

# THE COUNCIL OF THE CITY OF NEW YORK

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Speaker of the Council

Hon. James Van Bramer  
Chair, Committee on Cultural Affairs, Libraries, International Intergroup Relations



Report of the Finance Division on the  
Fiscal 2022 Preliminary Plan and the  
Fiscal 2021 Preliminary Mayor's Management Report for the

## **Libraries**

March 9, 2021

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## Libraries Overview

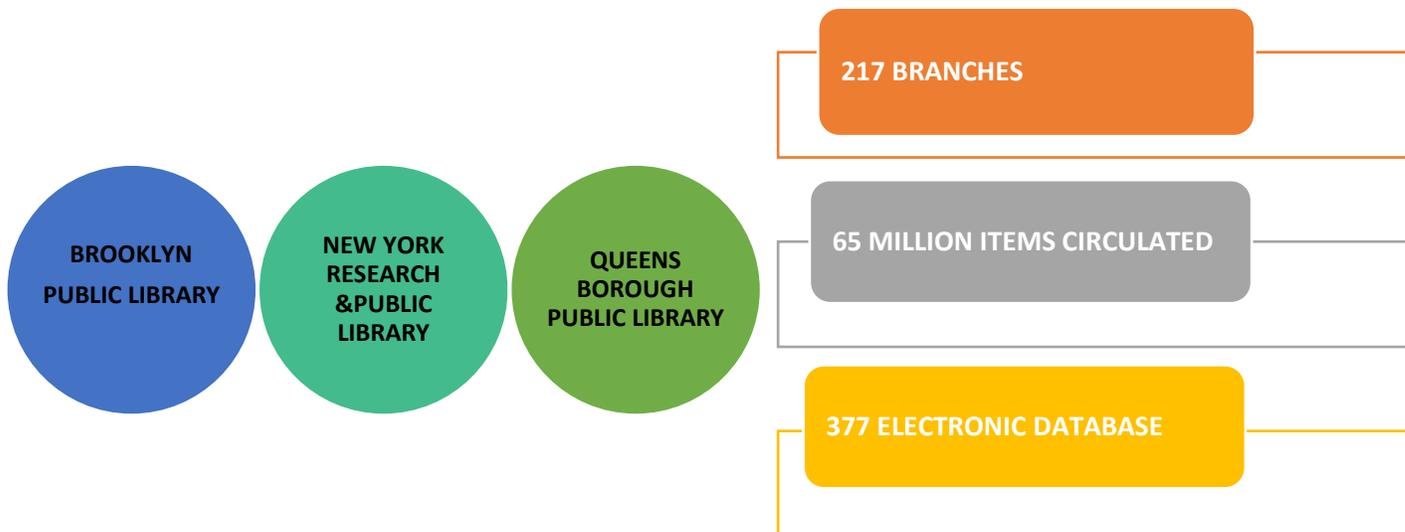
### Composition of the Systems

Library services are provided through three independent systems: the Brooklyn Public Library (BPL), the Queens Borough Public Library (QBPL), and the New York Public Library (NYPL). These systems operate 217 local library branches throughout the City and four research library centers in Manhattan.

- BPL oversees a Central Library and 58 branches including five Adult Learning Centers;
- QBPL oversees 66 locations including branch libraries, a Central Library, seven adult learning centers, a technology center, one universal pre-kindergarten, and two teen centers;
- NYPL manages libraries in three boroughs. The Bronx with 35 branches, Manhattan with 40 branches and Staten Island with 13 branches; and
- The New York Research Library oversees four research centers: the Stephen A. Schwarzman Building, the New York Public Library for the Performing Arts, the Schomburg Center for Research in Black Culture; and the Business Center at the Stavros Niarchos Foundation Library.

### Purpose and Function

The libraries offer free and open access to books, periodicals, electronic resources and non-print materials. A number of public services such as reference & career services, internet access and educational, cultural & recreational programming for adults, young adults and children are also provided. The libraries' collections include 377 electronic databases and more than 65 million books, periodicals and other circulating and reference items. The City provides for both direct operating support and energy costs in all facilities.



Since the beginning of the COVID-19 outbreak, the three library systems have worked closely with the Administration to offer vital services to City residents, such as conducting 2020 Census outreach and serving as sites for Health + Hospitals COVID-19 Test & Trace, Department of Education Learning Labs and Board of Elections polling locations for early voting on both, Primary and Election Day.

## Overview of the Report

This report provides a comprehensive review of the Libraries' expense and capital budgets. The expense budget review includes a description of the new needs, adjustments and savings in the Fiscal 2022 Preliminary Plan and an update on the funding and headcount of the systems. It is followed by a review of Council priorities and the impact of COVID-19 pandemic. The report also includes highlights of the systems' performance as reported in the Preliminary Management Report. The expense overview is followed by an overview of the Fiscal 2022 Capital Budget, Commitment Plan, and the Ten-Year Capital Strategy for the Libraries, as well as an appendix section with program area charts.

## Financial Plan Summary

Each system receives City tax-levy funds for operational and energy support, as well as capital funds for maintenance of the 217 branches managed by the systems. Systems also receive capital funds to create new branches and/or specialized centers.

