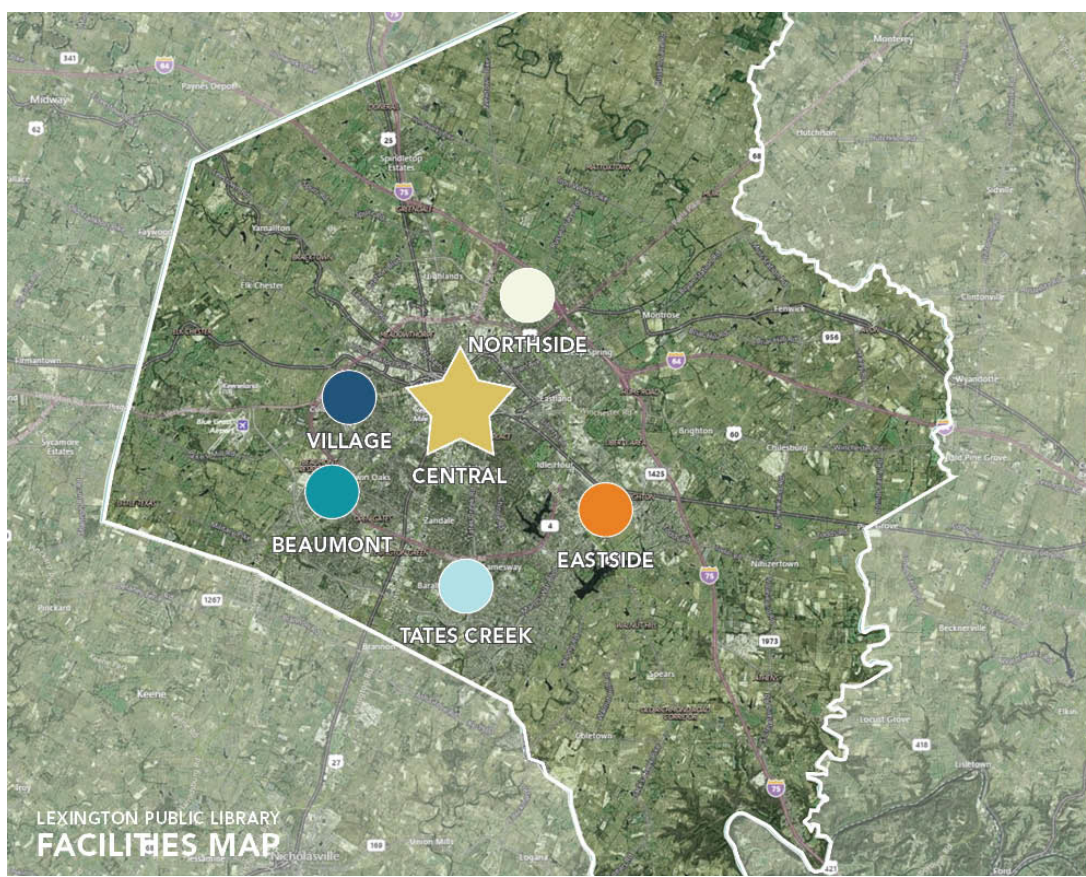
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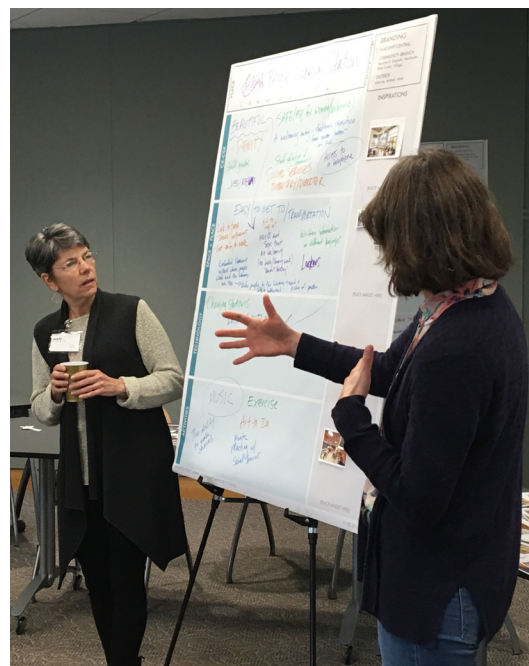
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EXECUTIVE SUMMARY

Established in 1795, the Lexington Public Library (LPL) is a beloved institution that has provided Lexington-Fayette County residents with the resources for success and a lifetime of discovery for more than two centuries. Today, LPL serves a community of more than 320,000 people through its six facilities, innovative digital strategies, and expanding outreach services. In addition to a rich collection, LPL offers diverse programs and talented staff that further its mission to connect people, inspire ideas, and transform lives.

LPL's record of excellence relies on its ongoing ability to respond to evolving community needs and adapt to a changing world. In 2018, LPL commissioned the development of a master plan to determine the vision and need for library space, facilities, and technology, and to provide a framework and guide for future improvements. The planning process was highly participatory, striving to include as many voices as possible in the development of the plan. During the year-long planning process, more than 2,400 library staff, stakeholders, and community members engaged in the conversation about the vision for library facilities in Lexington-Fayette County.





LIBRARY VISION

LPL strives to provide "something for everyone" in Lexington-Fayette County's diverse and growing community. The community cherishes the high-quality core library services that LPL has provided for more than 200 years, including an extensive collection as well as programs to support early literacy and lifelong learning.

The community also envisions expanded access to high-interest and high-impact new services. Particular areas of interest include programming around arts and culture, education and career development, business and entrepreneurship, and creative and maker activities. There also is a need for places in Lexington to meet, collaborate, socialize, and build a sense of community.

LPL's vision for service delivery is of a seamless, "omni-channel" experience for customers that provides:

- vibrant, accessible, and welcoming library facilities with plenty of space for people and programs as well as collections;
- a digital branch where customers can access programs, services, and even virtual spaces to meet and collaborate; and
- robust outreach and alternative service delivery (ASD) strategies to expand access to library services beyond the walls and regular operating hours of LPL's facilities.

LPL's vision includes being an innovative and inclusive organization that reflects the community's diverse interests, culture, and values. The Library is already a leader in this area, within both Lexington and the library community, and continues to work proactively to achieve this vision.

LIBRARY SYSTEM

LPL's six library facilities are well-located to serve the highly mobile Lexington-Fayette County community. Data analysis shows not only that the majority of community members travel to the library that meets their needs — which is not always the library closest to their home — but also that they regularly visit multiple libraries. And the Central Library is a destination for residents throughout Lexington and beyond.

Together with digital strategies and outreach services, LPL's facilities form a network that is very effective at providing access to library services. This offers opportunities to tailor and strategically locate services within the network, rather than providing all services in the same proportion in all facilities. LPL can also employ outreach strategies and evaluate alternative service delivery options to meet focused needs in specific neighborhoods or regions. This master planning process did not find a compelling argument for LPL to build additional branches in order to address geographic gaps in access at this time (although it may consider other reasons for doing so).

Over the past three decades, LPL has regularly expanded its facilities in response to community growth and generally in proportion to population size. A fairly consistent ratio of approximately 0.5 to 0.6 square feet of library space per Lexington-Fayette County resident has provided sufficient capacity to support services in the past, and is expected to continue to be an appropriate level in the future.

Today, LPL's facilities provide approximately 200,000 square feet of space for public service (not including systemwide operations and administrative functions) to serve a current population of about 320,000 people. LPL should continue to use 0.5-0.6 square feet per capita as a target for capacity-building in its facilities, which would suggest the need for up to 50,000 additional square feet to serve a projected future county population of 420,000. To maximize service quality and operational efficiency, it is recommended that LPL continue its successful practice of expanding facilities strategically rather than adding new branches, given current Lexington-Fayette County growth patterns.

LPL TODAY/FUTURE

- LPL is a great library**
- 200+ years of service
 - Responsive to community needs
 - Culture of innovation
 - Cherished community partner

EDUCATION INCLUSION ACCESS SPACE CULTURE STEWARDSHIP

PROUD OF LPL
THOUGHTFUL
THE DEDICATION
DEANS OF SERVICE

FUN! INNOVATIVE!
PERSONALIZED + UNIQUE
SUPPORTIVE PRACTICES

LPL

WANTING FINES IN CAR? UNWINDING IT'S A HEADACHE

REFERENCE IS GREAT!
CARS WHEN WANTING RESERVE

YES WE CAN HELP YOU WITH THAT

DIGITAL MATERIALS/ ACCESS TO PRINT 24 HR FROM PRO TO DELIVERY

STAFF! STAFF! STAFF! STAFF!
BIG CUSTOMER REVIEWS TONS

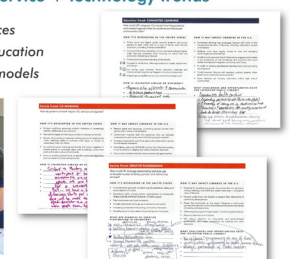
STAFF!
GENUINE INTERESTS

PAY + SCAN BEGINS DOWN WITHIN 5 MINUTES

WHEN STAFF SAY YES

LPL TODAY/FUTURE

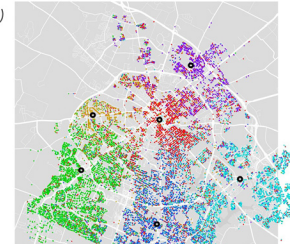
- LPL incorporates emerging service + technology trends**
- Data-driven decisions about services
 - Expanding digital services and education
 - Evolving learning and education models



SYSTEM DESIGN

LPL's facility network provides good access to service

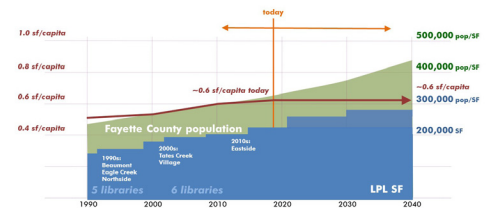
- Residents of all areas can (and do) access libraries
- No need to add libraries to address geographic gaps
- LPL can use alternative service delivery + digital strategies to meet focused community needs



SYSTEM DESIGN

LPL will need to grow with the community

- More space will be needed to maintain levels of service





LIBRARY TECHNOLOGY

The Lexington Public Library embraces technology to better serve patrons and support efficient operations. The Library has already established excellent operational support for its technology infrastructure with a solid data network, ample public computing access throughout the library system, responsive IT staff, superb digital services for patrons through the Library's website, and inaugural digital maker activities at the Northside Library.

Harnessing a spirit of invention and innovation, LPL is ready to step forward, embracing new opportunities to serve the community with the help of new technologies. LPL's agenda includes expanding online services, improving facilities to meet modern data and power needs, supporting technology-oriented maker opportunities throughout the system, and more.

The Library is dedicated to digital innovation and technology leadership. Perhaps most importantly, the Library seeks the collaboration of all staff in bringing technology-driven services to patrons. The Library recognizes that technological mastery is not a skill that should be limited to a small handful of staff; rather, it is a core skill that all staff members need to provide as part of customer services in an ever-changing world.

LIBRARY FACILITIES

LPL owns five of its six facilities, most of which were purpose-built as libraries within the past 30 years. In general, these facilities are high-quality construction and have been well-maintained over time in order to keep them fresh, welcoming, and in good condition. However, there are several areas in which these facilities are not fully aligned with LPL’s vision for 21st century service. In particular:

- LPL’s three oldest facilities — Central Library, Beaumont, and Bates Creek — were designed to support a 20th century service model. There is a strong emphasis on space for the physical collection both on the public floor and back-of-house, and a corresponding lack of space for programs, collaboration, and social engagement.
- Built in 2008, the Northside Library supports a more modern service model, including dedicated spaces for maker programs and a service partner (Radio Eye). However, the Northside Library struggles to provide space for the full range of community needs within its current configuration.
- The Eastside Library opened in 2016, and is a much closer representation of LPL’s vision of 21st century service than the other libraries. That said, visitors do experience some wayfinding challenges at the building’s entry, and there is some underutilized space on the building’s second level.

These challenges at LPL’s owned facilities can all be meaningfully addressed through renovation and strategic expansion (where feasible). In particular, community members countywide are interested in a major renovation and transformation of the Central Library to support destination services. There is also strong local support for improvements at Beaumont, Northside, and Bates Creek branches to rebalance and expand space for people and programs.

The sixth of LPL’s facilities, Village Library, occupies a leased building. Although it is well-located, it is much too small to support the diverse programs and services that its community needs and cannot be expanded. Nearly every community open house participant supported the idea of replacing the current Village Library with a larger facility — ideally on a site as close as possible to the current location. LPL should find a permanent site that can accommodate a full-service Village Library of at least 30,000 square feet.

LPL FACILITIES

LPL’s facilities aren’t fully aligned with community needs

- Beaumont, Bates Creek, and Northside libraries are good quality buildings but are showing wear; space allocations don’t match use current patterns
- Village Library (leased facility) is too small to serve community needs

MAKE VISITORS MORE WELCOMING.



LPL FACILITIES

LPL’s facilities don’t reflect the vision for service

- Warm, welcoming experience – a “front porch” for Lexington
- Emphasis on space for people + programs
- Improved navigation + wayfinding

REORGANIZE REAR SPACE
→ NO PLACES ARE DIFFICULT
TO FIND PROGRAMS

NOT



SMILE CX

ARRIVAL: WEST 6th

ALWAYS OFFER
ANSWERS
BEHIND

CUP OF COMMUNITYCATH

BEFORE WHAT YOU HAVE

→ SPACE FOR PROGRAMS + IN
THE MARKET

REORGANIZE CURRENT

LPL FACILITIES

Central Library is ready for reinvention

- Systems, finishes, and furniture are due for upgrade/replacement
- The need to serve as a collection repository is declining
- Opportunity to create new countywide destination services + spaces
- Opportunity to reorganize back-of-house admin + staff spaces

WELCOMING

ACCESSIBILITY → MAKE SURE
EVERYONE CAN GET IN
EASILY

CENTRAL HAS A GREAT HISTORY,
AND CAN BE MORE WELCOMING

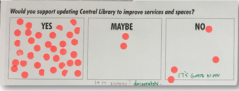
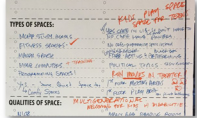
RETHINK



OPEN HOUSES

Priority project: Central Library

- Strong support for Central Library updates
- Love for children's area
- Circulation is confusing; stairs are hard to find + don't extend to upper floors
- Desire for more artwork



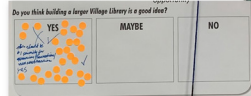
More space is needed for:

- Children + teens
- Programming/ events
- Community theater
- Maker activities
- Fun activities – movies, fitness....
- Study rooms + quiet spaces
- Career center
- Usable outdoor spaces

OPEN HOUSES

Priority project: new Village Library

- Unanimous agreement at Village open house about building a larger Village Library
- Current Village Library is an ideal location; new site should be as close as possible
- Highly visible + accessible



IMPLEMENTATION STRATEGIES

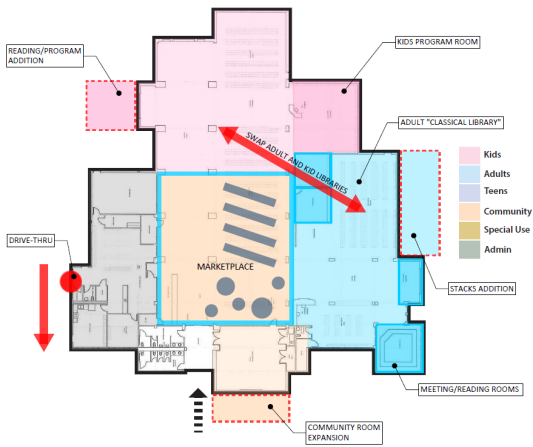
This master plan recommends a set of capital projects to help LPL achieve its vision for capacity, service, and customer experience. The scope of each project and the timeline for implementation will depend on the level and timing of capital funding.

LPL anticipates that it could take 25 years or more to generate sufficient funding through current revenue streams to complete a basic level of renovation at its five owned facilities and replace Village with a larger permanent facility. Supplemental funding will be required for LPL to more fully realize the vision for LPL's owned facilities as well as to build an expanded Village Library.

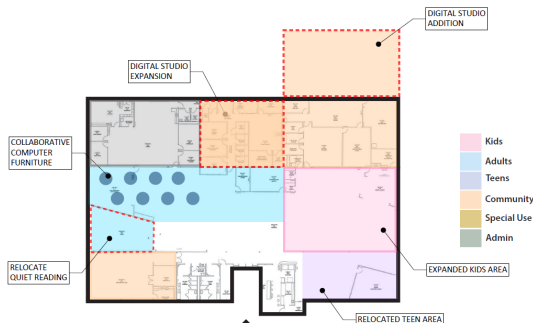
NEXT STEPS

This master plan is the first step along the road to improved libraries in Lexington-Fayette County. Next steps include:

- **Explore supplemental funding strategies.** Implementation of the full master plan vision will likely require supplemental funding. LPL can look into new sources of revenue such as grants, philanthropic donations, and additional tax funding to accelerate implementation of projects.
- **Acquire a suitable site for the Village Library.** LPL will need to find a site for an expanded Village Library. As undeveloped sites with sufficient capacity for a larger library and associated parking may not be plentiful in the target area, LPL may wish to consider opportunities to acquire existing buildings that can be converted into libraries. It may also wish to evaluate the potential for joint-use facilities and/or other partnership strategies.
- **Confirm and refine projects.** Each building project will require focused planning and design work to confirm the community's vision and priorities, as well as to refine the construction scope and budget.
- **Build community awareness and support.** LPL is very effective at communicating with the public and should continue to engage in dialogue with the community about the needs, vision, and opportunities for improved library facilities. Increased communications about the value and impact of LPL will help build charitable and public support.



Beaumont Library renovation opportunities



Northside Library renovation/expansion opportunities



INTRODUCTION

PROJECT CONTEXT

For over two centuries, Lexington Public Library has faithfully served the Lexington-Fayette County, playing a central role in the community. Cherished by visitors, LPL is the second largest library system in Kentucky and serves a population of more than 300,000. Despite its deep historical roots, LPL is agile in adapting its services and spaces for the changing needs of the population.

Community Profile

Lexington-Fayette County has seen strong growth over the past half-century. In the 1960s, the population nearly tripled in size. Since 1970, the population has grown by more than 70%. Growth is expected to continue in the future; Lexington could add as many as 100,000 more people — potentially by 2040, depending on the source. The Lexington-Fayette metropolitan area already has more than 500,000 residents, and the area is becoming increasingly diverse.





Lexington's population is also changing. Already, the city is considerably more diverse than the state of Kentucky as a whole, featuring larger proportions of African American, Hispanic, and Asian residents. And diversity is increasing, especially as the non-native English-speaking population expands. More than 12% of Lexington residents speak a language other than English at home. LPL carefully tailors programs and resources to reflect and serve the needs of our diverse population.