<b>Libraries Financial Summary</b>						
<i>Dollars in Thousands</i>						
	<b>FY19</b>	<b>FY20</b>	<b>FY21</b>	<b>Preliminary Plan</b>		<b>*Difference</b>
	<b>Actual</b>	<b>Actual</b>	<b>Adopted</b>	<b>FY21</b>	<b>FY22</b>	<b>FY21-FY22</b>
<b>Budget By Program Area</b>						
Research Libraries	\$28,458	\$31,021	\$30,930	\$30,620	\$29,312	(\$1,618)
NYPL	146,015	157,377	155,958	157,944	147,381	(\$8,577)
BPL	111,706	119,335	117,475	117,742	110,938	(6,537)
QBPL	115,808	123,714	122,220	121,733	115,540	(6,679)
<b>TOTAL</b>	<b>\$401,988</b>	<b>\$431,448</b>	<b>\$426,582</b>	<b>\$428,039</b>	<b>\$403,170</b>	<b>(\$23,412)</b>
<b>Funding</b>						
City Funds			\$425,984	\$421,902	\$403,170	(\$22,813)
Intra City			599	6,137	0	(599)
<b>TOTAL</b>	<b>\$401,988</b>	<b>\$431,448</b>	<b>\$426,582</b>	<b>\$428,039</b>	<b>\$403,170</b>	<b>(\$23,412)</b>

*\*The difference of Fiscal 2021 Adopted Budget compared to Fiscal 2022 Preliminary Budget.*

For Fiscal 2021, the Administration is proposing a \$403.2 million subsidy for the systems, which represents a decrease in funding of 5.5 percent when compared to the Fiscal 2021 Adopted Budget of \$426.6 million.

## Funding Sources

NYPL's budget is approximately 59 percent funded with City funding. Other sources of funding include New York State, Federal Government, private contributions, endowment drawn for operations and earned revenue. According to the system, all sources of funding, with the exception of endowment drawn for operations, have been reduced as a result of the pandemic primarily because of the cancellation of fundraising events and the impact of the closure on space rentals and retail shop revenues.

QBPL's budget is approximately 90.5 percent funded with City funding. Other sources of funding include New York State, Federal Government and private contributions. Due to the pandemic, as of January 2021, contributions have decreased by 37.3 percent when compared to the same time last year. Additionally, with funds potentially withheld by the State, loss of fines and revenue and the imposition of PEG's by the Administration, the system is expecting to reduce its hourly and overtime budgets, decrease the collections budget and reduce headcount. The system fears that this reduction

in budget will prevent it from meeting all of its OTPS needs such as PPE and related equipment and non-capital construction work for critical infrastructure emergency repairs.

BPL's budget is approximately 84 percent funded with City funding. Other sources of funding include New York State, Federal Government, private contributions, investment and earned revenue. As a result of the pandemic, as of January 2021, private contributions have decreased by 13 percent over the year. In addition to a reduction in private funding and State funding, BPL is also seeing a reduction in revenue after having waived fines since March 2020, which will ultimately impact the collection budget. Reduction in earnings is also happening concurrently with increased spending for PPE, cleaning supplies and building system maintenance as a result of the pandemic.

### Headcount

NYPL's overall headcount is 2,024, of which 70 percent are union jobs. Due to the COVID-19 pandemic and the closure of the library branches, in July 2020, the system made the budgetary decision to furlough most of its part-time non-union hourly staff (455 employees), many of whom could not do work to which they had been assigned given the revised public service model and public health guidance to reduce building density. Additionally, a small number of full-time non-union staff whose duties had either significantly declined or had been placed on hold as a result of the pandemic were furloughed. Subsequently, in January 2021, the Library made the decision to lay off all of the part-time hourly staff who were furloughed and 2 of the full-time non-union staff. The system has also suspended hiring for most positions with the exception of those that are considered critical for current operations.

QBPL's overall headcount is 956, of which 872 workers or 91.2 percent are union jobs. Due to the COVID-19 pandemic and the closure of the library branches, the system was only able to keep all staff on payroll until July 2021, after which QBPL had to furlough hourly staff. Currently, excluding health and safety positions, there is a hiring freeze in effect at QBPL.

BPL's overall headcount is 1,144, of which 85 percent are union jobs. BPL has implemented a stringent hiring freeze to cope with budget cuts, and are evaluating the impact on service levels, particularly as the libraries move toward reopening more services. The system has established an alternating A/B team model for branches to reduce the impact on building capacity and promote social distancing. The system expects that the resumption of expanded in-person service and full-service hours will require more staffing than its current operating model. Specifically, the system expects to require additional special officers and custodians to support new social distancing and hygiene norms. Meeting the needs of the communities during this transition to a post-pandemic environment will require staff to manage space that extends beyond the walls of the buildings into surrounding exteriors and other outdoor public space.

## Fiscal 2022 Preliminary Plan Highlights

<i>Dollars in Thousands</i>	FY21			FY22		
	City	Non-City	Total	City	Non-City	Total
NYPL Research	\$30,930	\$0	\$30,930	\$30,064	\$0	\$30,064
NYPL	155,734	3,726	159,460	151,160	0	151,160
QBPL	121,979	895	122,874	118,503	0	118,503
BPL	117,342	1,516	118,858	113,783	0	113,783
<b>Libraries Budget as of the Fiscal 2021 November Budget</b>	<b>\$425,985</b>	<b>\$6,137</b>	<b>\$432,122</b>	<b>\$413,510</b>	<b>\$0</b>	<b>\$413,510</b>
<b>Other Adjustments</b>						
NYPL CC Member Items Reallocation	\$43	\$0	\$43	\$0	\$0	\$0
BPL CC Member Items Reallocation	58	0	58	0	0	0
QBPL CC Member Items Reallocation	83	0	83	0	0	0
<b>Subtotal, Other Adjustments</b>	<b>\$183</b>	<b>\$0</b>	<b>\$183</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Savings Program</b>						
Research - One time reduction to the operating subsidy	(\$310)	\$0	(\$310)	(\$752)	\$0	(\$752)
NYPL - One time reduction to the operating subsidy	(1,558)	0	(1,558)	(3,779)	0	(3,779)
BPL - One time reduction to the operating subsidy	(1,173)	0	(1,173)	(2,845)	0	(2,845)
QBPL - One time reduction to the operating subsidy	(1,223)	0	(1,223)	(2,963)	0	(2,963)
<b>Subtotal, Savings Program</b>	<b>(\$4,264)</b>	<b>\$0</b>	<b>(\$4,264)</b>	<b>(\$10,339)</b>	<b>\$0</b>	<b>(\$10,339)</b>
<b>TOTAL, All Changes</b>	<b>(\$4,082)</b>	<b>\$0</b>	<b>(\$4,082)</b>	<b>(\$10,339)</b>	<b>\$0</b>	<b>(\$10,339)</b>
<b>Libraries Budget as of the Fiscal 2022 Preliminary Budget</b>	<b>\$421,902</b>	<b>\$6,137</b>	<b>\$428,039</b>	<b>\$403,170</b>	<b>\$0</b>	<b>\$403,170</b>

Other adjustments total \$183,000 in Fiscal 2021. Savings total \$4.3 million in Fiscal 2021 and \$10.3 million in Fiscal 2022. Below is a description of the savings program for all systems.

- **One Time Reduction to the Operating Subsidy - RESEARCH.** The Fiscal 2022 Preliminary Plan includes a reduction of \$310,000 in Fiscal 2021 and \$752,000 in Fiscal 2022 for the operating subsidy for Research Library.

The system met the savings target for Fiscal 2021 and plan to for Fiscal 2022 with reductions in the budget for hourly staff, library materials and non-personnel costs such as services, supplies and equipment.

- **One Time Reduction to the Operating Subsidy - NYPL.** The Fiscal 2022 Preliminary Plan includes a reduction of \$1.6 million in Fiscal 2021 and \$3.8 million in Fiscal 2022 for the operating subsidy for NYPL.

The system met the savings target for Fiscal 2021 and plan to for Fiscal 2022 with reductions in the budget for hourly staff, library materials and non-personnel costs such as services, supplies and equipment.

- **One Time Reduction to the Operating Subsidy - BPL.** The Fiscal 2022 Preliminary Plan includes a reduction of \$1.2 million in Fiscal 2021 and \$2.8 million in Fiscal 2022 for the operating subsidy for BPL.

The reduction in operating subsidy in Fiscal 2021 resulted in the library system operating without full staffing and deferring hiring. A reduction of an additional \$2.8 million in operating

subsidy in Fiscal 2022 will require the elimination of 38 positions for a total reduction of 52 positions starting July 1, 2020 and a reduction in service levels, including the elimination of seven-day service at four branches. Forgoing filling public service positions will limit the systems’ ability to resume services at pre-pandemic levels and may require a reduction of weekday or Saturday hours at some branches.

- **One Time Reduction to the Operating Subsidy- QBPL.** The Fiscal 2022 Preliminary Plan includes a reduction of \$1.2 million in Fiscal 2021 and \$2.9 million in Fiscal 2022 for the operating subsidy for QBPL.

The system met the savings target in Fiscal 2021 with savings from overtime, reduction in Sunday service and shift in savings accruals. For Fiscal 2022, the system plans to meet the savings target through vacancy accruals, hourly and over-time reductions and a reduction in the collections budget.

### Council Priorities

The table below lists the council initiatives through which the three systems receive funding and Appendix 3 provides a description of each of these initiatives.

For Fiscal 2021, the City Council allocated one-time funding of \$11.9 million, split between the three systems, to continue to provide the same level of service delivered during the previous fiscal year. The City Council also allocated funding for other initiatives listed in the table to the right and described in Appendix C.