The Library also serves a socioeconomically diverse population. Although the median income in Lexington-Fayette County is higher than the Kentucky median, a higher proportion of Lexington residents are below the poverty line (18.6%) relative to the state (17.2%) or nation (12.3%) overall. This means that more than 60,000 individuals live in poverty in Lexington. LPL provides essential services to all residents across the socioeconomic spectrum.

Demand for library services is partly fueled by Lexington's well-educated and youthful population. The city and county's level of education significantly outstrips state and nationwide levels; more than 90 percent of individuals over 25 completed high school, and more than 40 percent have a bachelor's degree or higher. Meanwhile, more than 20 percent of the population consists of children under the age of 18. This translates to high demand for educational offerings. Home to the University of Kentucky, in addition to a number of smaller colleges and universities, Lexington has a lively city life and a vibrant arts scene. The Library plays a significant role in the city's social infrastructure.

Library Profile

LPL aspires to serve the entire population and provide inclusive spaces that bridge divides, offering a path to educational, economic, and social opportunities. In order to provide access for all, a handsome Central Library and five branches are supplemented by outreach services and a growing virtual library.

Lexington residents clearly love and use the Lexington Public Library, as demonstrated by 2018 usage statistics:

- The average Lexington-Fayette County resident visited LPL nearly 36 times in 2018 — including more than five visits to a bricks-and-mortar library, and more than 30 website and/or mobile app sessions. On an average day, this translated to more than 4,700 in-person visits and more than 26,000 virtual visits. Nearly one-sixth of LPL's circulated materials was digital.
- LPL's branches also logged more than 320,000 computer sessions in 2018 — nearly 900 people per day. More than twice as many customers also logged onto LPL's wireless network per day, for a total of over 840,000 Wi-Fi sessions in 2018.

LPL's stellar services and programs have not only been immensely popular with the community but have also been recognized by local and national organizations for innovation and excellence. For example, LPL has received honors from the Urban Library Council (ULC) for:

- LPL's role in Lexington's 2017 "On the Table" series, a massive civic engagement which included more than 11,000 citizens in conversations about the community's future; and
- "Snow Day Mini-Videos," a creative way to provide students on snow days with fun and educational materials.

Other acclaimed programs include:

- A program for incarcerated teens; and
- The summer-long Phoenix Forward initiative, in which LPL partnered with other local organizations to transform the Central Library and adjacent Phoenix Park into a summer destination. Families could participate in kid-friendly activities such as bounce houses, face painting, games, and movies. Visitors could enjoy a beer garden outside, learn at the science-focused discovery and play lab inside, or relax at a live music performance.



LEXINGTON PUBLIC LIBRARY STRATEGIC GOALS

EDUCATION	INCLUSION	ACCESS	SPACE	CULTURE	STEWARDSHIP
<ol style="list-style-type: none"> 1. Create a foundation for educational success by engaging with children, teens, families, and schools. 2. Advance digital literacy and engage users at all levels of technology proficiency. 3. Be Lexington's source for high-quality free instruction and programs to support personal growth. 4. Help jobseekers and entrepreneurs develop a foundation of skills. 5. Encourage Lexington's citizens to be civically engaged and informed. 	<ol style="list-style-type: none"> 1. Strengthen library accessibility and services for Lexington's immigrant and refugee populations. 2. Increase programming and services for teens and for older adults. 3. Enhance services to at-risk juvenile and adult customers. 4. Improve services to customers with physical and developmental disabilities. 	<ol style="list-style-type: none"> 1. Develop collections that reflect Lexington's diverse cultures and interests and provide access via preferred formats and media. 2. Make it easy to find, borrow, and return materials and resources online, in person, and across the city. 3. Support and launch efforts to provide library collections and services in non-traditional settings. 4. Explore ways to reduce barriers to library use. 	<ol style="list-style-type: none"> 1. Offer flexible spaces that meet the evolving needs of our customers. 2. Create environments that accommodate existing and emerging technologies and facilitate digital learning. 3. Create library spaces designed to support innovative educational and cultural services and to contribute to the atmosphere of a vital Lexington. 4. Plan for future library presences in underserved areas of our county. 	<ol style="list-style-type: none"> 1. Provide events and displays celebrating our many cultures and art forms. 2. Support Lexington's rich artistic and creative communities by providing opportunities to showcase their work. 3. Expand collections and classes related to local history. 4. Encourage creativity and collaborative learning in our digital and non-digital spaces. 	<ol style="list-style-type: none"> 1. Actively engage staff, trustees, supporters, volunteers, and partner organizations in the Library's mission and future growth. 2. Create and strengthen alliances with government agencies and community groups to benefit Lexington citizens. 3. Deepen and build relationships with existing and new funders. 4. Increase transparency, accountability, and efficiency across the institution. 5. Communicate and celebrate our successes.



LPL Strategic Plan

In 2015, LPL formulated a strategic plan in order to align itself with the current and future needs of county residents. Based on community outreach, LPL selected six overarching themes for the strategic plan, namely: education, inclusion, access, space, culture, and stewardship. In planning for library facilities, the two most relevant strategic goals are related to access and space.

- **Access.** Access to library materials and resources must be easy. By removing barriers and providing a variety of formats and access points, LPL can reach a wider public. Users should be able to access collections and services online, in person at a branch, or in non-traditional settings. Relevant resources will reflect the diversity of cultures and interests in Lexington.
- **Space.** Library space should be flexible and adaptable. It needs to accommodate current and future technologies. To continue to foster Lexington's vitality, library spaces should support innovative educational and cultural experiences. LPL should also plan for services in underserved areas of the county.

Library facilities must evolve to attain these goals and meet new needs. Improving access and providing relevant spaces may require significant changes. To implement the strategic plan, LPL needed to analyze service gaps and determine the implications for its facilities.

MASTER PLANNING PROCESS

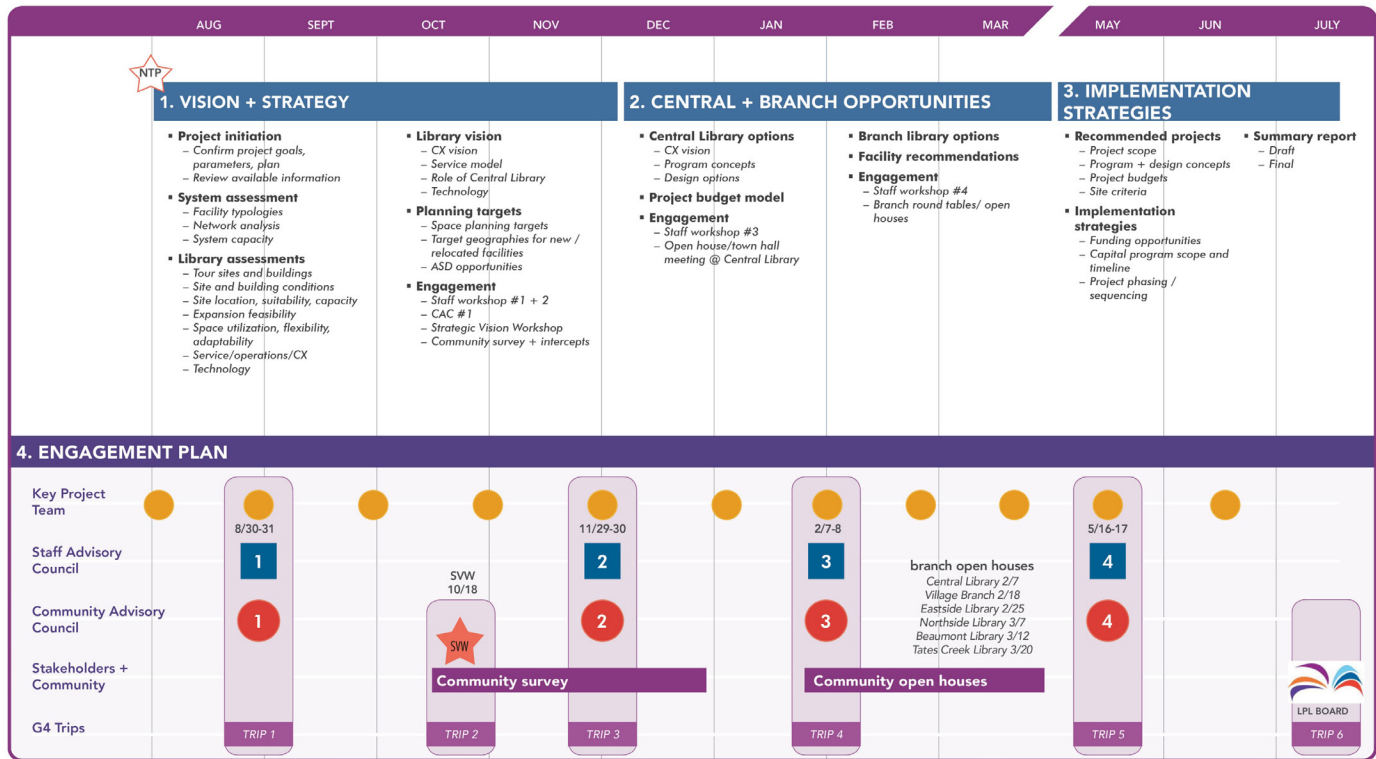
In 2018, LPL initiated a facilities master planning process. LPL’s goals for the plan included:

- Demonstrate LPL’s aspirational role and relevance for Lexington-Fayette County residents;
- Reflect extensive conversations with community leaders, the general public, and staff;
- Identify areas of greatest need and opportunity;
- Incorporate relevant trends, innovations, and best practices for effective and sustainable public library service, design, and operations; and
- Provide a prioritized roadmap for future library capital projects.

Group 4 Architecture, Research + Planning, Inc. — a firm specializing in multi-facility library system planning — was selected through a competitive process to facilitate the development of the plan, in partnership with Lexington-based EOP Architects PC. Nationally-renowned consultant Carson Block was engaged to facilitate an assessment and plan for library technology.



ARCHITECTURAL SERVICES FOR LIBRARY FACILITIES MASTER PLAN
DRAFT WORK PLAN v. 2019-05-12





Master Plan Engagement Strategy

The master planning process was initiated in July 2018. Work with LPL leadership and staff, stakeholders, partners, and community members included:

- Close collaboration throughout the project with a Key Project Team (KPT) composed of core LPL leadership.
- Four workshops with a Community Advisory Council (CAC) over the course of the project. The CAC provided a valuable sounding board for LPL and the consultant team about key assessment findings and proposed improvement strategies.
- Four workshops with a Staff Advisory Council (SAC), which brought deep community understanding as well as service and operational perspectives to the development of the plan.
- A full-day Strategic Vision Workshop in October 2018 that brought together community leadership, partner organizations, key stakeholder groups, and library staff. A summary of the Strategic Vision Workshop is attached as an appendix to this report.
- A community survey in multiple languages, made available both online and through pop-up events at locations throughout Lexington-Fayette County. More than 2,400 people participated in the survey between October 2018 and January 2019.
- Community open house events at each LPL library in the spring of 2019. Library staff and the consultant team had the opportunity to engage in productive dialogue with more than 200 participants about the master plan process, assessment findings, and ideas for library facility improvements.
- Technology-oriented focus groups and interviews with LPL administration, managers, IT workers, and public service staff.
- Analysis of other recent studies and plans completed in the local community such as the city's Comprehensive Plan, Fayette County Public Schools' Strategic Plan, Downtown Public Life Study, and Town Branch's Inclusion Plan.

A partial list of participants in the planning process is included as an appendix to this report.



LIBRARY VISION

Lexington Public Library is positively thriving, providing thousands of customers each day with high-interest and high-value programs, services, and materials. It's no wonder that LPL boasts higher levels of use than other large Kentucky libraries. Rather than resting on its laurels, LPL plans to continue expanding its services and playing a vital role in Lexington's future. Input from staff, stakeholders, and community members has shaped a vision for the future of the library system that will guide how it should respond to changing community needs, technological advances, and evolving models of service.

A number of big ideas and recurring themes emerged from the extensive community engagement. The Library's role as a place of lifelong learning and a welcoming community space was constantly emphasized. Everyone also prioritized a fun customer experience. Another area of particular interest was maintaining LPL as an accessible organization that reflects the community. These key themes will steer LPL as it plans capital improvements.



VISION FOR SERVICE AND IMPACT

Lifelong learning and community building are important to Lexington residents based on survey results. The Library already strives to fulfill both these roles, successfully serving thousands of people every day.

LPL's rich array of programs and services contributes significantly to the Library's appeal. Programs ranging from storytime and author events to computer classes and tax assistance attract eager adult and youth audiences. Library visitors enjoy a variety of enticing choices. More than two thirds of programs are for children, and those prove particularly popular. Over the course of a year, more than 60,000 people attended youth programs at the Library.

It is not surprising that LPL's programs have high attendance numbers. The Library organizes activities and events that are highly relevant to the community. When asked to rank their top priorities, both the community intercept and online survey participants ranked "developing young learners" as the most important library service. Arts and culture followed in second place, a particular priority for Lexington. The community also highlighted the importance of succeeding in school and access to technology. Meanwhile, LPL open house participants emphasized classes for all ages, digital education, job skill development, tutoring and homework help, language classes, and more.

Library programs clearly reflect the interests of the public with offerings that include activities relevant to each community priority:

Educational Opportunities

- Homework help programs
- Language classes
- Storywalks in the Arboretum
- "Book a Librarian" sessions
- Job labs

Arts and Culture

- Craft activities
- Performances and concerts
- Art gallery exhibits

Technology Access

- Video, photo, and graphics editing at the Digital Studio
- Creative and maker classes
- And much more!

Access to all of these services makes the Library an invaluable community resource that supports the needs and aspirations of Lexington residents.

MAKER PROGRAMS

Maker and creative programs are an example of how libraries are breaking out of the traditional service mold. Although maker activities are often thought of as technology-focused, in fact they are not just high-tech. Rather, the maker movement is about providing opportunities for people to create things together as a community. Something as straightforward as a sewing circle — as long as it reflects a community need — fits the definition.

LPL has embraced the potential for maker activities to meet specific and diverse needs in communities across Lexington-Fayette County. Staff and community participants in this master planning process expressed an interest in expanded maker programming at the Library. Master plan participants noted that LPL should seek opportunities to partner with K-12 schools, community colleges, higher education institutions, and private and non-profit maker organizations to complement and enhance rather than duplicate maker programs. There also are opportunities to enhance library maker programming by expanding LPL's "Library of Things" — for example, creating a tool library to complement educational programming.

Community members remarked that LPL need not offer the same maker activities at every library, but can tailor them to meet local or regional needs and suit the space available at each library. The Northside Library has a dedicated, technology-rich maker space that has enabled significant gains in audio-visual-related programs. Northside has also made a few tentative steps into other high-tech maker activities, including 3D modeling and printing. The community's embrace of these programs and services supports the introduction of maker activities in other LPL branches, based on the needs of each neighborhood.

As a countywide destination, the Central Library has the opportunity to showcase the full range of maker activities, services, and technologies. There, visitors could enjoy media creation, digital modeling, Augmented Reality and Virtual Reality, art, mechanics, music and performance spaces, and more.



Northside Library maker space



The Library's impact extends far beyond the walls of its facilities. With the help of partnerships, creative outreach services, and a growing digital library, LPL serves populations that do not visit the physical facilities. Vastly outperforming all of its Kentucky peers, LPL attracted more than nine million website visits in 2018. LPL's highly active digital branch accounts for 14% of all checkouts. In addition to digital books, audio-visual content, and online magazines, locally created content is available through LPLtv and podcasts.



Other strategies to bring library services closer to the community include the Tiny Library Project, which consists of 30 book exchange locations that embed reading materials throughout neighborhoods. Digital Wallpaper also provides direct access to popular digital titles in busy city locations. Through these assorted efforts, LPL aspires to reach a wider public and pioneer ever more ambitious strategies to benefit the community.

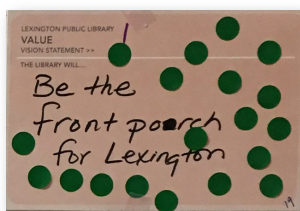


Library visitors also take full advantage of the diverse collection housed in LPL's physical facilities. On average, each county resident checked out at least six items in 2018. Audio-visual content seemed particularly popular with almost a million audio-visual materials circulated in one year, higher than anywhere else in Kentucky.

Undoubtedly, LPL is a high-performing library system that successfully engages a significant portion of the population. However, the Library still falls short of its vision to be a vibrant community hub for *all* county residents.



LPL should showcase the best that Lexington has to offer both within the community and around the world. The Library can be a platform for distributing locally-generated ideas and content, introducing visitors and new residents to the Lexington community. Staff and community members want the Library to be the inviting "front porch" for Lexington where the community can gather and share. Simultaneously, LPL can be a resource connecting Lexington to the wider world with reliable information about various cultures, historical events, and recent news. But current LPL facilities cannot accommodate everything that the community wants and needs.



VISION FOR CUSTOMER EXPERIENCE

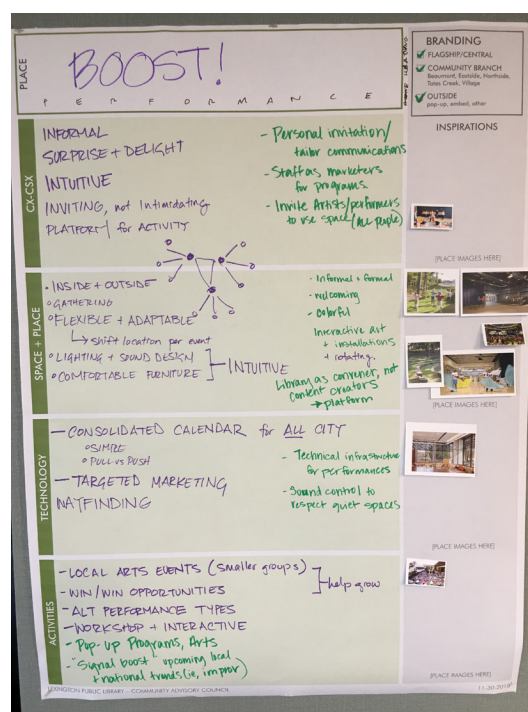
As LPL continually strives to further improve its services, it needs to think strategically. What would make those services still more impactful? Making them fun and personalized! A superior customer experience could be designed by offering customizable spaces and services, curating special experiences, and improving wayfinding.

As Community Advisory Council members opined, from the moment of entry, the Library should welcome visitors, and invite them into a comfortable, easily accessible space that is intuitively organized. An array of fun, hands-on activities and educational opportunities, art, and performances should draw visitors in and delight them. The Library should invite visitors to participate and have fun. There should be “something for everyone.” Flexible spaces and movable furniture would accommodate a wider variety of activities and easily adapt to shifting needs. These new, informal spaces could encourage conversation and collaboration.