**Fiscal 2021 Council Changes at Adoption**

Council Initiatives	Amount
Fiscal 2021 Subsidy	\$11,900,000
City's First Readers	\$981,750
Adult Literacy	171,700
Digital Inclusion and Literacy Initiative	60,000
<b>TOTAL</b>	<b>\$ 13,113,450</b>

### COVID-19 Operations Update

Currently, 50 of NYPL’s locations, 35 of QBPL’s locations and 47 of BPL’s locations are open for Grab and Go Service, which allows customers to place holds for on-site checkouts. BPL has also partnered with DYCD and 6 of their branches are serving as Learning Bridges sites and 1 branch is temporarily serving as a Test & Trace distribution site.

The criteria for which branches to open depends on a range of factors, including health and safety standards set by experts, staff availability, ADA accessibility, and location, among others. The systems regularly reevaluate and adjust reopening plans. If there is sustained improvement in infection rates, then it endeavors to increase service offerings in those areas again. NYPL briefly added computer access at 14 branches, but rolled this back within a few days due to an increase in COVID-19 infection rates. In the meantime, they are directing patrons to the expanded virtual presence and remote offerings, which includes everything from tutoring resources to support distance learning, to TechConnect classes, to one-on-one career counseling, among others.

The systems have also introduced a number of health and safety protocols at all open branches. This includes but is not limited to the following:

- Mandatory mask and face coverings while indoors;
- PPE and training for staff;
- Daily health screenings for onsite work;
- Ventilation inspection by health and safety teams at all locations;

- Enhanced cleaning protocols;
- Protective equipment such as sneeze guards;
- Reduced building density and occupancy;
- Staff split into A and B teams where possible with alternate schedule;
- Floor decals and signs providing guidance on social distancing;
- Hand sanitizers available at all branches;
- HVACs configured per branch layout to promote maximum fresh air circulation;
- Returned materials quarantined before being put back into circulation;
- Staff and patron temperatures taken upon entry; and
- Information retained for 30 days related to contact tracing for patrons consulting collections or using computers;

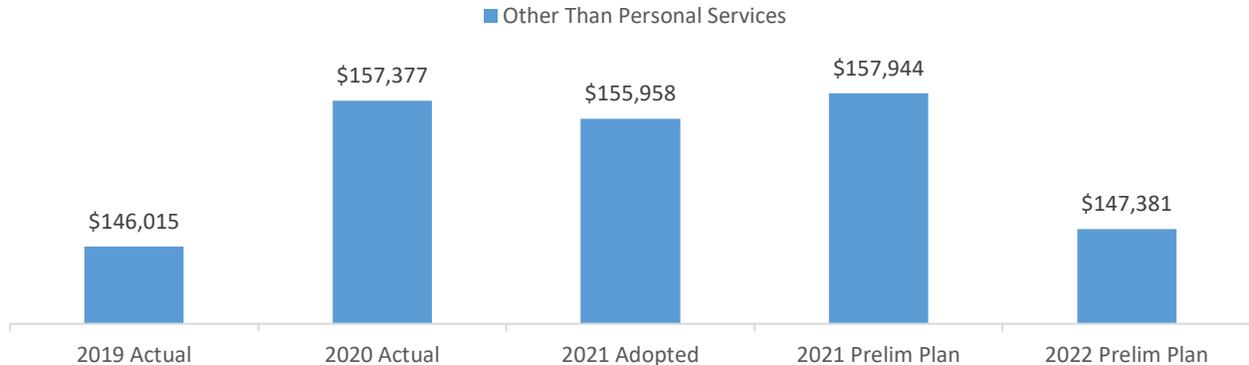
### Library Systems Expense Budget

#### New York Public Library System

The New York Public Library (NYPL) manages libraries in three boroughs. The Bronx, with 35 branches; Manhattan, with 40 branches; and Staten Island, with 13 branches.

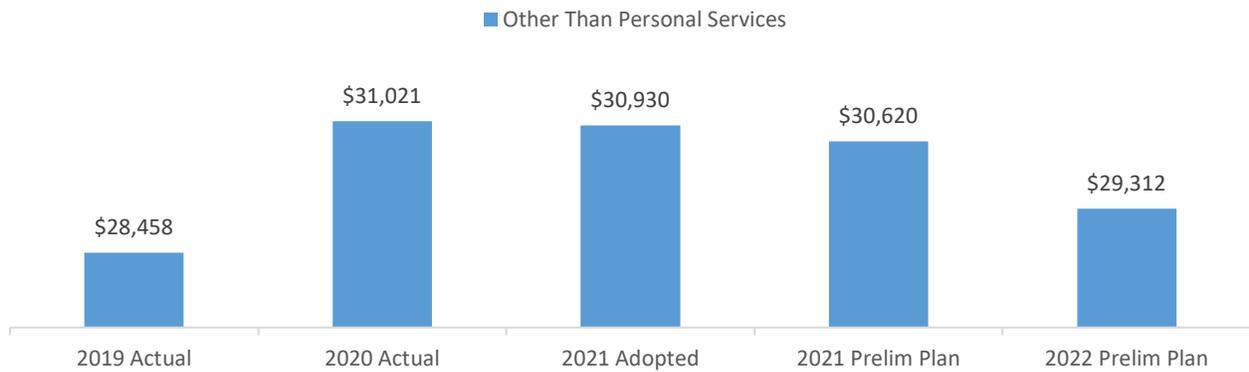
The New York Research Library oversees four research centers: the Stephen A. Schwarzman Building; the New York Public Library for the Performing Arts; the Schomburg Center for Research in Black Culture; and the Business Center at the Stavros Niarchos Foundation Library.