To personalize library services and really provide “something for everyone,” LPL needs to address interests that are not satiated by existing library resources and add corresponding spaces. Many community members have requested more:

- Areas for kids and teens
- Meeting rooms
- Quiet spaces including tutoring and study areas
- Flexible classrooms
- Coffee shops
- Outdoor spaces
- Maker spaces
- Game rooms
- Recording studios
- Performing art spaces
- Rotating local art exhibits

People have also expressed their interest in an expanded “Library of Things” for borrowing, which could include more board games, a seed library, crafting materials, and instruments, for instance. Adding a tool library was noted as a particular opportunity to broaden LPL's appeal and extend access to new customers who do not currently use traditional library services. Crafting fun experiences for all means reimagining current library facilities and services.





2 Remove Barriers to Access
 → Physical language
 ← 24/7 access financial

BE INTENTIONALLY DIVERSE + INCLUSIVE

3 Staffing Reflective of Community

LIBRARY should be open to non-traditional partnerships
 (Humane Society, YMCA, Awesome Inc., Plantory, Seedleaf)

ORGANIZATIONAL DIRECTIONS

Staff and community members repeatedly identified another theme crucial to LPL's facility planning process: the Library should wholeheartedly embrace inclusion and accessibility. LPL already expends significant effort to make its services more inclusive and accessible. For example, the Village Library's bilingual services ensure equal access for the Spanish-speaking population, and LPL's collection includes materials in more than 15 languages.

Building an intentionally diverse and inclusive organization includes making sure that library staff reflects the community. LPL is currently developing a Diversity and Inclusion Plan to inform policies and staffing.

Another important step is to remove barriers to access. Increased outreach services and alternative service delivery strategies will help expand services beyond the confines of the library walls. Community members advocated resources for at-risk youth and adults, as well as individuals with special needs to further expand access for vulnerable populations. Non-traditional partnerships could also help LPL reach more people and enhance its services.

LIBRARY SYSTEM STRATEGY

SYSTEM ASSESSMENT

Library Network

In order to evaluate library use and customer access patterns, this master plan process leveraged the geographic analysis in a 2015 study of LPL's service areas by Himmel & Wilson.¹ Customer use pattern data from that study were extracted and combined with additional geographic information, including Lexington-Fayette County demographic and development maps.

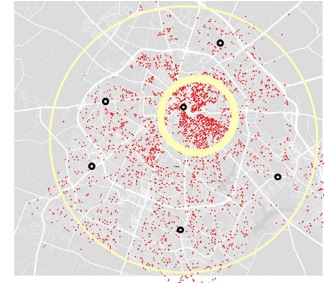
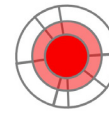
This new analysis showed that:

- **LPL's six libraries are well-distributed.** During the data sample period, residents throughout Lexington-Fayette County (and beyond) were able to access at least one LPL location, which in many cases was not the library closest to home. The analysis found no significant geographic gaps that would suggest the need for additional libraries at this time.
- **Central Library is a countywide destination.** Mapping revealed that residents throughout Lexington-Fayette County can — and do — access library services in downtown Lexington. This offers the opportunity to develop unique signature services at the Central Library, rather than at all of LPL's facilities.
- **Village Library has a significantly smaller geographic reach.** As the smallest of LPL's six facilities, the Village Library is only able to attract customers that live fairly close by — compared to the much wider geographic appeal of the larger Northside, Tates Creek, Beaumont, and Eastside branches.

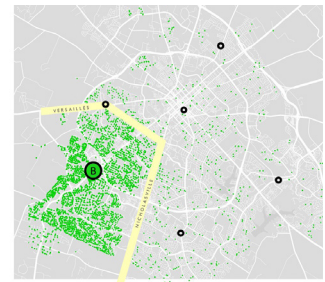
Library facilities are complemented by LPL's growing outreach and mobile services, as well as its robust website and digital channels. This expanded network offers opportunities for all Lexington-Fayette County residents to access library services — even those with limited mobility.

¹ It should be noted that the Himmel & Wilson study was conducted while the Eagle Creek Library was still operational, and prior to the opening of the current Eastside Library. Because of the proximity of the Eagle Creek Library to the new Eastside Library, the Eagle Creek data were considered to be a reasonable proxy for customer use pattern analysis for this master plan.

Central



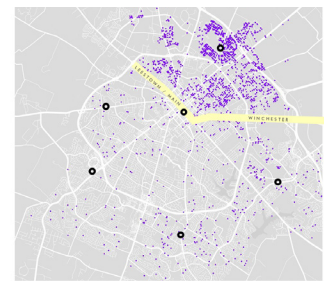
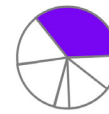
Beaumont



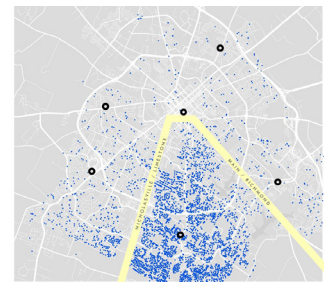
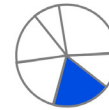
Eagle Creek / Eastside



Northside

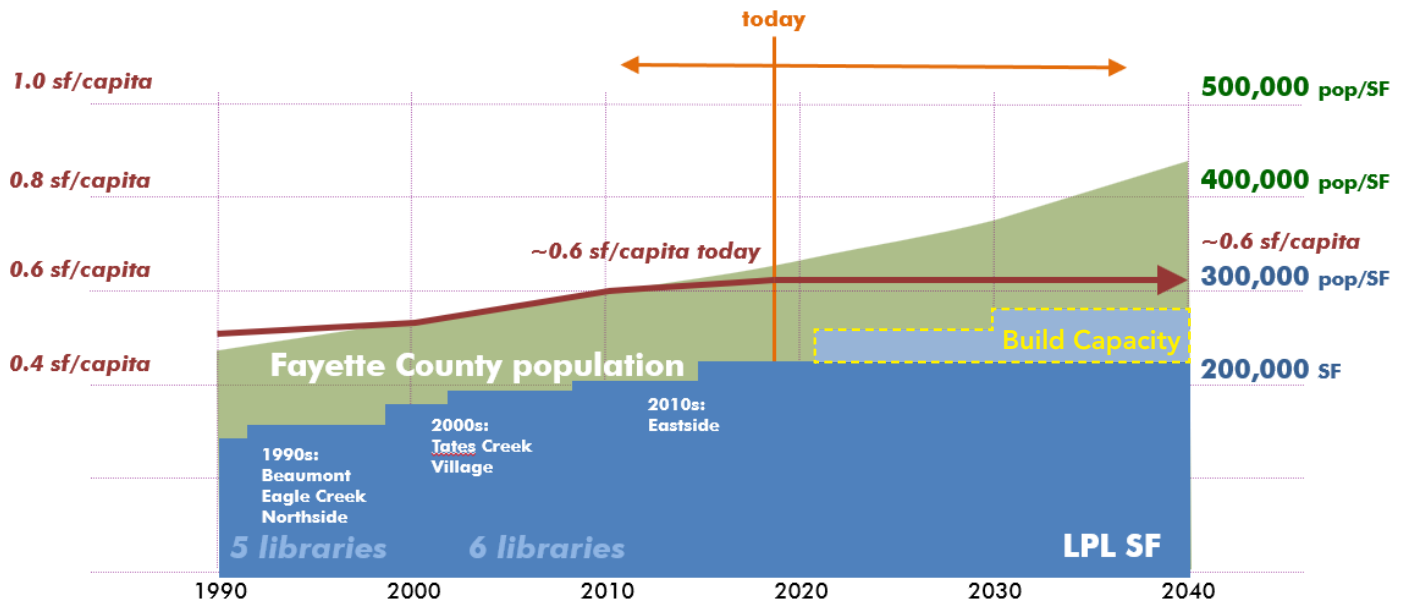


Tates Creek



Village





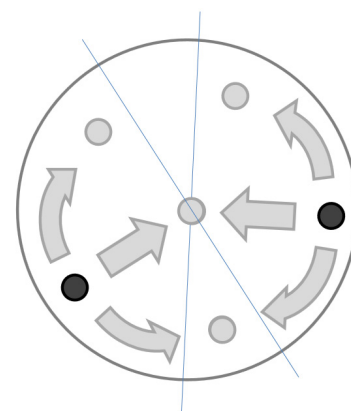
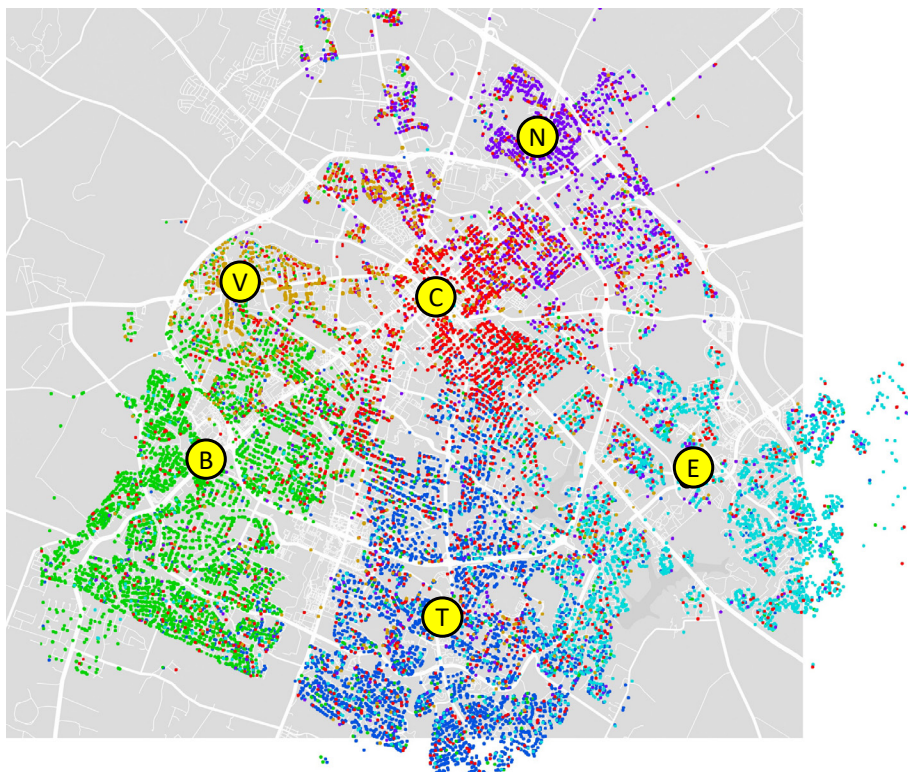
As the Lexington-Fayette County population (shown in green) has grown over time, LPL has added and expanded facilities (in blue) in order to maintain a fairly consistent ratio of library space to population. To maintain this ratio in the future, LPL will need to build additional system capacity and space as the population continues to grow.

Library Capacity

As the community has grown and developed over time, LPL's primary strategy for building capacity has been expansion rather than adding new libraries. This strategy has enabled LPL to significantly increase space with only modest increases in operating costs (compared to the significant cost increases associated with each additional new library).

Through proactive relocation and expansion, for the past several decades LPL has also maintained a relatively consistent ratio of library space to the population size of Lexington-Fayette County. Approximately 0.6 square feet of library space per person (SF/capita) has served the community well, even as library services and technologies have grown and changed over time. This amount of space has also enabled LPL to accommodate regional use of its services by residents of neighboring counties who come into Lexington-Fayette County for work, shopping, and entertainment.

LPL feels that 0.6 SF/capita will continue to be an appropriate ratio moving forward, enabling the Library to continue adapting and evolving service for a growing community and customer base. Growth in the Lexington-Fayette County is expected to persist in the future; depending on the source, the population is projected to reach up to 420,000 people within the next 20 years. To maintain its optimal capacity of approximately 0.6 SF/capita, LPL will need to add up to 50,000 SF by 2040 for a population of that size.



GIS analysis of customer use patterns shows that customers often visit libraries that are not closest to home. Community survey data revealed that many respondents regularly visit more than one library. LPL can leverage this “network” to tailor and strategically locate high-impact services and spaces.

FACILITY NETWORK STRATEGY

Leverage the Network

The Lexington-Fayette County community’s high mobility and LPL’s effective network offer the opportunity for libraries to complement rather than duplicate each other. While the community expects to find certain core services in every library, LPL does not need to provide its full menu of services in the same proportion at every location. Rather, each library can tailor its services to meet more localized needs and interests. Specialized programs requiring more resources, staff, and/or space can be offered in strategic locations for higher quality and efficiency.

The Central Library is an essential component of LPL’s network strategy. It provides abundant space and an accessible central location for unique, signature services that will draw community members from throughout the county. It also has the capacity to help LPL rebalance space for the collection and other core services at branch libraries.

Build Capacity through Expansion

In order to maintain its target capacity ratio of 0.6 square feet per capita, LPL will need to expand by up to 50,000 square feet over the next two decades. Given current city growth patterns, LPL should continue to leverage its tradition of growth through expanded facilities rather than adding net new locations. LPL’s destination library model supports excellent service and highly efficient operations, and the Library should avoid adding small branches that are less effective and more expensive to operate per square foot. The Library Board will continue to monitor growth in west Lexington and will remain cognizant of any changing needs for new locations in the area.

Opportunities

- Reaching people who don't usually come to library
- Increasing convenience for frequent customers
- Enlarging the LPL footprint in Lex

Opportunities

- Could do unique programming
- Develop working partnerships with retail providers

Opportunities

Good marketing opportunities

ALTERNATIVE SERVICE DELIVERY

Alternative Service Delivery (ASD) is a commonly-used name for a broad category of diverse strategies for delivering library services outside of library facilities. LPL leadership and staff recognize the great potential for using ASD strategies to address specific community needs creatively, quickly, and cost-effectively.

For this master planning process, the Staff Advisory Council (SAC) participated in an ASD brainstorming and evaluation activity. Each SAC member was given a list of three to four potential ASD strategies and asked to consider each strategy from a variety of perspectives, such as relative to target population, startup and operating costs, and LPL's strategic goals. SAC members were extremely thoughtful in their exploration, and frank in their evaluation of the options and opportunities. This section discusses some of those concepts and ideas.

It should be noted that the SAC explored only a handful of ideas within the ever-expanding universe of library ASD strategies. As libraries — including LPL — continue to think creatively about ways to enhance service, this list will keep growing. Particularly as Lexington-Fayette County community needs and interests change and expand over time, LPL should carefully evaluate whether and which ASD strategies would be most appropriate to complement and enhance the services available inside its libraries. And as exciting new ASD ideas emerge, LPL should also carefully consider whether they will be effective and provide good value.

Purpose or Goal

To reach people where they are

Idea

materials via delivery service

Purpose or Goal

Eliminate physical access barriers

Expanding Access to Materials

Expanding access to materials is at the intersection of many of LPL's strategic goals and initiatives — including lifelong learning and inclusion. There are diverse and varied strategies for enhancing community access to materials outside of library buildings, each of which has areas of distinct benefit, cost, and value. SAC members identified rates of use, per-item and overall cost of service delivery, and customer satisfaction among the potential metrics and measures of success or failure of ASD strategies intended to expand access to the collection.

- **Mobile libraries** are a time-tested strategy for bringing the experience of browsing, checking out materials, and even getting readers' advisory services out into community locations; some libraries also offer mobile technology and Wi-Fi access. Mobile libraries tend to have relatively high start-up and ongoing operating costs, including specialty equipment as well as dedicated staff with particular skills. However, mobile libraries help build awareness among underserved and low-mobility populations. They can also be a high-profile, high-service addition to the library's communications and engagement strategy for non-traditional locations, such as city parades, senior centers, etc.
- **Alternative pick-up and drop-off options** can offer customers more choice about when — as well as where — to access and return materials. SAC members were enthusiastic about the potential to provide 24-hour access for customers whose schedules make it difficult to visit libraries during normal hours of operation (such as swing and third shift workers). There can be a long lead time for implementation, particularly in partner locations. In addition to the cost of purchasing and installation, lockers and dispenser units may require capital improvements such as weather protection, a mounting pad, and/or new power and data service. On a day-to-day basis, they usually become just another stop for the library's regular courier service; depending on the equipment, they may require special maintenance and periodic servicing.

Purpose or Goal

A flexible way to temporarily have a library location

Opportunities

- strengthen a community
- bring people together in a shared space
- ~~see~~ greater access to reading materials

Opportunities

- Convenient location for customers - allows them to take care of multiple errands in one place
- s - Makes it easier to reach
- + groups the library sometimes struggles to attract: teens, young adults, working professionals
- More flexibility in hours?
- Easy opportunities for outreach or creative programming

Purpose or Goal

Provide space for exhibits, meetings, or programs

Expanding Access to Places and Programs

As the community's vision for library service is not limited to the collection, the master plan process also explored alternative strategies to expand access to library programs and spaces. Ideas for consideration included:

- **Extended hours access to library spaces.** Some libraries are leveraging technology to provide extended access to services and spaces for customers with an active library card. SAC members discussed the idea of creating an unstaffed space, in either an existing LPL facility branch or a partner space, where customers could access materials, Wi-Fi, computers, printers, and even seating. Providing extended access could be of particular interest and value for students, entrepreneurs, third shift workers, and other customers who cannot get to the library during regular hours of operation. SAC members noted the need to address issues of security, legitimate use of the space, and cost of on-call personnel (among other considerations) in order to maximize the use and utility of this strategy. Measures of success could include service metrics (e.g., visits, computer and Wi-Fi sessions, and holds); customer satisfaction; and the Library's return on investment relative to the cost of maintenance.
- **Pop-up places** expose new users to library services in temporary, non-traditional locations. A pop-up place can be as simple as providing comfortable seating, a selection of popular materials, and Wi-Fi access in an unconventional setting. Staff can also activate the space by facilitating conversations and offering exciting programs tailored to specific needs. Pop-up places could not only expand access and inclusion, but also create buzz and demonstrate that LPL cares. SAC members mentioned location, staffing, scheduling and transportation, and the logistics of lending and accepting returns among the issues LPL will need to consider in setting up a successful pop-up place.
- **Library programs in non-library spaces.** By expanding outreach services in partner locations, LPL could improve community access to library services, become more inclusive, and reach new users. SAC members identified the potential for leveraging underused space in Parks and Recreation facilities, retail businesses, public schools, affordable housing, and SCORE Mentors (among others). Such strategies could have a relatively low cost to develop and implement, depending on the details of each partnership and program offering. Usage statistics would show whether the partner location is truly enabling LPL to reach more people; as needs and use patterns change over time, the Library could develop new partnerships in alternate locations.



LIBRARY TECHNOLOGY

The Lexington Public Library features a robust technological infrastructure and strives to be at the cutting-edge of technology in order to provide the best services possible to its customers and support library operations across the system. The system already boasts a healthy data network, widespread access to public computers, helpful IT staff, outstanding digital services through the Library’s website, and a digital maker space at the Northside Library. LPL would like to further expand and improve the role of technology in the system by developing more online services, improving facilities to meet evolving technological needs, supporting additional technology-oriented maker activities, and continuing to develop strong technology collaboration among all staff in service to patrons.

TECHNOLOGY ENVIRONMENT

LPL’s IT Department successfully ensures that the Library’s core technologies are robust, secure, and efficient. The Library’s data network is particularly remarkable; while many libraries in the U.S. are struggling with slow and unreliable connectivity, LPL’s IT team has designed, installed, and maintained robust and scalable connections between all branches and the Internet. A “mission control” in the Library’s IT Department features numerous screens monitoring different aspects of the Library’s network and providing IT staff with a real-time view of performance and possible issues as they arise. LPL’s IT Department also maintains a comprehensive collection of IT policies and procedures, meticulously documenting any additions or changes. Their diligence demonstrates a laudable commitment to quality and consistency.

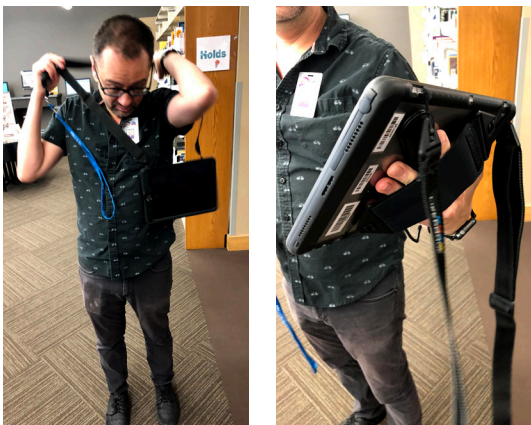


“Mission control” in the Library’s IT department

The Library has also deliberately chosen to not deploy certain technologies in use by other libraries, including Radio Frequency Identification (RFID) for physical library materials and Automated Materials Handling (AMH). This positions LPL to take advantage of newer, exciting possibilities that will offer more significant performance improvements relative to retrofit costs.

Some of those new opportunities currently being pursued include:

- Mobile devices designed to support staff in a roaming service model. A lightweight and ergonomic tablet system allows staff to have a portable, full-service workstation as they serve patrons wherever they are throughout the library. As part of the transition to this new model, the library has upgraded its ILS to CARL-X. CARL has developed its product for the tablet, and as a result, the library has added 15 more iPads to the system. Each library location has fully integrated mobility into their workflow.
- The Northside Library has been piloting technology-oriented maker space activities, with an emphasis on digital learning and audio-visual production. The space also offers 3D modeling and printing — a direction with strong potential not just at this branch, but throughout the library system.



Mobile devices for the roaming service model



RECOMMENDATIONS

LPL's IT Department is not only committed to excellence, but also highly agile. During the course of the master plan process, as the concepts and preliminary recommendations below were discussed, the Library began acting immediately to develop strategies for implementation.

Technology Innovation at LPL

Until recently, IT efforts at LPL have been focused on core essentials and maintenance. Now, there is a golden opportunity to grow technology innovation as part of the Library's efforts to serve as the ultimate community resource. Innovation exists now, and LPL desires to further increase its efforts to improve technology in new and agile ways.

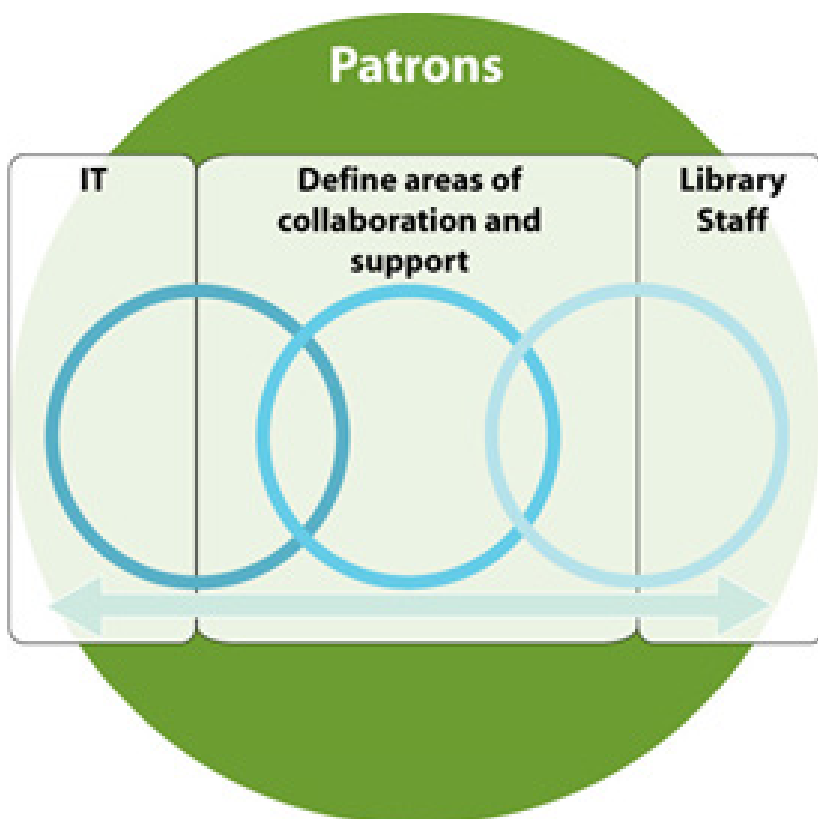
Increasing the Library's effectiveness in delivering digital services via the website should remain a top priority. This is particularly important since LPL's digital branch is as busy as any of the top-performing physical locations. LPL should evaluate opportunities to expand interactive online services; potential ideas discussed during this master plan process included a virtual homework help platform and a virtual book club program.



Technology Recommendations for LPL Facilities

There are several areas of technology change that would greatly improve the customer experience at all LPL facilities. When implementing facility improvements at all levels, LPL should consider:

- offering ergonomic power access — standard and USB — anywhere (and everywhere) patrons are;
- providing laptop bars with convenient power access for patrons bringing their own mobile devices;
- providing consistent audio/video equipment in meeting rooms and training all staff to use them; and
- establishing consistent digital signage systems throughout all library locations.



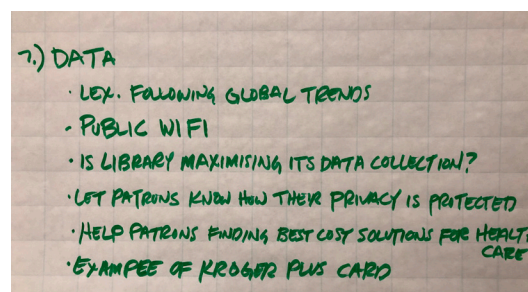
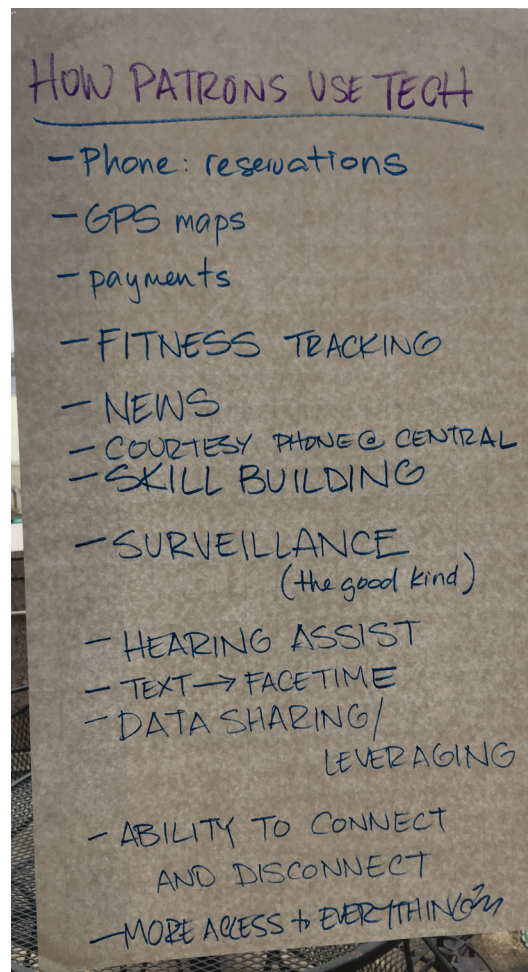
Collaborative Technology Framework for All Library Staff

LPL should articulate and formalize its Collaborative Framework for Technology to show how everyone in the organization has a role in mastering technology in order to serve the needs of library patrons.

This collaboration already exists at LPL in an informal way, but it is not necessarily recognized or developed in a formal manner. According to the Director of Access: “We are moving on the idea of all staff increasing tech comfort. New librarians helped design new computer curricula that are more than just ‘standard’ classes (VR innovations, iPads, setting up social media accounts), with a major goal towards increasing staff tech comfort. Further, we are looking at making technology a core competency in hiring — making it a ‘new collection’ within the fabric of the Library.”

Data-Driven Service Pilots

By collecting and studying data, organizations can gain a better understanding of patterns and trends in the use of their services in order to shape decisions about current and future directions. LPL already uses data to analyze and improve how customers access and use its digital services (such as the website). LPL should consider how to expand its data-driven service pilot process to encompass the Library's services in the physical world — while continuing to ensure that customer privacy and confidentiality is always protected.





LIBRARY FACILITIES

ASSESSMENT OVERVIEW

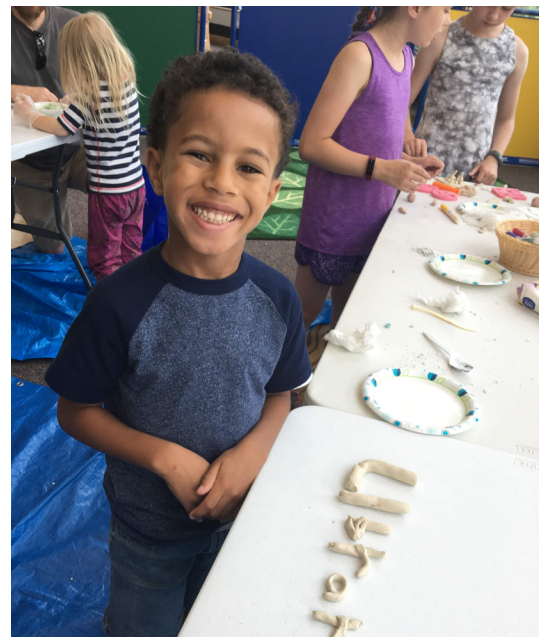
Overall, LPL's facilities are high quality, attractive buildings. In general, they are clean, neat, and un-cluttered. Maintenance staff make repairs quickly and are proactive about replacing worn furnishings and finishes.

That said, LPL's facilities are not fully aligned with either the community needs or the Library's vision for service:

- **Space allocation.** In some of LPL's libraries, the amount of space allocated to various functions in the original design no longer matches current service or operating needs. One example is the Bates Creek Library, where back-of-house staff work areas are disproportionately large relative to space for public service. At Bates Creek, the children's library is quite small relative to teen/adult space; a growing trend in public library design is to allocate a more equal amount of space for children and teens/adults.
- **Collection density.** Although this is not the case in every facility, there are several LPL libraries where the print collection dominates the space. For example, tall stacks cover a significant portion of the floor area at the Beaumont Library and Bates Creek Library. Patrons find it difficult to locate what they want in the unwelcoming, canyon-like stacks overcrowded with materials. Consequently, less space is also left for other spaces and services.
- **Space for people.** Increasingly, libraries are moving away from serving merely as book repositories, particularly as digital literacy and access spreads. While collections continue to play a role, there is a shift in focus towards spaces for people and programs. Libraries strive to provide a wide assortment of community services, which create new requirements for facilities. LPL has been expanding program spaces, but there is room for further expansion to meet rising public demand.

To align LPL's facilities with community needs and the new vision for service, the libraries could be more welcoming, easy to navigate, and focused on space for people and programs. The Central Library is ripe for reorganization and upgrades. Beaumont, Bates Creek, and Northside branches are showing signs of wear, and their space allocations do not match current use patterns. The leased building that houses the Village Library is too small to serve community needs.

MORE PROGRAM SPACE !!



IMPLEMENTATION STRATEGIES

Levels of facility improvements



RECOMMENDATIONS OVERVIEW

Levels of Facility Improvement

Four levels of capital improvements were explored for LPL's facilities, each of which offers opportunities for enhanced service at different price points.

- Level 1 Refresh/ Makeover.** Level 1 projects would update the library service model and customer experience at the lowest price point, but would not add significant service or build capacity for future growth. Improvements at Level 1 would include new interior finishes (such as carpet and paint), partial or full replacement of furniture and shelving, and strategic updates to lighting, signage, etc. At this level, interior space allocation changes would be accomplished primarily through reorganization of furniture and shelving.

IMPLEMENTATION STRATEGIES

Level 1 projects

- Level 1**
- new interior finishes – carpet, paint
 - reorganization without partition changes
 - part- or all-new furniture + shelving
 - selected lighting, signage variables

Level 1

REFRESH/MAKEOVER

\$

- ✓ Update service model + customer experience
- ✓ Lowest capital cost
- No space added; capacity will decline over time as population grows

- **Central Library** – L1 interior makeover
- **Village** – L1 interior refresh
- **Beaumont** – L1 interior makeover
- **Tates Creek** – L1 interior makeover
- **Northside** – L1 interior makeover
- **Eastside Library** – L0-1 makeovers of selected spaces or full library

IMPLEMENTATION STRATEGIES

Level 2 projects

Level 2
 • interior reorganization + refresh
 • non-structural partition changes
 • adjust building systems

Level 2
 MODERATE RENOVATION
 \$\$

- ✓ Update service model + customer experience
- ✓ Improve space allocation + organization (non-structural)
- Higher cost than Level 1
- No space added

- **Central Library** – L2 moderate renovation
- **Village** – N/A
- **Beaumont** – L2 moderate renovation
- **Tates Creek** – L2 moderate renovation
- **Northside** – L2 moderate renovation
- **Eastside Library** – N/A

IMPLEMENTATION STRATEGIES

Level 3-4 projects

- ✓ Major renovation / reorganization
- ✓ Expand space at some locations
- Highest capital cost

Level 3
 • “gut remodel” down to structure
 • major reorganization
 • building expansion
 • upgrade/replace building systems

Level 3
 EXTENSIVE RENOVATION;
 EXPANSION
 \$\$\$

Level 4
 • all new construction
 • civic quality; durable systems and finishes
 • distinctive architecture

Level 4
 NEW CONSTRUCTION replacement/relocation
 \$\$\$\$

- **Central Library** – L3 major renovation
- **Village** – L4 new ~40,000 SF library
- **Beaumont** – L3 major renovation + expansion
- **Tates Creek** – L3 major renovation
- **Northside** – L3 major renovation + expansion
- **Eastside Library** – N/A

- **Level 2 Moderate Renovation.** In addition to the Level 1 improvements, Level 2 projects would include non-structural partition changes and associated building system adjustments. Level 2 projects could address space allocation imbalances and potentially create new spaces, such as for collaboration and/or other special programs.
- **Level 3 Extensive Renovation/Expansion.** Conceptually, Level 3 renovation projects may be described as a “gut remodel” — a much more extensive reorganization of the interior, potentially even stripping the interior down to the structure. Depending on site opportunities, it may also be possible to accomplish strategic expansions through Level 3 projects in order to build capacity for current and future service. Although Level 3 is likely to have the highest price point of the renovation levels, for LPL’s older facilities it will probably be needed in order to fully realign space with the needs and vision for library service.
- **Level 4 New Construction.** Of LPL’s current facilities, new construction is recommended only for replacement of the current Village Library with a larger building. New buildings should be of good quality construction and durable materials, intended to serve the community for 50-100 years. Distinctive architecture will ensure high visibility, invite visitors, and represent the promise of vibrant programs and services within.



LPL's recent renovation of the Village Library is a good example of a Level 1 makeover, featuring reorganization of space within existing walls as well as updated finishes and furnishings.



LPL's transformation of a former car dealership into the new Eastside Library is an example of a Level 3 project.

Summary of Potential Improvement Projects

The proposed improvements for LPL’s facilities are summarized below.

- Central Library.** The Central Library is ready for reinvention. Its role as a collection repository for the LPL system is declining, and the community is interested in new destination services and spaces. A Level 2-3 renovation would not only upgrade the building’s systems, finishes, and furniture — most of which are due for replacement — but would also provide an excellent opportunity to make more extensive service, operations, and customer experience updates as well.
- Beaumont Library.** The Beaumont Library is a good candidate for a moderate to major renovation in order to rebalance and improve space for children, adults, programs, and the collection. Strategic expansions may also be possible.
- Eastside Library.** The Eastside Library is relatively new, and is not yet due for moderate or major renovation. However, there are opportunities for strategic Level 1 improvements, such as to improve orientation and wayfinding at the entry, and potentially recapture unused space on the second floor.
- Northside Library.** Renovation would significantly improve the ability of the Northside Library to provide service in this heavily populated area of Lexington-Fayette County. There is an opportunity for a Level 3 project to meaningfully expand this library.
- Tates Creek Library.** The Bates Creek Library is another good candidate for moderate to major renovation to rebalance interior allocations of space and improve service.
- Village Library.** Beyond continuing to keep the interior fresh, the small, leased Village Library facility is not worth significant reinvestment. LPL should find a new site, ideally close to the existing location, that can accommodate a new library of 30,000–40,000 square feet. Partnerships for joint-use facilities and adaptive reuse of existing buildings are strategies that LPL can explore in addition to all-new construction.

The following pages include more detail about the assessments and opportunities for improvement at each facility. Note that the potential improvements described in this section are initial ideas based on staff, stakeholder, and community input in this master planning process. As each project moves forward, the community will have many more opportunities to help shape the planning and design of improved library facilities.

OPEN HOUSES

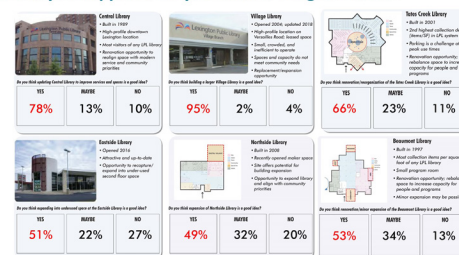
What are your priorities?

- Children’s programs and learning opportunities
- Local arts and cultural programming
- Skill development and tutoring
- Welcoming, safe spaces for all ages



OPEN HOUSES

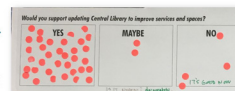
Would you support / do you think it's a good idea...