#### New York Public Library Budget Overview



NYPL’s Fiscal 2022 Preliminary Budget is \$147.4 million, a decrease of \$8.6 million or approximately 5.5 percent from the \$156 million Fiscal 2021 Adopted Budget. This net decrease is due to a collective bargaining increase, offset by the absence of Council discretionary funds in Fiscal 2022 and a one-time reduction to the subsidy provided by the Administration.

### New York Research Library Budget Overview

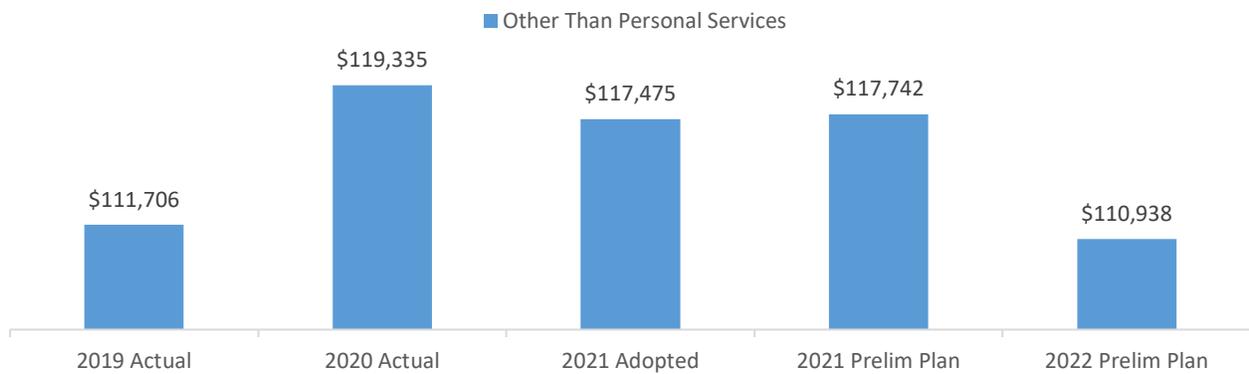


Research Libraries’ Fiscal 2022 Preliminary Budget is \$29.3 million, a decrease of \$1.6 million or 5.2 percent from the \$30.9 million Fiscal 2021 Adopted Budget. This net decrease is due to a collective bargaining increase, offset by the absence of Council discretionary funds in Fiscal 2022 and a one-time reduction to the subsidy provided by the Administration.

### Brooklyn Public Library System

The Brooklyn Public Library (BPL) oversees a Central Library and 58 branches, including five Adult Learning Centers.

### Brooklyn Public Library Budget Overview

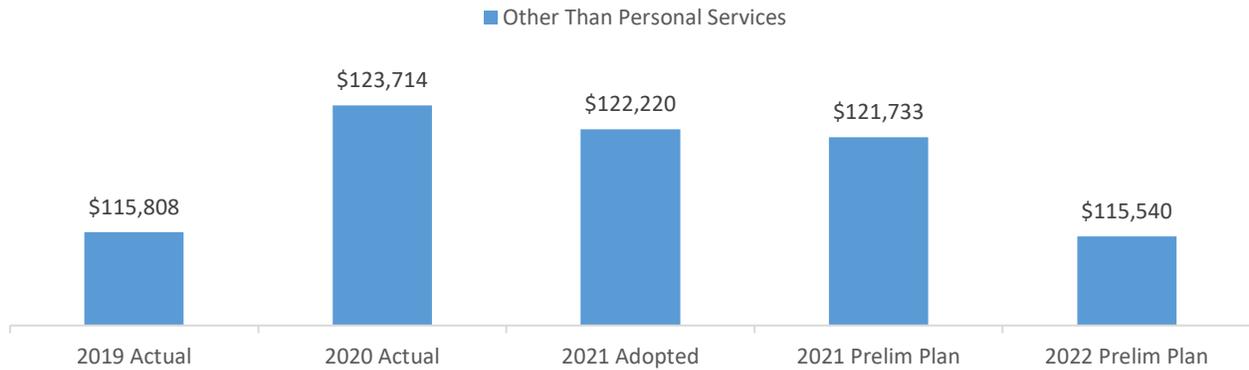


BPL’s Fiscal 2022 Preliminary Budget is \$110.9 million, a decrease of \$6.5 million or 5.6 percent from the \$117.5 million Fiscal 2021 Adopted Budget. This net decrease is due to a collective bargaining increase, offset by the absence of Council discretionary funds in Fiscal 2022 and a one-time reduction to the subsidy provided by the Administration.

### Queens Public Library System

The Queens Public Library (QPL) oversees 66 locations, including branch libraries, a Central Library, seven adult learning centers, a technology center, one universal pre-kindergarten, and two teen centers.

### Queens Public Library Budget Overview

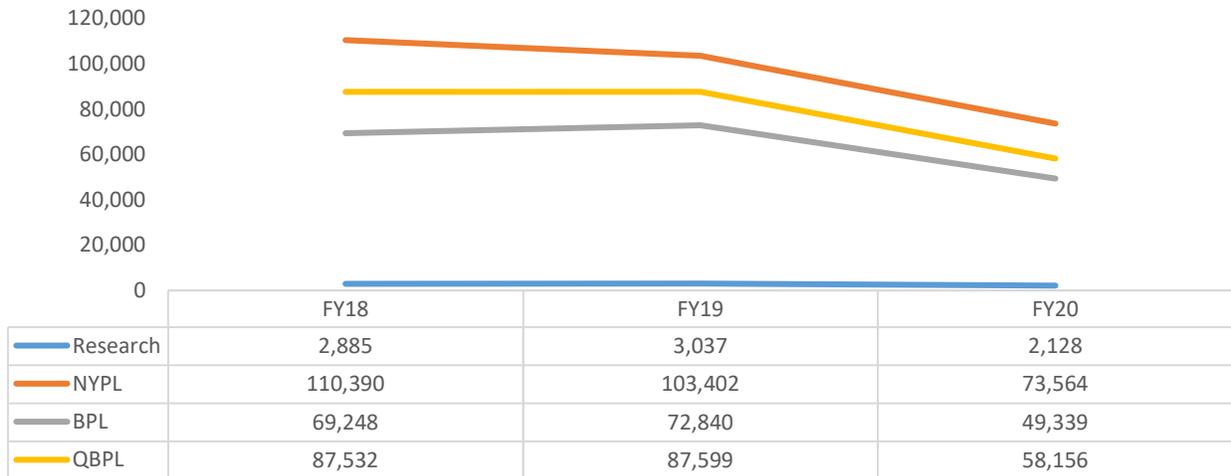


QBPL’s Fiscal 2022 Preliminary Budget is \$115.5 million, a decrease of \$6.7 million or 5.5 percent from the \$122.2 million Fiscal 2021 Adopted Budget. This net decrease is due to a collective bargaining increase, offset by the absence of Council discretionary funds in Fiscal 2022 and a one-time reduction to the subsidy provided by the Administration.

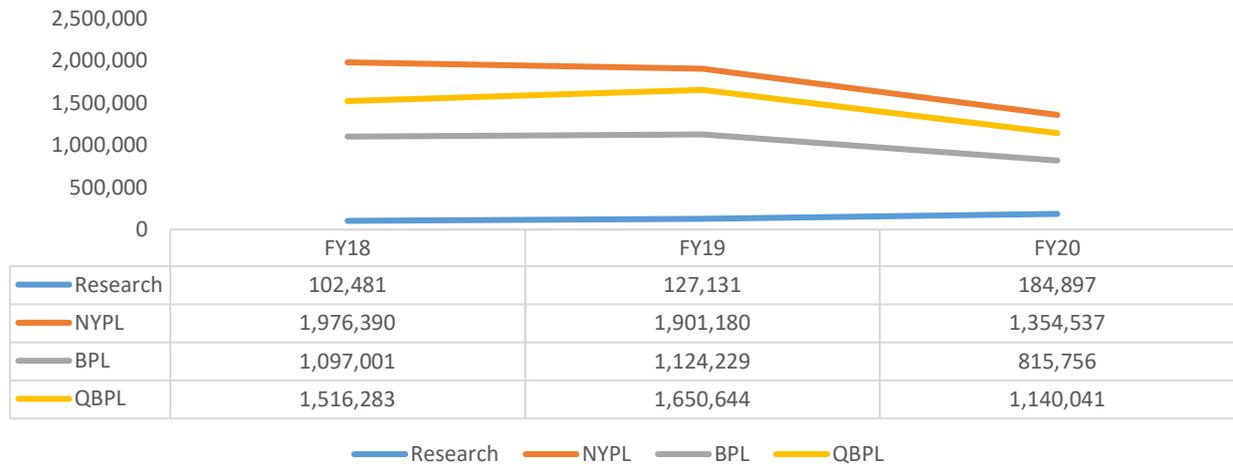
### Preliminary Mayor’s Management Report (PMMR) Highlights

The charts below illustrate the change in program session and program attendance for the systems over the years.

#### Program Sessions By System



### Program Attendance By System



### Performance Measures

The following performance measures are highlighted in the PMMR for the systems. Notable changes include:

- A steep decline in program sessions and program attendance for the first four months of Fiscal 2021 when compared to the same period in the prior year for all three systems, a trend that can be attributed to branch closures as a result of COVID-19 pandemic;
- A significant increase in digital library card sign-ups as well as views of educational resources a result of swift adjustment to online platforms by the systems;
- New library card registrations and total library attendance fell in the first four months of Fiscal 2021 from the rates during the same period in Fiscal 2020, a result of branch closures during the pandemic;
- During closure, branches within all three systems maintained their Wi-Fi networks, which allowed patrons to access the internet outside libraries to obtain valuable unemployment information, apply to jobs and complete distance learning assignments; and
- Average weekly scheduled hours and libraries open six and seven days per week saw a steep decline in the first four months of Fiscal 2021 when compared to the same period in Fiscal 2020 due to branch closures as a result of the pandemic.