OPEN HOUSES

Priority project: Central Library

- Strong support for Central Library updates
- Love for children’s area
- Circulation is confusing; stairs are hard to find + don’t extend to upper floors
- Desire for more artwork



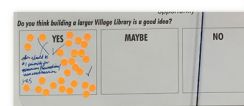
- More space is needed for:**
- Children + teens
 - Programming/ events
 - Community theater
 - Maker activities
 - Fun activities – movies, fitness...
 - Study rooms + quiet spaces
 - Career center
 - Usable outdoor spaces

OPEN HOUSES

Priority project: new Village Library

- Unanimous agreement at Village open house about building a larger Village Library
- Current Village Library is an ideal location; new site should be as close as possible
- Highly visible + accessible

What do you think would be a good location for a new Village Library?





Constructed in 1989

CENTRAL LIBRARY

140 E. Main Street, Lexington, Kentucky

The 108,000-square-foot Central Library was built in the late 1980s to replace Lexington's 1906 Carnegie Library. It was intentionally designed to provide enough space to accommodate future community growth and expansion of library service.

The Central Library is located along East Main Street in the heart of downtown Lexington, overlooking Phoenix Park and across from the new city center development and the Fayette County Circuit Court building. Public parking is shared with the adjacent Park Plaza Apartments building.

Existing Conditions

The Central Library is a high quality structure that has been well maintained over time. Although interior finishes and fixtures are generally in good condition, the color and texture palettes are somewhat dated. Overall, the building does not feel crowded or over-full of stacks.

Central Library's primary challenges include:

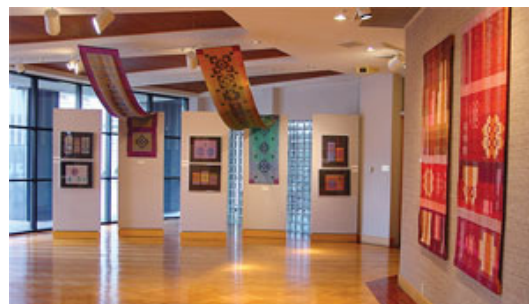
- **Wayfinding.** There are two public entries — one off of East Main Street, the other from Phoenix Park on the South Limestone side. Between the entries is a ground-level art gallery inside the building's curved facade; although this showcases the artwork from the outside of the building, it also obstructs views into the main library spaces from the Phoenix Park side. Behind the art gallery is a central rotunda decorated with a Foucault pendulum, mosaic compass on the floor, and friezes representing the community's equestrian heritage. The pendulum and mosaic significantly reduce the functionality and flexibility of this otherwise open area on the ground floor.

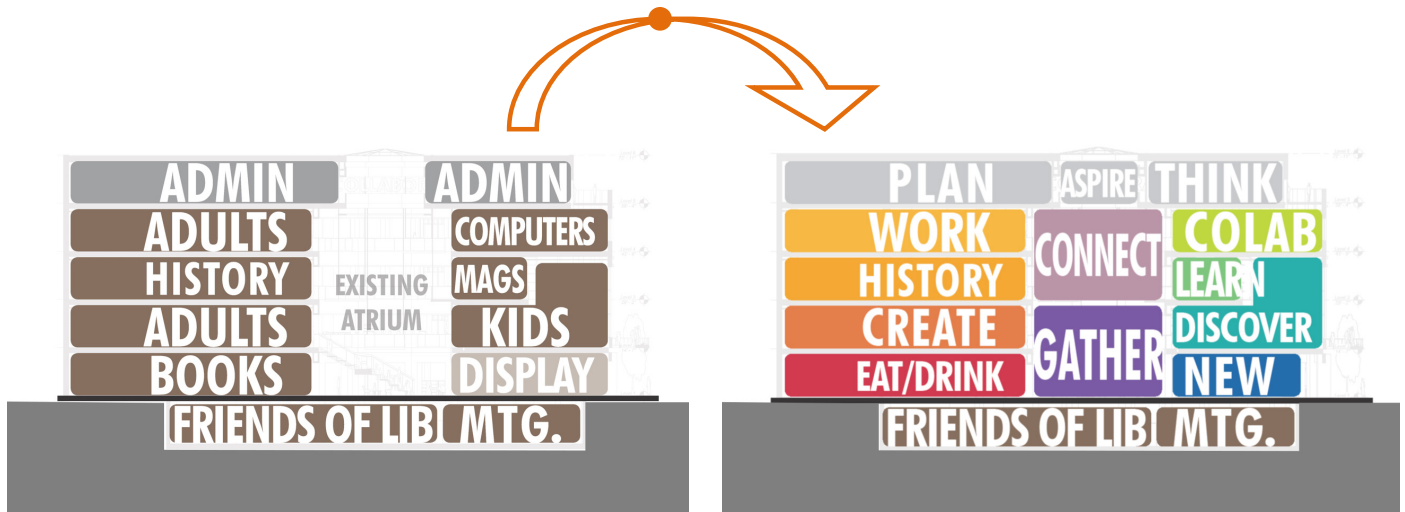
- **Building flow.** Upper floors are visible from the ground level rotunda, but most are only accessible by elevator. There are stairs leading up to the second floor from the rotunda, but they are easy to overlook. Due to their age, the two public elevators are small and slow, but face high demand.
- **Limited flexibility of program space.** The main program space in the Central Library is the Farish Theater, which has a stage and seating for nearly 140 people. Although it is well-equipped for presentations and performances, the raked floor and fixed seating limit flexibility for other types of programs. Currently, the Farish Theater cannot be casually observed by staff and must remain locked when not in use for presentations. Other program and collaboration spaces include the atrium, storytime room, and conference rooms on the third, fourth, and lower levels.
- **Natural lighting on the ground floor.** Building overhangs and deep vestibules leave much of the ground floor without access to natural light and views, other than in the skylight-topped rotunda. On the upper floors, however, large windows bring daylight into the street-facing spaces, which is where many of the public functions are located. For example, the children’s library occupies a spacious, well-lit atrium space on the second floor. The southwest and southeast sides of the building have no windows, and tend to be occupied by back-of-house staff and support functions.
- **Staff distribution.** The top floor is occupied by LPL administration and in general is not open to the public. The library’s lower level is largely occupied by the Friends of the Library’s store and storage. The distribution of staff and support areas across multiple floors presents a challenge for day-to-day communication and collaboration. Staff report feeling like they have to go out of their way to engage with colleagues, which reduces opportunities for the kinds of casual “collisions” of ideas that often lead to new services and innovations.

At 30 years old, the Central Library is coming due for a major renovation, including life cycle upgrades of building systems as well as finishes, fixtures, and furnishings. This presents the perfect opportunity to reinvent and transform the space.



Live-streaming events in the Farish Theater to screens in other areas within the Central Library — such as the atrium or even Phoenix Park — could potentially increase access and boost interest in programs.





Central Library reorganization concept

Recommendations and Opportunities

The Central Library is a valuable asset that, with continued care and maintenance, should remain a vital part of LPL's network. Renovation is recommended to address life cycle maintenance needs as well as to update library services and spaces.

Opportunities in a revitalized Central Library include:

- Increase impact of services and continue to support learning opportunities, family activities, small business services, and art spaces;
- Refresh the space with attractive decor and comfortable, flexible furniture;
- Transform the customer experience — make it fun and add a wow factor;
- Increase the flexibility of the space by reorganizing (especially the ground floor);
- Improve access and wayfinding. Create an inspirational entry with greater organizational clarity. Make the upper levels more accessible and inter-connected with public stairs;
- Rebalance the spatial allocation of collections versus people and programs; and
- Reorganize staff and support areas. Allocate appropriate amounts of space to administrative functions and operations and bring work groups together for improved communication and collaboration.

Some of the concepts and ideas explored during this master plan process are illustrated above and on the following pages; note that these are not formal design proposals. Once the timing and funding for Central Library improvements are determined, LPL can initiate a formal community-based planning and design process.

IF WE DO SOMETHING
PEAKY COOL @ CENTRAL,
THEY WILL COME



Level 1
REFRESH/
MAKEOVER

Level 2
MODERATE
RENOVATION

Ground floor reorganization concept with relocated gallery space



Concept for work and collaboration space on an upper floor



Concept for recapturing the atrium as a flexible, usable space

Level 3

EXTENSIVE
RENOVATION

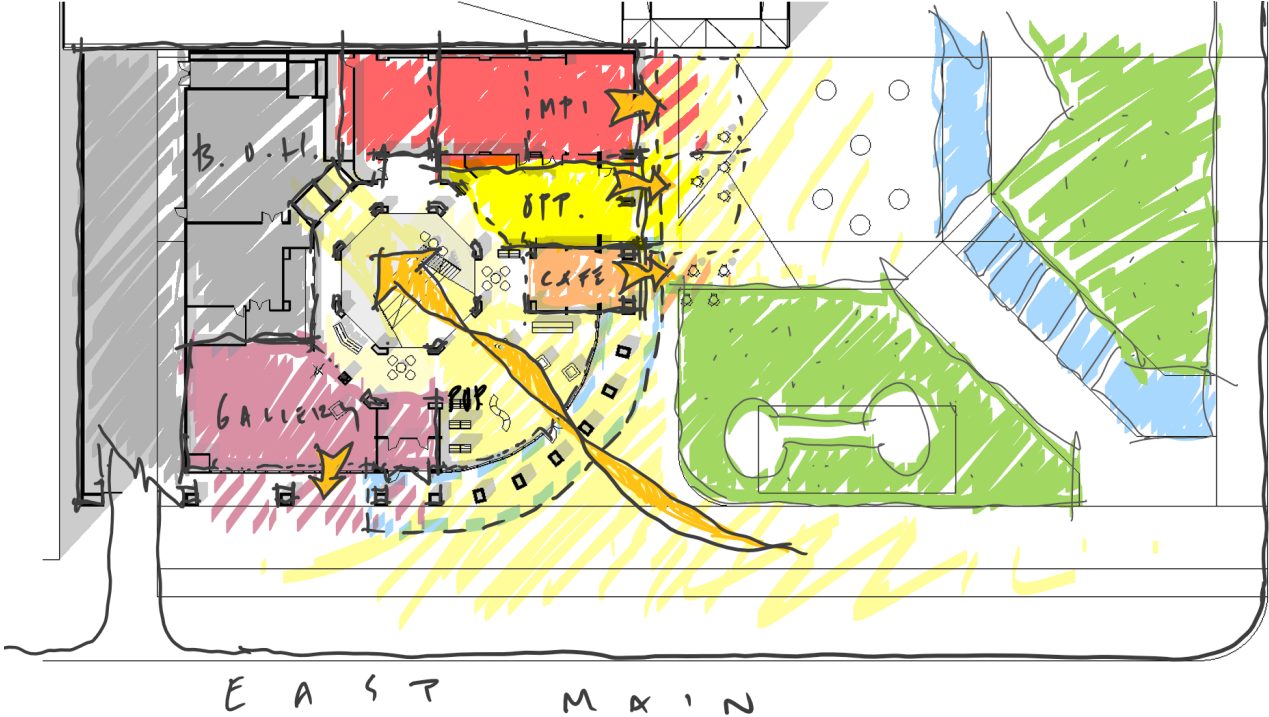


Concepts for enhanced indoor-outdoor connectivity, interior visibility and circulation, and program organization in a Level 3 renovation.





Concepts for reorganized library with new entry and social stair connecting the first and second floors.





Constructed in 1997



BEAUMONT LIBRARY

3080 Fieldstone Way, Lexington, Kentucky

Existing Conditions

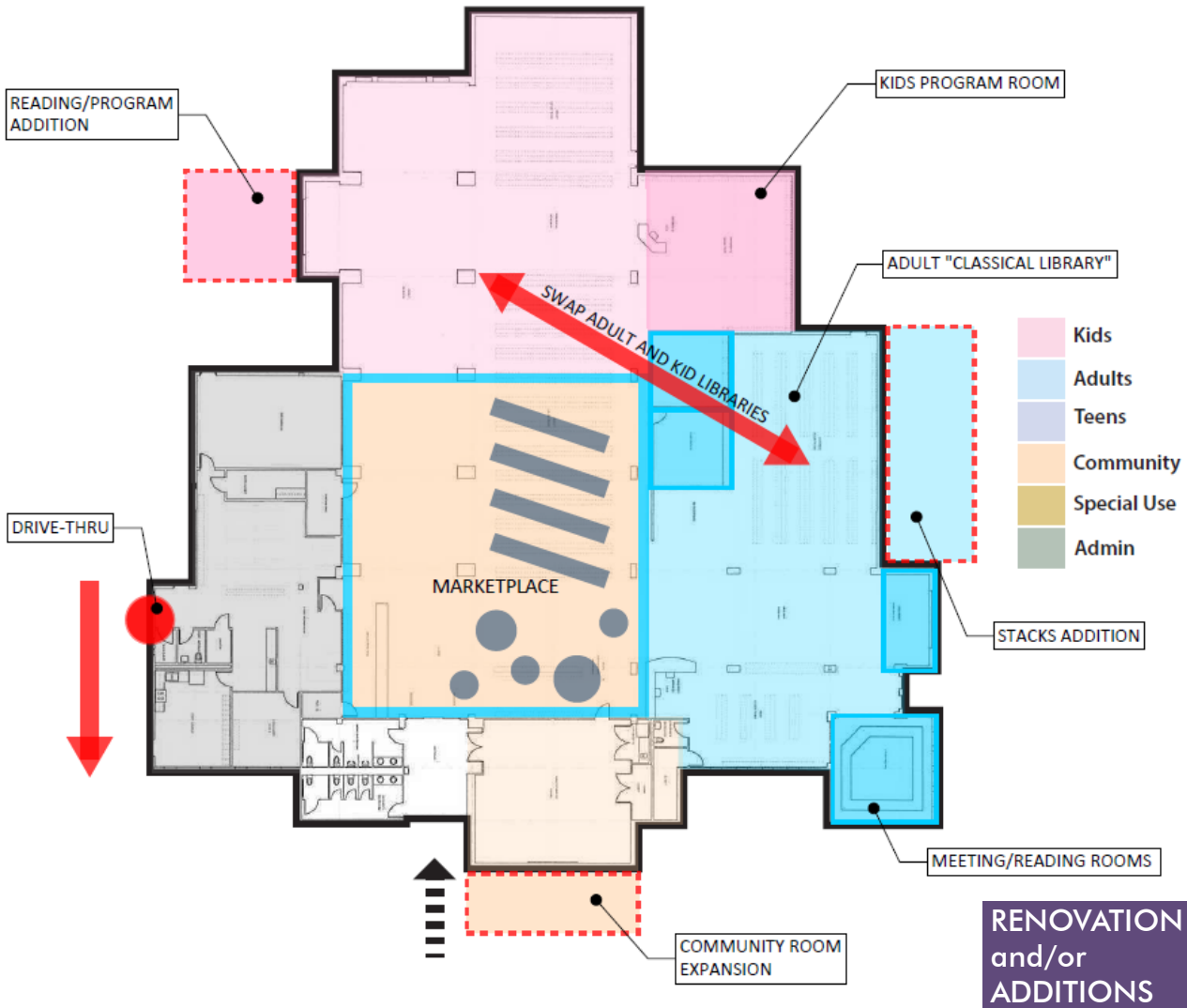
The Beaumont Library is LPL's leader in circulation, and the branch's seats are often filled with readers. It also has a growing number of children's programs (Beaumont is one of Lexington's fastest-growing established neighborhoods), which means the branch's capacity is strained. The teen area is limited, ensconced within the separated children's area. The main library is starting to look dated, with light fixtures, finishes, and stacks that reflect their age. To continue to serve a highly active user base, it will need to reorganize to become more efficient or expand its footprint. Staff spaces are adequate but cramped, and storage is continually insufficient. Although the branch recently installed a new collaborative area, a lack of study and meeting space is a common complaint among users.

Recommendations and Opportunities

Beaumont's opportunities range from targeted improvements to radical changes. In the short term, changes to lighting, stacks, and furniture can bring the library up to date and improve functional and energy efficiency. The community room could be expanded to add capacity and introduce natural light. To improve access and relieve stress on the building and staff, the book-drop could be converted into a drive-thru (similar to Eastside). However, this may require changes to traffic flows and access points that would require negotiation with city officials regarding the use of an existing easement behind the library.

Looking further ahead, the Beaumont Library will have to reckon with a growing child population and a user base that appreciates traditional library services. One consideration is to reorient the interior space, swapping the children's library with the adult library. Doing so would open up needed additional space for children and teen programs and collections and allow for an acoustically isolated adult library with denser stacks, more reading areas, and abundant natural light. Areas of the library near the entry could retain their self-checkout and circulation desks and serve as a "marketplace" where the two user groups can mix around popular and digital collections.

Alternatively, the building's footprint may be expanded in targeted ways, such as enlarging the children's area or adding more program and meeting spaces to the main body of the library — although the square footage gained may not be cost-effective.



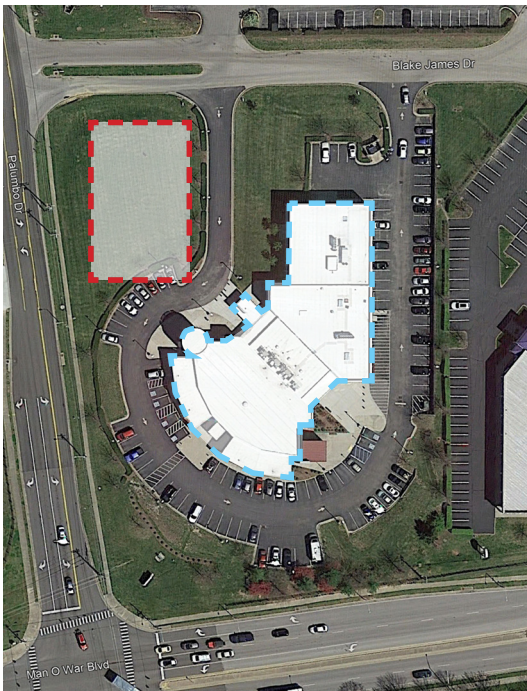
- More children computers
- more movies
- Tutoring room
- ice cream
- More seating
- More books
- bigger Teen section
- ~~En~~ Weekend programs for teens
- More seating for parents in kids area: also E side

Note: the Beaumont Library diagram above is not a design recommendation, but a selected set of opportunities based on library staff, stakeholder, and community input gathered through this master plan process. When project timing and funding are confirmed, the community will have many more opportunities to help shape the planning and design of improvements at the Beaumont Library.

Responses from Beaumont Library open house participants to the question, "What would you like to see more of at the Beaumont Library? What new things would you like to see?"



Constructed in 2016



EASTSIDE LIBRARY

3000 Blake James Drive, Lexington, Kentucky

Existing Conditions

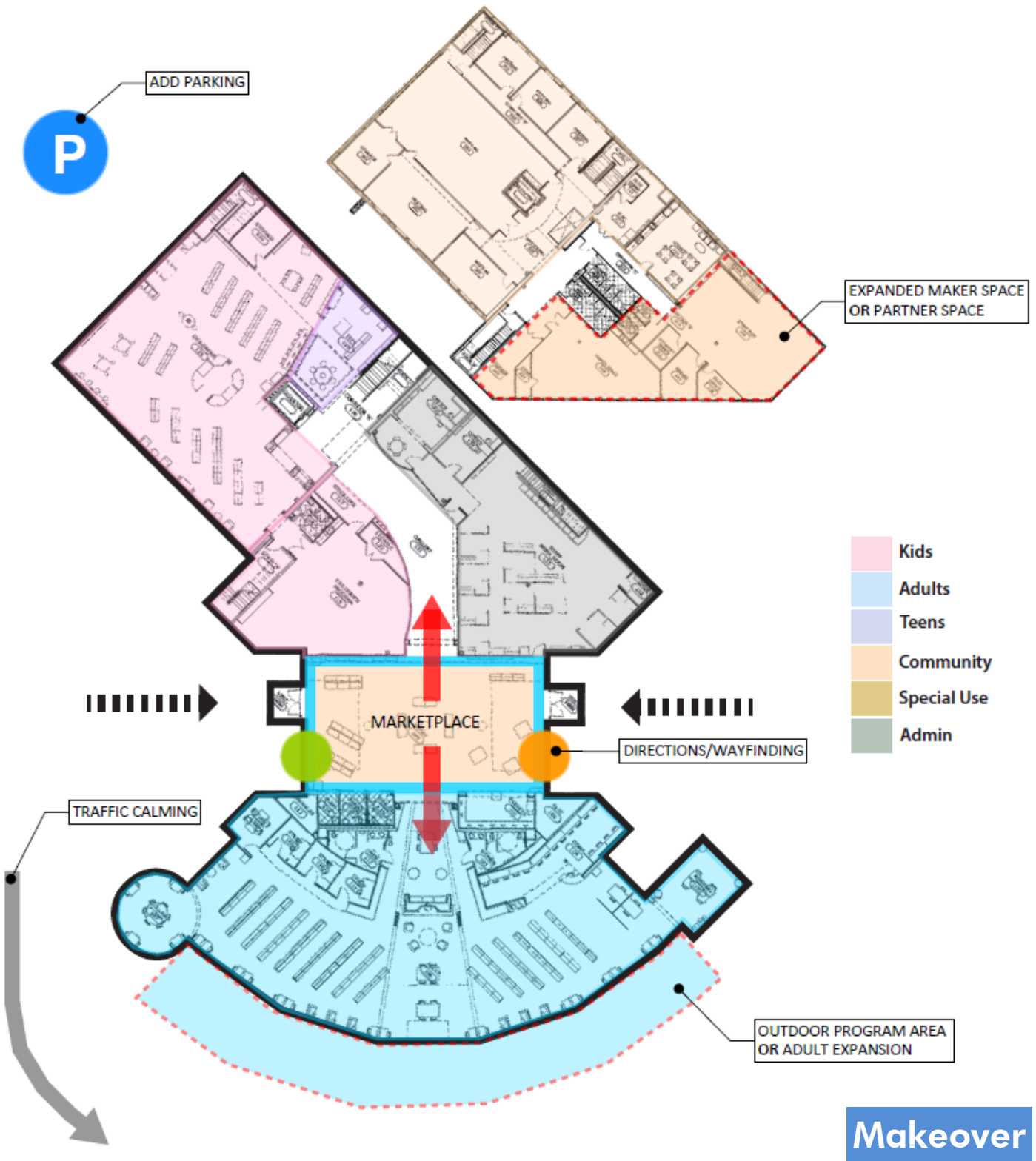
In 2016, LPL transformed a vacant car dealership into the Eastside Library. The branch serves the growing neighborhoods in east and southeast Lexington, and is well-positioned as those areas continue to develop around the Hamburg Place regional shopping center. The branch design provides generous spaces for user flow, abundant natural light, and a well-crafted children's library. It offers the system's only drive-thru pick-up window, which gets consistent traffic. The branch includes several second-floor community meeting rooms of varying sizes, often utilized by outside groups. The second floor also features a modest maker space dedicated to analog/mechanical making activities. There is some shell space on the second floor that could be used for growth.

The branch's challenges revolve around access and orientation. The one-way traffic flow around the building is often faster than is safe, and parking is inadequate during peak times. The building has dual mirrored entrances that open into a common lobby with a four-sided circulation/information desk; this design leads to user confusion. The library's retrofit design limits clear sightlines across the building, so the branch may be more staff-intensive than is necessary considering its size.

Recommendations and Opportunities

The Eastside Library is the newest in the system and should continue to be consistently maintained to keep technology, infrastructure, and furniture in good condition. The entry sequence could be improved with additional wayfinding elements (signage, graphics, and color) to better orient users within the building. The northwest corner of the site has available open space for parking, but stormwater analysis is recommended before paving this currently pervious, low-lying surface. Traffic calming elements could be introduced to the existing aiseways to slow traffic to a safe speed.

To expand services, the library has two immediate opportunities within the current footprint. The second-floor shell space could house a partner organization or an expansion of the current maker space. There is also a broad covered portico along the southwest façade. This outdoor area could be captured, either as exterior space or by expanding the exterior walls to access additional conditioned square footage.



Makeover

- Cultural activities for children & adults.
- More programming.
- Daytime programs for adults/seniors
- More meeting rooms ✓

Responses from Eastside Library open house participants to the question, "What would you like to see more of at the Eastside Library? What new things would you like to see?"

Note: the diagram above is not a design recommendation, but a selected set of opportunities based on library staff, stakeholder, and community input in this master plan process. A participatory process to plan and design improvements can begin when capital funding and improvement timeline are confirmed for each library.



Constructed in 2008



NORTHSIDE LIBRARY

1733 Russell Cave Road, Lexington, Kentucky

Existing Conditions

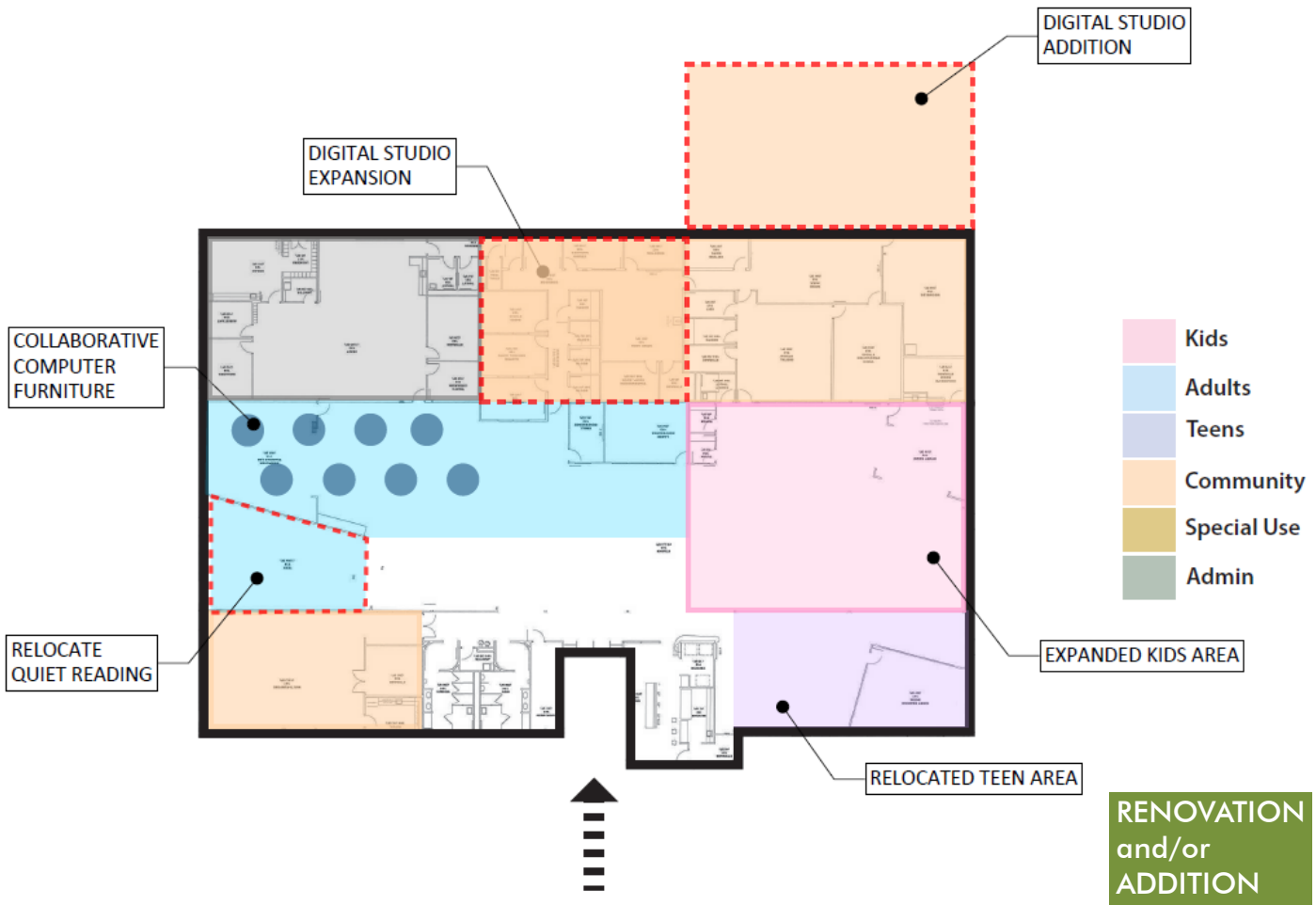
Northside is LPL's newest branch built from the ground-up and has a flexible design capable of adapting to changing needs. It has a largely open public floor area, with enclosed areas for teens, quiet reading, children's programs, and computers. It has the system's only Digital Studio, with audio and video recording booths and an up-to-date computer lab. The studio houses a digitally-oriented maker space, though it is underutilized.

Computer areas have expanded to meet user demand and now occupy almost one quarter of the floor area. The arrangement of computers in long rows sometimes impedes efficient staff assistance. Teen areas are well-used, but would benefit from additional acoustic protection. Quiet areas are placed in suboptimal locations and occupy disproportionate space.

Recommendations and Opportunities

Northside, like other newer branches, will continue to perform adequately with regular refreshes of finishes and systems. To reach a higher level of service, several targeted renovations or expansions will help. Users have complained that the Digital Studio does not meet professional needs. The Digital Studio could be expanded to include additional professional-grade creation spaces, fixing current acoustic and equipment issues and expanding to allow greater range and capacity. Expanding and improving the Digital Studio could be done by displacing partner organization Radio Eye, or by making a significant addition to the rear of the building. An addition would remove some parking, but the building appears to have ample parking on most days.

A renovation to the Digital Studio may also free up space for an expanded children's area, one of Northside's heaviest-used areas. As children's programming expands, it's worth considering swapping the quiet reading areas with the teen area. Children and teens, two relatively noisy user groups, are better as neighbors, and their respective spaces can be converted with relative ease. Placing the relatively small quiet reading area near the existing computer stations can also shift more space to computers and allow for a more flexible and effective layout (pods of 4-6, for instance, instead of long rows).



Note: the diagram above is not a design recommendation, but a selected set of opportunities based on library staff, stakeholder, and community input in this master plan process. A participatory process to plan and design improvements can begin when capital funding and improvement timeline are confirmed for each library.

Digital studio
 Internet Access
 Digital tools for creators w/o access to software
 children's area
 digital studio- Production Studio

Sample responses from Northside Library open house participants to the question, "What do you use at the Northside Library? What works? What doesn't?"



Constructed in 2001



TATES CREEK LIBRARY

3628 Walden Drive, Lexington, Kentucky

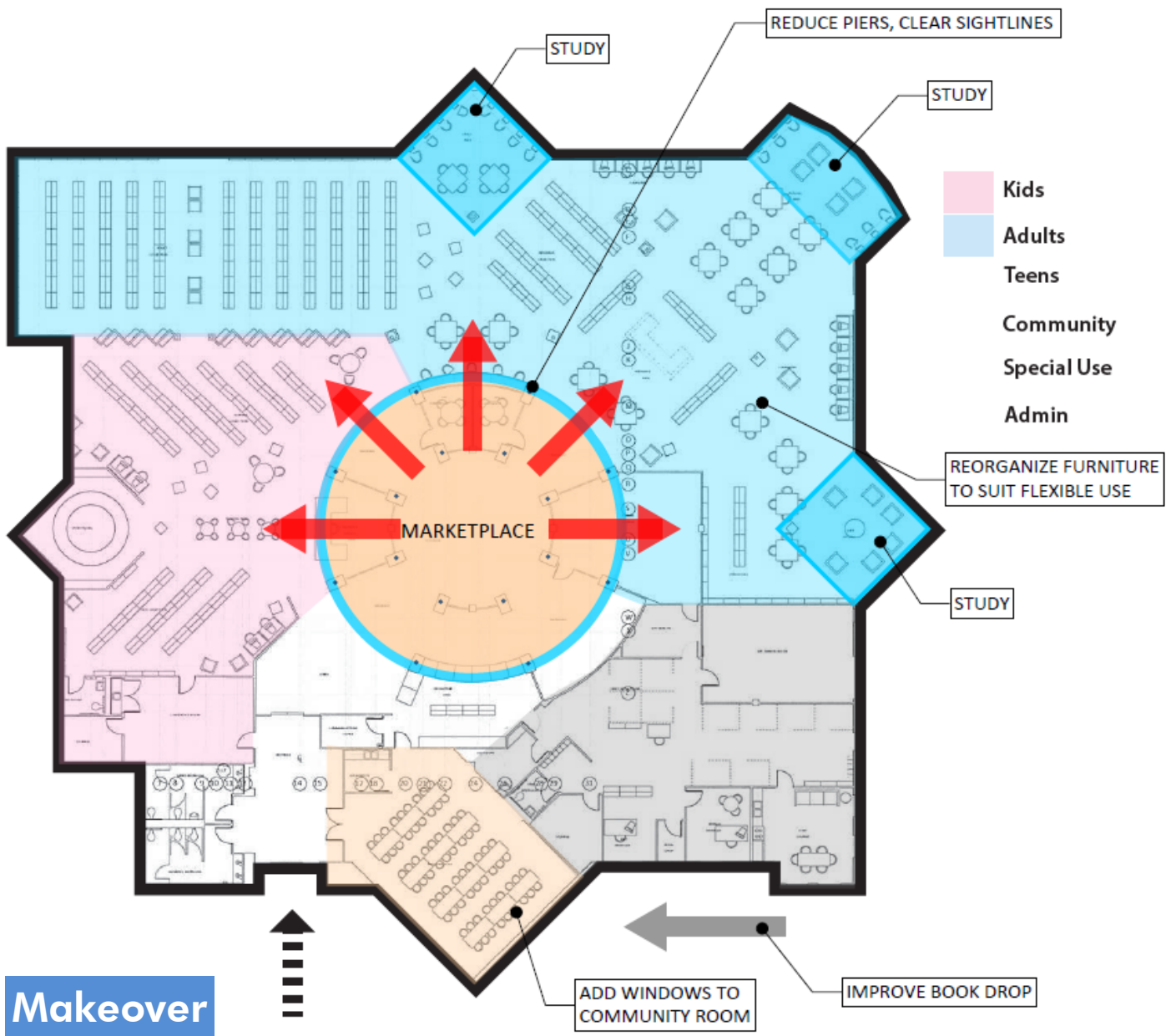
Existing Conditions

A generational companion of the Beaumont Library, Bates Creek's design shows its age but serves its users well in most cases. As the neighborhood demographics have changed, the branch has adapted by offering targeted programming, and exerting particular effort to accommodate teens and those seeking work, even in spaces not ideally shaped for them. An especially isolated branch, parking is a consistent issue, and the book drop access is inadequately designed, requiring many users to leave their cars to use it. Inside, the new self-check-out stations have improved user flow, but the library lacks clear sightlines from staff stations, and has too much square footage in some areas (near the periodicals) and not enough in others (in the teen area or study/meeting spaces).

Recommendations and Opportunities

The Bates Creek Library, like Beaumont, can benefit from targeted changes to furniture and equipment to better allocate space to changing needs. Doing so would improve staff's visual control and provide the kinds of spaces users need, like after-school study areas and meeting rooms. Further in the future, it could be remade within the existing footprint with a major renovation, clearing out some of the extraneous architectural elements and reclaiming area for users. A renovation would focus on bringing activity to the shared center of the building and pushing quieter areas to the periphery, the obverse of current conditions.

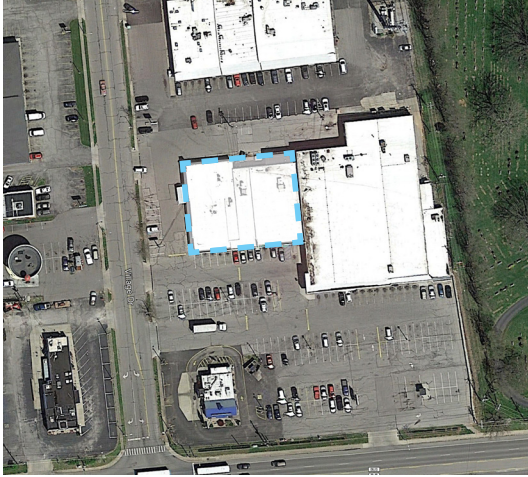
Outside the building, negotiation with adjacent landowners may relieve some parking stress, and allow for the book drop to be improved (redesign would likely remove parking spaces). There is minimal space, but the community room may be modestly expanded, or at least have windows cut to allow light into the room.



Note: the diagram above is not a design recommendation, but a selected set of opportunities based on library staff, stakeholder, and community input in this master plan process. A participatory process to plan and design improvements can begin when capital funding and improvement timeline are confirmed for each library.

- improve visibility to outside / connection to outside
- more for teens
- parking ✓

Responses from Tates Creek Library open house participants to the question, "What would you like to see more of at the Tates Creek Library? What new things would you like to see?"



Opened in 2004, expanded in 2010



VILLAGE LIBRARY

2185 Versailles Road, Lexington, Kentucky

Existing Conditions

The Village Library routinely punches above its weight with program attendance and circulation numbers far above what might be expected of a small storefront branch. Opportunities within the current footprint are limited for LPL's only leased branch. The staff has recently implemented changes, like swapping the adult and children's areas, yielding improved user experiences. The branch is a true community asset, hosting many extra-library programs for the neighborhood, which has higher walkability and lower incomes than other areas of Lexington. Still, the Village Library is an aging physical facility with myriad issues, from water infiltration to insufficient security.