### Capital Plan Overview

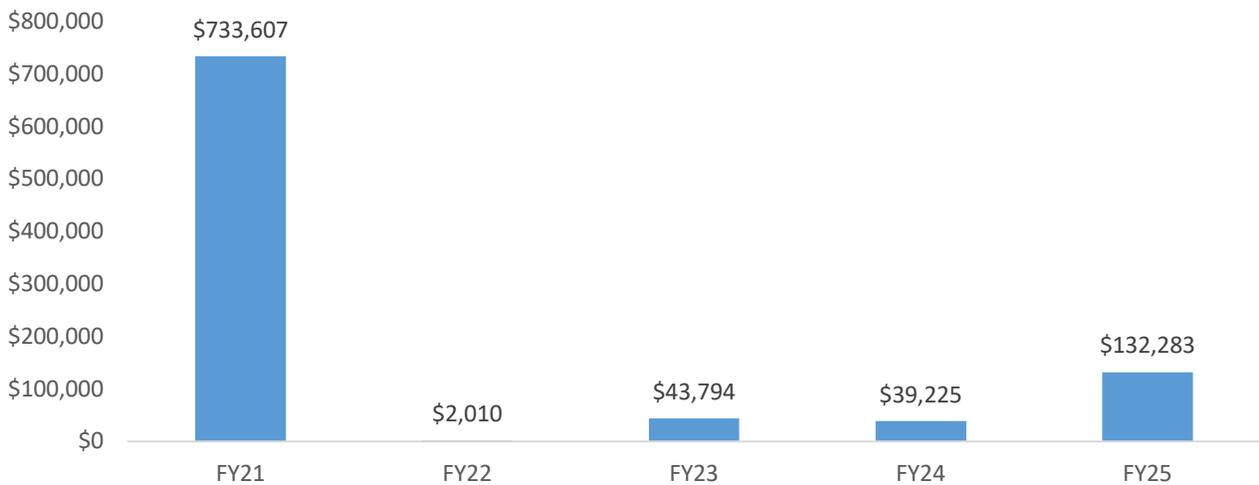
On January 14, 2021, Mayor Bill de Blasio released the Preliminary Capital Commitment Plan for Fiscal 2021-2025 (the Commitment Plan), the Fiscal 2022-2025 Preliminary Capital Budget (the Capital Budget) and the Fiscal 2022-2031 Ten-Year Capital Strategy (the Strategy).

This section will provide an overview of the Commitment Plan and Capital Budget for the Libraries. Each one of these documents should support and be well integrated with one another to properly execute the City’s capital projects, as well as meet its infrastructure goals. We will examine to what extent this is occurring, where improvements need to be made, and the overall feasibility of Libraries’ capital program.

### Fiscal 2022-2025 Preliminary Capital Budget

The Capital Budget provides the estimated appropriations needed for Fiscal 2022 through Fiscal 2025. Appropriations represent the legal authority to spend capital dollars and are what the Council votes on at budget adoption. The Commitment Plan, which is a five-year spending plan, is the plan to spend those appropriations. The Capital Budget is significantly less than the Capital Commitment Plan because it does not include the current appropriations for Fiscal 2021 or the amount of unspent funding that may be re-appropriated or rolled into Fiscal 2022 in the Executive and/or Adopted Budget.

**Libraries Fiscal 2021 Available Appropriations and FY22-FY25 Capital Budget (000)**



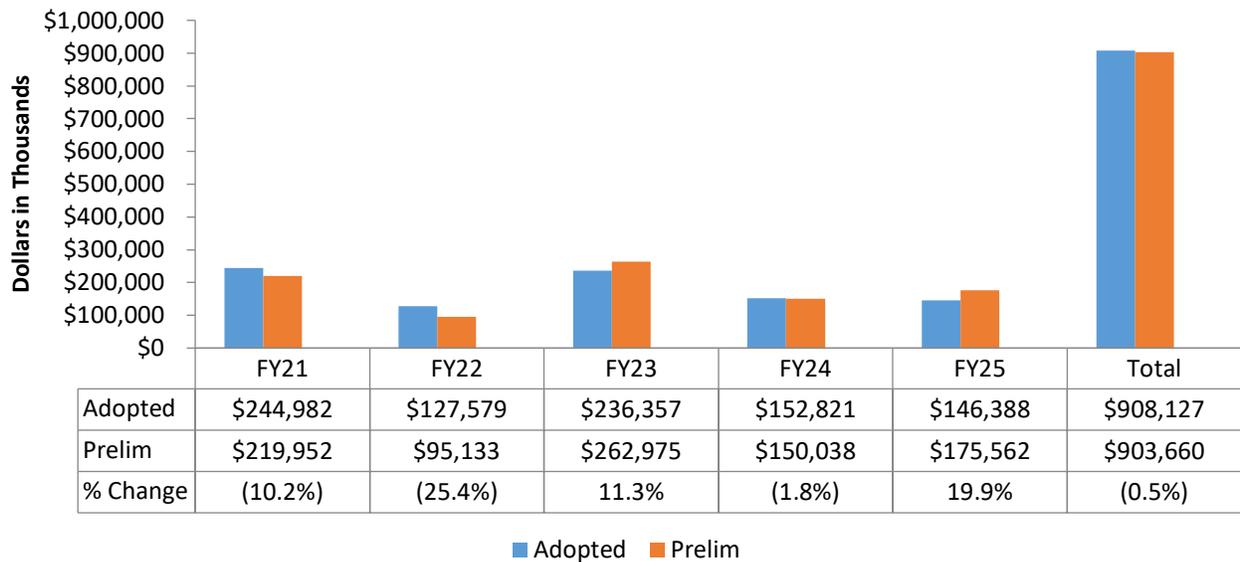
As shown in the chart above, Libraries’ Fiscal 2022 Preliminary Capital Budget includes \$217.3 million in Fiscal 2022-2025. This represents less than one percent of the City’s total \$53.6 billion Capital Budget for 2022-2025. Libraries’ Fiscal 2022 Preliminary Capital Budget is an estimate of the additional appropriations needed in addition to the projected re-appropriations for Fiscal 2021 to fully fund the Libraries’ capital projects planned for next year. As of November 2020, Libraries’ had \$733.6 million in available appropriations for Fiscal 2021. The Preliminary Budget proposes additional appropriations in Fiscal 2022 of \$2 million for Libraries.