Recommendations and Opportunities

The Village Library is a linchpin in LPL's systemwide vision. It is well-located, but severely undersized. Additional investment into an aging building that LPL does not own is not an ideal use of public resources. To suit the current needs of the community, and to plan for future growth, Village Library should be rebuilt as a new, signature branch.

The opportunity to build a new branch would not only allow Village to address the needs of the immediate neighborhood but would significantly extend its reach. A larger branch would also relieve pressure on Beaumont, which is both nearby and near capacity. The key question is where to build a new Village Library, and how to structure its creation in a way that best suits LPL and its users.

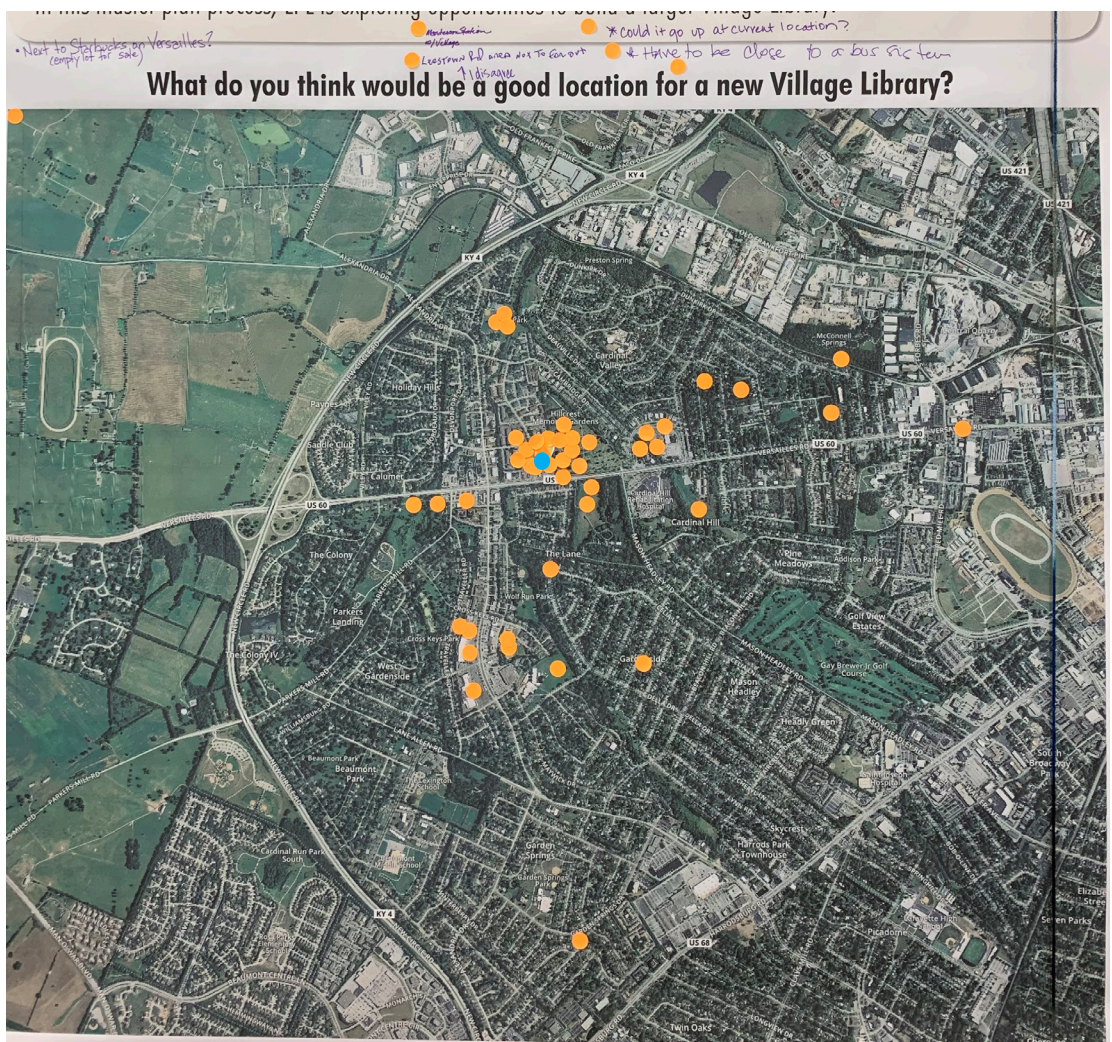
It is vital that a new Village Library stay intimately connected with its neighborhood, which has a Hispanic core, as well as a broader, diverse body of low-income residents. Moving the branch out of the walkable range of this user base is not a preferred option. A new Village Library provides LPL an opportunity to be on the cutting edge of how libraries serve communities. This could mean integrating the library into a larger mixed-use development that includes housing and retail, or fashioning the library building and landscape into an asset that the community can utilize in new and innovative ways.

Site Requirements and Criteria

The amount of site area required for a 30,000-40,000 SF library will depend on a variety of factors. Three acres would be the minimum amount recommended for a single-story library of this size with all-surface parking. A smaller site may be feasible for a multi-story facility, and/or if some parking can be provided underneath the building or offsite. Other characteristics of a desirable site for a larger Village Library include:

- Prominent, highly visible, and accessible by transit and major transportation routes, as well as by walking.
- Compatible with adjacent uses, zoning, and community development plans.
- Featuring safe access for pedestrians as well as efficient vehicular circulation.

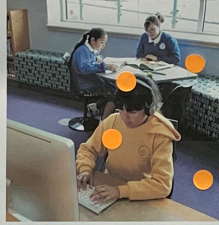
It may be difficult to find an undeveloped site with capacity for a 30,000-40,000 SF library and parking within the desired area of the community (see image below). LPL may also wish to consider acquiring an existing building and converting it into a library. This is not unprecedented — there are many examples of communities that have acquired existing facilities for successful conversion into modern, high-performance libraries. Another possibility is to create a joint-use facility in partnership with another organization.



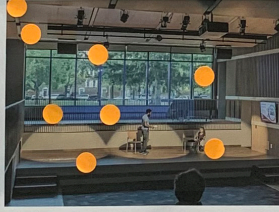
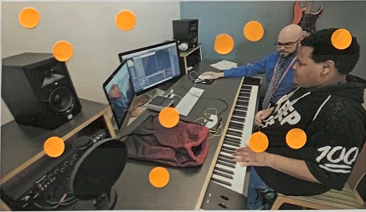
Community suggestions for new Village Library site. Current Village Library location marked by blue dot.

What kinds of spaces and services should a new Village Library provide?

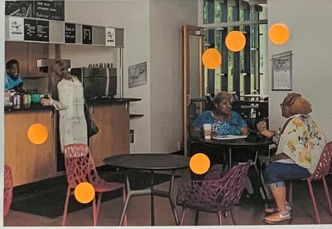
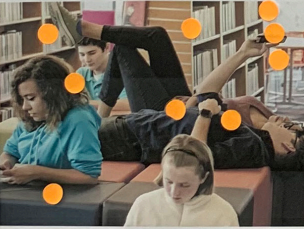
LEARNING AND DISCOVERY



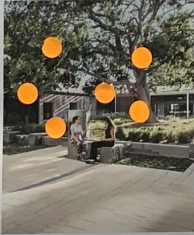
ARTS, CULTURE, AND CREATIVITY



SOCIAL AND COMMUNITY GATHERING



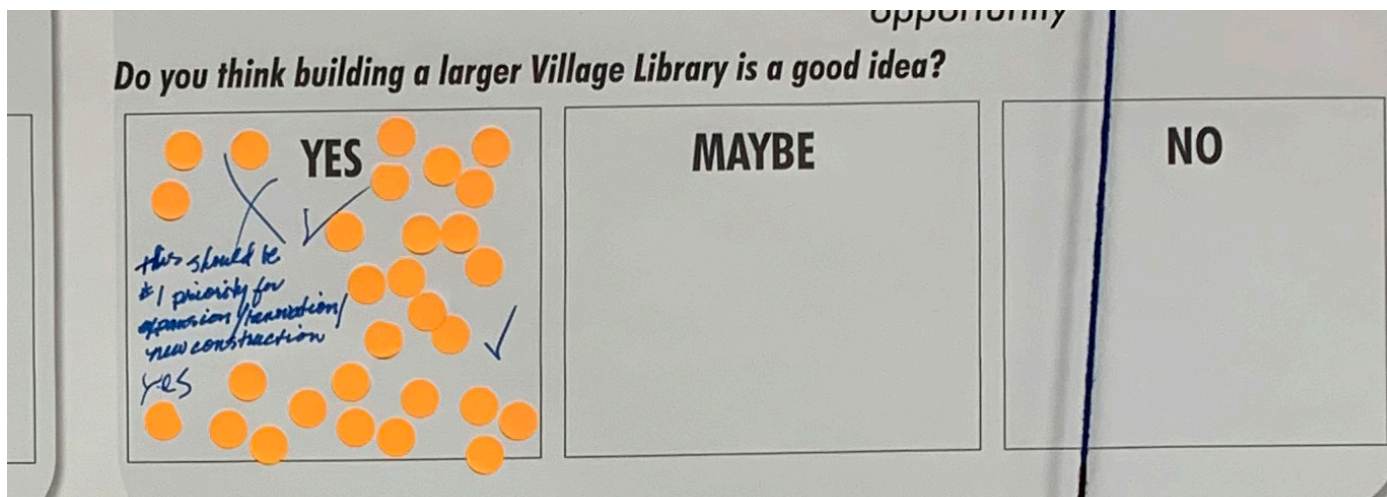
OUTDOOR SPACES



OTHER IDEAS?

- all of these
- All but outdoors.
- Meet rooms
- Kids Activities ✓
- Areas to listening and disation ✓
- BSL & others.
- Experience Music Project in Seattle
- Place for music / provide instruments
- Artwork that is climbable for kids
- Meeting rooms / Kids + teen computer section / resource coordinator
- Privacy access
- Amenity help ✓
- Computer Access ✓
- Current location is perfect
- Space for meetings.
- Space for community serv.
- More PCs ✓
- For adult population for all!
- More books ✓
- Maker Space
- park space nearby
- Arts, Culture, and creativity
- recording studio
- All, especially Social & Community Gatherings
- Arts, Culture, and Creativity
- Space for more events and more books
- Play space like at central
- Bilingual staff
- Pedestrian Access
- dedicated space for children's programs
- 2 spaces age spec. 4 Childs.
- pre Summer activities and courses
- For kids.
- Playground next to the library
- New, nicer facility in line with other
- Lexington libraries (Beaumont, Northside, etc)
- help w/ refugees + immigrants
- Friendly, helpful staff, esp. @ VB
- Need for FT security coverage esp. in outside areas

Community suggestions for new Village Library services and spaces.



IMPLEMENTATION STRATEGIES

PROJECT SCOPE AND SEQUENCING

This master plan recommends a set of capital projects to help LPL achieve its vision for capacity, service, and customer experience over the next 20 years. As LPL has not yet confirmed its capital funding strategy, the master plan does not recommend a specific phasing or timeline for implementation.

The community's highest priorities for implementation are expanding the Village Library and significant updates to the Central Library. While LPL anticipates that it could use current revenue sources to fund basic improvements at all five owned libraries and build an expanded Village Library, it might take 25 years — or more — to get through all of the projects. Current revenue streams also will not likely be enough to fund the full vision for revitalization of the Central Library and the other owned branches in addition to building a new Village Library.

Supplemental funding will be needed to achieve the full vision scope at some or all of LPL's facilities within the next 20 years:

- reorganized and revitalized Central Library;
- new Village Library;
- expanded Northside Library;
- renovation and potential expansion of Beaumont and Bates Creek;
- wayfinding and space utilization improvements at Eastside Library; and
- alternative service delivery options.

The Library's funding level has remained stagnant for many years despite substantial community growth and library system expansion. In order to grow — or even maintain — the current level of services, an increase in funding is necessary.



STAKEHOLDER AND COMMUNITY SUPPORT

Throughout planning and project implementation, LPL should continue to build community support. Proactively developing a shared understanding of the value of improved library facilities and services will greatly increase LPL's chance of successfully serving the county and addressing unique community needs. An engaged community can provide critical feedback and ensure a coherent vision, values, and priorities that resonate with the majority of library users. The Central Library renovation will serve as a test case for new spaces and services, demonstrating new library concepts to Lexington residents. With proper community outreach, the community will be able to respond to these innovations, guiding the plan for updates to the neighborhood branches. User feedback will ensure relevant services and a good customer experience at every branch.

Additionally, community support will be crucial for funding strategies. If LPL actively communicates the Library's value, opportunities, and needs, it can stir up excitement that will fuel the capital improvement program.

APPENDIX A: PROJECT PARTICIPATION

In all, thousands of people throughout Lexington-Fayette County provided insight and input into the development of this plan — far more than can be recognized by name in this document. Listed below are just some of the LPL staff, stakeholders, and community members who participated in the development of this plan.

LEXINGTON PUBLIC LIBRARY

Key Project Team

Heather Dieffenbach, Executive Director
Tonya Head, Director of Access
Karen King, Director of Finance
Colleen Hall, Director of Engagement
Anne Donworth, Director of Development
AnnaMarie Cornett, Administrative Support Coordinator
Ann Hammond, Executive Director (former)

Library Board of Trustees

Lawrence T. Smith, Chair
Rania Belmadani
Mike Burke, Treasurer
Ralph Coldiron
Jordan Parker, Secretary
Susan Wright
Meredith Watson (former member)
Sharon Williams (former member)

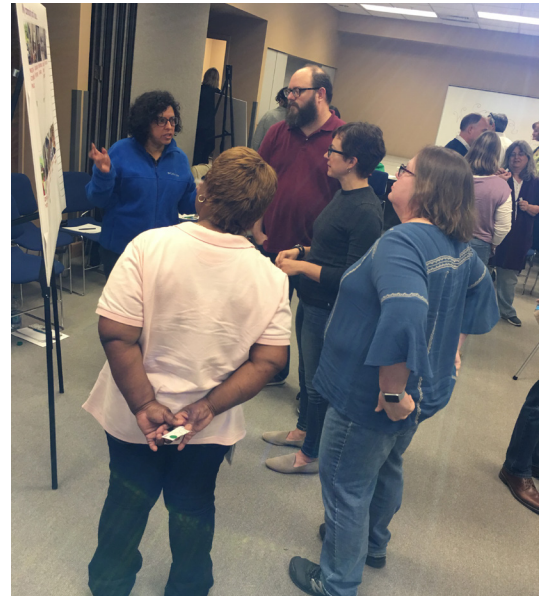
Staff Advisory Council

Jackie Arakaki, Library Assistant
Deanna Brockman, Serials Specialist*
David Bryant, Librarian*
Mike Connolly, Supervisor
Michelle Craft, Technician*
Natalie Davis, former Manager*
Ellen Dukes, Library Assistant
Opal Flannery, former Custodian
Jonathan Francis, Digital Studio Manager
Yvonne Hwang, Children's Associate
Jill Malusky, former Marketing Specialist*
Lindsay Mattingly, Programmer*
Abby McCurry, Manager
Will McGinnis, Manager*

Other Staff Participants

Kelli Parmley
Jeremy Midkiff

* Also participated in Strategic Vision Workshop



Library Board of Advisors

Lynda Bebrowsky
Keith Bohart*
Kimberly Brennen
Megan George*
Laura Hatfield
James Inman*
John Meister*
Stephanie Nallia
Rebecca Self
Timothy Sineath
Hunter Stout*

Samya Monem, Children's Librarian
Jennifer Murphy, Librarian
Rob Parmley, Manager*
Jason Peterson, Security
Susan Price, Manager
Heather Prichard, Librarian*
Allen Sleeth, Circulation Supervisor*
Jennifer Smith, Manager
Johnna Waldon, Librarian II*
Tom Wallace, Human Resource Officer*
Bobby Webb, Librarian II*
Erin West, Librarian*
Jamie West, Assistant Manager
Laca Woodson, Payroll Coordinator

COMMUNITY STAKEHOLDERS

Community Advisory Council

- Lisa Adkins, Blue Grass Community Foundation*
- Dennis Anderson, Anderson Communities*
- Gwenda Bond, Author*
- Mark Brand, Lexington Police Department*
- Terry Buckner, Bluegrass Community & Technical College*
- Elizabeth Dobbs, Community Member
- Penny Ebel, Lexington Parks and Recreation*
- Chris Ford, Lexington-Fayette Urban County Government
- Jake Gibbs, Lexington-Fayette Urban County Government*
- Gina Greathouse, Commerce Lexington
- Sally Hamilton, Lexington-Fayette Urban County Government
- Peggy Henson, Lexington-Fayette Urban County Government*
- Lisa Higgins-Hord, University of Kentucky*
- Christy Hiler, Cornett IMS
- Karen Hill, Baptist Health
- Lori Houlihan, Lexington-Fayette Urban County Government*
- Louetta Hurst, Community Action Council*
- Lucy Jones, LPL Foundation*
- Steve Kelly, Central Bank*
- Bill Lear, Stoll Keenon Ogden
- Tuesday Meadows, Transgender Rights Advocate*
- David O'Neill, Fayette County Property Valuation Administrator
- Jordan Parker, LPL Board of Trustees
- Nan Plummer, LexArts*
- Mary Quinn Ramer, VisitLex
- Christopher Rowe, Author
- Sal Sanchez, Cup of Commonwealth
- Miranda Scully, Fayette County Public Schools*
- Scott Shapiro, Lexington-Fayette Urban County Government
- Paula Singer
- Joe Smith, Lexington-Fayette Urban County Government*
- Lawrence T. Smith, LPL Board of Trustees*
- Lisa Smith, Columbia Gas*
- Stephanie Spires, Fayette County Public Schools
- Isabel Taylor, Lexington-Fayette Urban County Government*
- Darryl Thompson, Fayette County Public Schools
- Darby Turner, Bingham Greenebaum Doll
- Madonna Turner, Community Volunteer*
- Yajaira West, LPL Foundation*
- Sharon Williams, LPL Board of Trustees*
- Chris Woodall, Lexington-Fayette Urban County Government
- Chris Wray
- Dan Wu, Atomic Ramen*
- Keyu Yan, Lexington-Fayette Urban County Government
- Isabel Yates, Community Member*



* Also participated in Strategic Vision Workshop

Strategic Vision Workshop

In addition to the individuals marked with an asterisk above, the following individuals attended the October 2018 Strategic Vision Workshop:

Bob Babbage, Babbage Co-founder
Ramsey Bova, LPL Foundation Board
James Brown, LPL Foundation Board
Carrie Butler, LexTran
Kiera Butts, Lafayette High School student
Buzz Carmichael, LPL Foundation Board
Neil Chethik, Carnegie Center
Jim Clark, Henry Clay Memorial Foundation
Scott Fitzpatrick, Blue Grass Community Foundation
Neva Francis, CHI St. Joseph Health
Richard Freed, LPL Friends Board
Kenzie Gleason, Lexington-Fayette Urban County Government
Autumn Goderwis, Lexington-Fayette Urban County Government Division of Planning
Christi Gresham, Lexington Public Library
Alvin Hargrove, BCTC student
Ethan Howard, Downtown Lexington Partnership
Stephanie Johnson, McDonalds
Karen Kasacavage, Woodford County Library
Rob Lewis, Global Advancement
Terry Manuel, Kentucky Department for Libraries & Archives
Donald Mason, Lyric Theater
Melissa Murphy
Conner Perry, Lafayette High School student
Risa Richardson, Columbia Gas
Polly Ruddick, Lexington-Fayette Urban County Government Office of Homelessness Prevention
Jenna Shalash, Tates Creek High School student
Liz Sheehan
Ashley C. Smith, Fayette Alliance
Brad Stevenson, Childcare Council of Kentucky
Marcie Timmerman, Mental Health Alliance
Jimmy Turek, LPL Foundation Board
Cindy Vough, LPL Friends Board
Richard Young, Community Arts Consultant





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LEXINGTON PUBLIC LIBRARY



**STRATEGIC
VISION
WORKSHOP**

OCTOBER 18, 2018

THE WORKSHOP

What will the future bring for Lexington-Fayette County, and what role will the Lexington Public Library play in bringing that vision to life? On October 18, 2018, dozens of community leaders, library staff, and representatives from public agencies, private businesses, and non-profit organizations gathered in Lexington's historic Distillery District for dialogue and discovery around these topics.



The Strategic Vision Workshop was led by Group 4 Architecture Research + Planning, Inc., with support from Lexington-based EOP Architects. Throughout the day, workshop participants collaborated on a series of focused activities to generate ideas and inspire visionary thinking about the future of the Lexington Public Library. They were encouraged to approach each activity through four lenses: Customer Experience, Equity, Partnership, and Value.

The workshop was one part of a multi-faceted community and stakeholder engagement effort in the process of developing a new facilities master plan for the Lexington Public Library, an approximately 10-month process that began in August 2018. Other engagement strategies for the facilities master plan will include a community-based advisory committee, as well as extensive outreach through public meetings and surveys.



INTO THE FUTURE

Upon arrival, participants were asked to imagine themselves in the year 2030, and to write about the value and impact that their organizations have had for the community since 2018. Participants then snowballed in small groups to discuss the trends that shape how their respective organizations deliver service and benefit to the community. Representatives of each group reported out highlights of their discussions about how these trends will influence and shape their organizations and the community in the future.

Several common themes and threads were woven through the report-out discussion:

- The challenges and importance of measuring impact and ROI;
- The power and potential for more diversity and representation at all levels of the workforce and leadership;
- How the customer's experience influences their perception of service quality and value; and
- Opportunities to build community awareness and enhance service through collaboration and partnerships.

LEXINGTON 2030 IS:

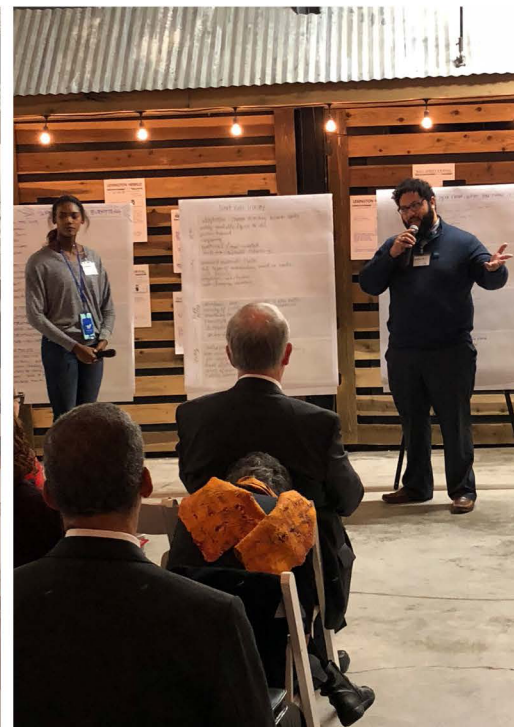
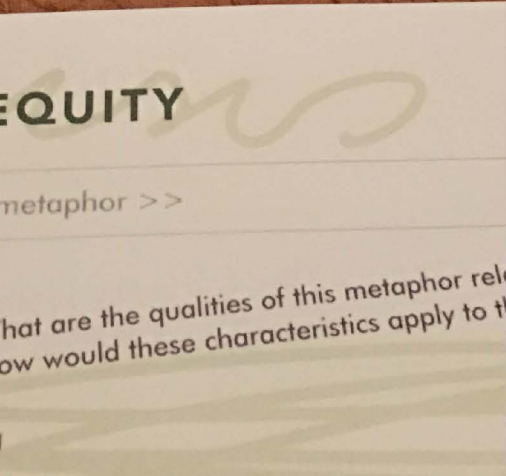
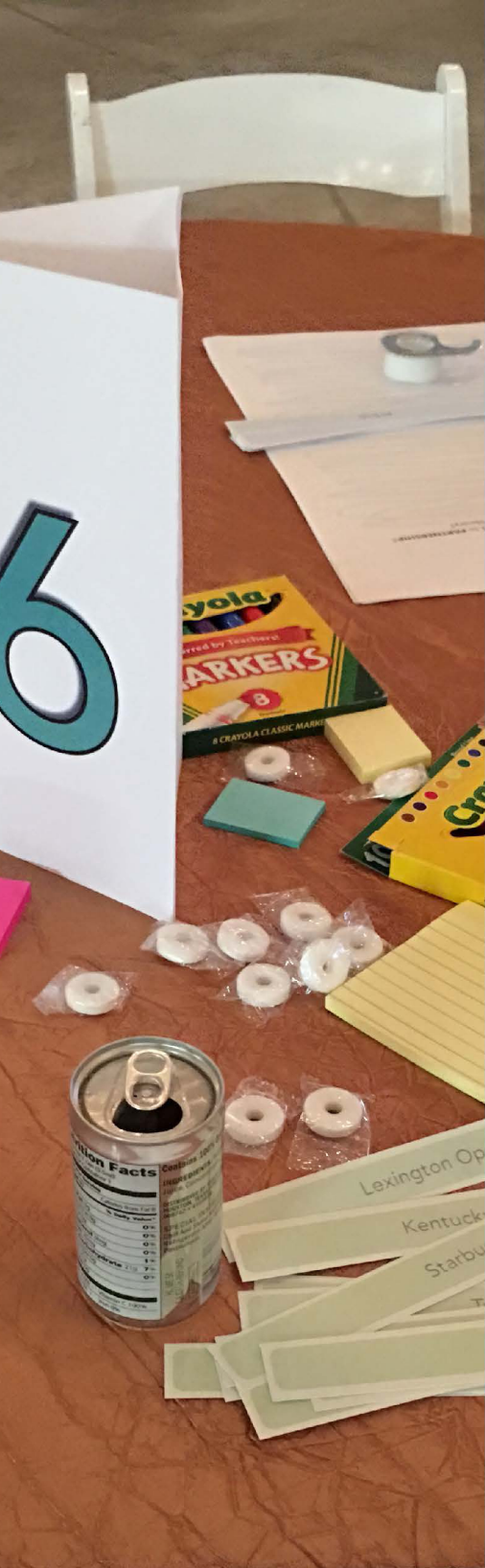
- Thriving
- Active
- Healthy
- Mobile
- Walkable / bikeable
- Connected
- Safe
- Educated
- Literate
- Inclusive
- Diverse
- Just
- Equitable
- Prosperous
- Philanthropic
- Art-rich
- Skilled
- Entrepreneurial
- Engaged
- Collaborative
- Green

METAPHORS + MODELS

After the opening activities, participants took part in a “metaphors” brainstorming exercise. Working in small groups, participants discussed how the attributes of local and national destinations, brands, services, and organizations might be applied to the qualities and characteristics of a hypothetical library. Small groups then came together to combine the most resonant metaphors into hypothetical future libraries representing those key attributes. Each future library was named by its creators and presented to all participants.

A number of local and metaphors inspired multiple groups:

- **Airbnb** offers unique, community-based experiences with a sense of adventure.
- **Spotify** is an easy-to-use platform for curated, personalized content and unexpected discovery, with something for everyone.
- **Trader Joe’s** and **Costco** both offer good quality and value as well as engaged, knowledgeable staff.
- **Apple Store’s** “genius bar” is a model for collaborative, expert service.
- **Bluegrass Community & Technical College** provides practical learning opportunities for everyone, evolving over time in response to changing market and community needs.
- **Rupp Arena** is an anchor destination for downtown Lexington, offering a wide variety of high-interest events in an exciting environment.



Local Amenities

A community "kitchen" for generating new content and ideas with local flavor

Next Gen Library

Unlimited, ever-changing inventory ripe for discovery; something for everyone

Choose Your Own Adventure

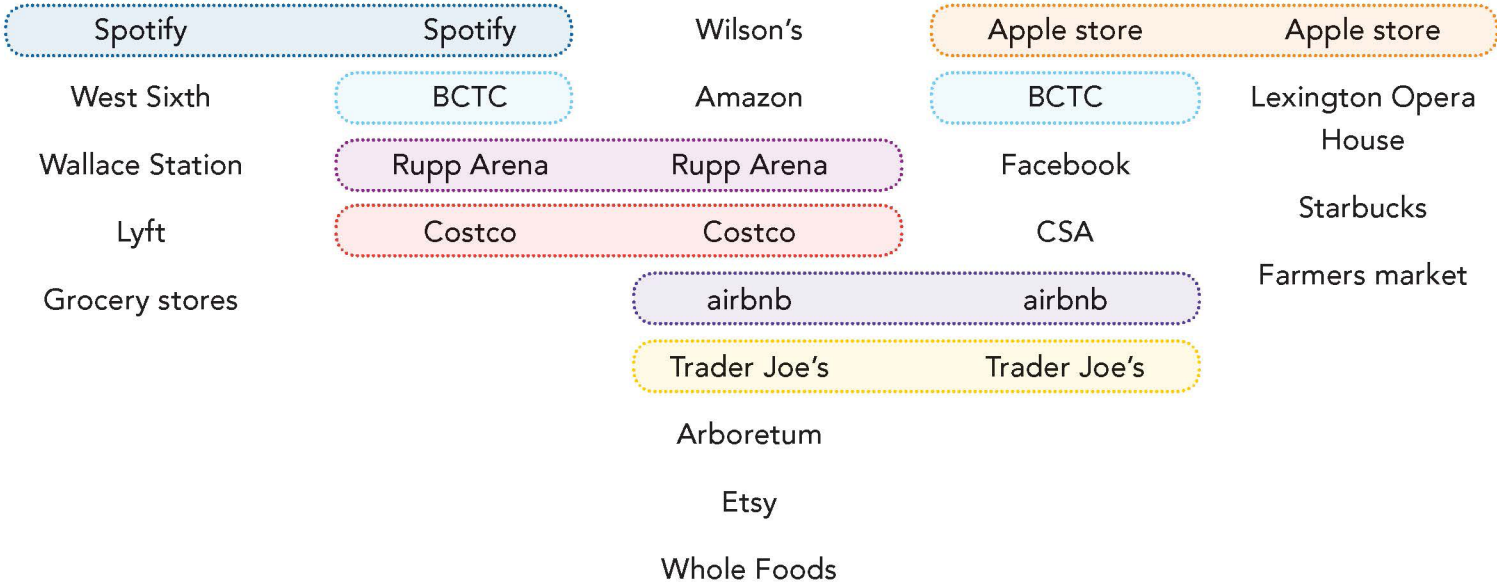
A program-rich platform for success in person and entrepreneurial ventures

What You Need, When You Need It!

Personalized, expert service by knowledgeable staff and partner providers

Super Awesome Everything

A diverse destination with a personal touch - where everyone knows your name



FOOD FOR THOUGHT

Over lunch, David Schnee of Group 4 Architecture, Research + Planning talked about how LPL and other public libraries are breaking out of their traditional "shh" image, and re-imagining their community role and impacts. He showed national and international examples of innovative services, inspiring facilities, and strong partnerships that libraries are developing to support their vision and mission.

STRATEGIC VISION FOR LEXINGTON PUBLIC LIBRARY

After lunch, participants gathered into groups to brainstorm big vision statements for Customer Experience, Equity, Partnerships, and Value for the Library. Out of this exercise, participants created a strategic vision of the Library in 2030.

Individual + Community

The Library continues to champion the core vision and values that have made it a cherished community partner for more than a century – building a foundation for early and lifelong learning; connecting the community with accurate, reliable information; and developing a rich collection of materials and resources that appeal to a broad range of interests. The Library recognizes its customers as individuals with unique needs, meeting them where they are and helping them achieve personal goals. It embraces its role in community-building, and fosters dialogue among Lexington-Fayette County community members about shared interests, concerns, and values.

Local + Global

The Library is a vital point of connection between the community and the world. The Library brings the world to Lexington, providing dependable resources and information about national and international cultures, history, and current events. It also welcomes the world to Lexington – introducing visitors and new residents from around the globe to everything that this vibrant community has to offer, and providing a platform for broad distribution of locally-generated ideas and content.

Top Down + Bottom Up

The Library is a high-profile community institution that leverages its position and resources to build community success. It helps individuals level-up in school, work, and life through high quality programming, materials, and technology. It connects local entrepreneurs with information and resources, and “signal-boosts” small businesses looking to increase their impact.

At the same time, the Library is shaped by the community it serves. It is continually adapting its services, programs, and collections to reflect and support the evolving needs of the growing community over time. The Library expands its capacity and enhances its impact through strong, “win-win” partnerships with other organizations and complementary service providers.

Representative + Inclusive

The Library works proactively to build an equitable community in which everyone is encouraged to participate and empowered to contribute. Library leadership and staff reflect the diversity and vibrant culture of the Lexington-Fayette County community.

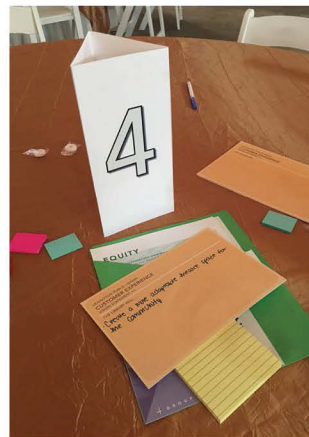
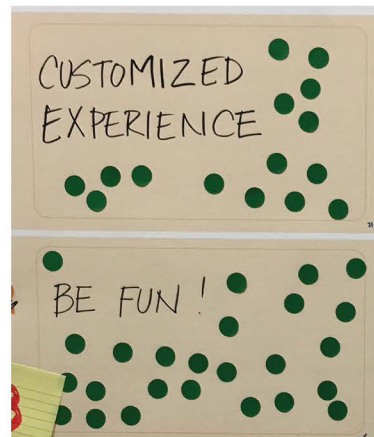
The Library is an inclusive, welcoming, and accessible place for the entire community. Customers experience the Library as an open, inviting, and fun place, with inspiring, art-filled spaces that reflect and celebrate the community’s unique identity and values.



TOP 10 VISIONS FOR LEXINGTON PUBLIC LIBRARY



- Remove barriers to access
- Be a place for lifelong learning
- Be fun!
- Staffing reflects the community
- Customized experience
- Safe space to socialize – “yes” signage, not “no” signage
- Be open to non-traditional partnerships
- Be the front porch for Lexington
- One-on-one personal service (welcoming!)
- Be intentionally diverse + inclusive



The Lexington Public Library would like to express its gratitude to the many community members, stakeholders, and leaders for the generous contribution of their time and thoughtful participation in this workshop, as well as to the library staff and volunteers whose support and hard work helped make this event a success.

Dennis Anderson, Anderson Communities
Bob Babbage, Babbage CoFounder
Keith Bohart, LPL Board of Advisors
Ramsey Bova, LPL Foundation Board
Mark Brand, Lexington Police Department
Deanna Brockman, Lexington Public Library
James Brown, LPL Foundation Board
David Bryant, Lexington Public Library
Terry Buckner, Bluegrass Community & Technical College
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Jim Clark, Henry Clay Memorial Foundation
AnnaMarie Cornett, Lexington Public Library
Michelle Craft, Lexington Public Library
Natalie Davis, Lexington Public Library
Heather Dieffenbach, Lexington Public Library
Anne Donworth, Lexington Public Library
Penny Ebel, Lexington Parks & Recreation
Scott Fitzpatrick, Bluegrass Community Foundation
Neva Francis, KentuckyOne Health
Richard Freed, LPL Friends Board
Megan George, LPL Board of Advisors
Jake Gibbs, LFUCG - Council
Kenzie Gleason, LFUCG Division of Planning
Autumn Goderwis, LFUCG Division of Planning
Christi Gresham, Lexington Public Library
Colleen Hall, Lexington Public Library
Ann Hammond, Lexington Public Library
Alvin Hargrove, BCTC student
Tonya Head, Lexington Public Library
Peggy Henson, LFUCG - Council
Lisa Higgins-Hord, University of Kentucky
Lori Houlihan, LFUCG - Director of Arts and Cultural Affairs
Ethan Howard, Downtown Lexington Partnership
Louetta Hurst, Community Action Council
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Steve Kelly, Central Bank
Karen King, Lexington Public Library
Rob Lewis, Global Advancement
Jill Malusky, Lexington Public Library
Terry Manuel, Kentucky Department for Libraries & Archives
Donald Mason, Lyric Theater
Lindsay Mattingley, Lexington Public Library
Will McGinnis, Lexington Public Library
Tuesday Meadows
John Meister, LPL Board of Advisors
Melissa Murphy
Rob Parmley, Lexington Public Library
Conner Perry, Lafayette High School student
Nan Plummer, LexArts
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Risa Richardson, Columbia Gas

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Miranda Scully, Fayette County Public Schools
Jenna Shalash, Tates Creek High School student
Liz Sheehan
Ashley C. Smith, Fayette Alliance
Joe Smith, LFUCG - Council
Larry Smith, LPL Board of Trustees
Brad Stevenson, Childcare Council of Kentucky
Hunter Stout, LPL Board of Advisors
Isabel Taylor, LFUCG - Multicultural Affairs
Marcie Timmerman, Mental Health Alliance
Jimmy Turek, LPL Foundation Board
Madonna Turner, CRM Companies
Cindy Vough, LPL Friends Board
Johnna Waldon, Lexington Public Library
Tom Wallace, Lexington Public Library
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WORKSHOP DESIGN AND FACILITATION

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with

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Chris Estes CID — Interior Design Partner
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