New appropriations are distributed by budget line where the agency estimates it will issue contracts next year. New capital additions also need expense funding to operate. For NYPL, due to the pause, most projects have not been initiated yet so whether these capital projects require additional expense funding to operate or not is unknown at this time. BPL believes it will be able to absorb operating costs associated with any new construction due to operational and mechanical efficiencies tied in to the new upgrades.

### Fiscal 2022 Preliminary Capital Plan for Fiscal 2021-2025

The Fiscal 2022 Preliminary Capital Commitment Plan, which covers Fiscal Years 2021-2025, includes \$903.7 million for the Library Systems (including City and Non-City funds). This represents less than one percent of the City’s total \$84.1 billion Preliminary Plan for Fiscal 2021-2025. Libraries’ Preliminary Commitment Plan for Fiscal 2021-2025 is \$4.5 million less than the Adopted Commitment Plan.

### Libraries Commitment Plan



#### Commitment Rates

The majority of the capital projects span multiple fiscal years and it is therefore common practice for an agency to roll unspent capital funds into future fiscal years. However, this also makes it difficult to track when projects were originally scheduled to be completed. In Fiscal 2019 the systems had a commitment rate of 74.2 percent committing \$146.5 million from planned commitments of \$197.4 million. Comparatively in Fiscal 2020, the systems had a much lower commitment rate of 18.6 percent committing \$33.6 million from planned commitments of \$180.5 million. The lower commitment rate can be partially attributed to COVID19 which caused a temporary halt to Capital projects. The City’s Office of Management and Budget (OMB) has announced that they are restarting the Capital Plan and the three systems continue to have regular conversations with OMB as well as the Department of Design and Construction (DDC) and the New York City Economic Development Corp (NYCEDC) on its projects.

#### Research Library

In Fiscal 2019, The Research Library had a commitment rate of 98.5 percent, committing \$31.3 million from planned commitments of \$31.8 million. Comparatively, in Fiscal 2020 Research Library had a lower commitment rate of 80.6 percent. The system committed \$307,000 from a plan of \$381,000. For the Research Libraries, the commitment rate in Fiscal 2019 was atypically high due to the contract registrations of two high-dollar Library Capital Grant (LCG) projects totaling \$31.3 million. The two projects were the fire alarm system replacement at the Stephen A. Schwarzman Building and the Phase II renovation of the Schomburg Center for Research in Black Culture.

#### New York Public Library

In Fiscal 2019, NYPL had a commitment rate of 65.8 percent, committing \$48 million from a plan of \$73 million. Comparatively, in Fiscal 2020 NYPL had a much lower commitment rate of 16.5 percent. The system committed \$19.6 million from a plan of \$119.3 million. Due to the Covid-19 crisis, the city stopped all capital projects in March, including the entirety of the NYPL’s 54 active projects. Prior to March 2020, NYPL was anticipating commitments of the construction funding in the NYCEDC managed Carnegie branch renovations (125th Street, Fort Washington, Hunts Point, Melrose, and

Port Richmond). These projects, along with projects managed by DDC and NYPL were paused, resulting in the lower commitment rate in Fiscal 2020.

The Library followed the guidelines provided by the State and the NYC Department of Buildings (DOB) and obtained permission to proceed with two NYPL-managed projects. These projects were the completion of the Stavros Niarchos Foundation Library and the renovation of Gottesman Hall Treasures Exhibition. Both of these projects were in construction at the time of the COVID-19 shutdown, and did not require OMB's approval in order to proceed.

For the system's City funded capital projects, the first set of the projects allowed to restart were New Amsterdam, Roosevelt Island, and Bloomingdale. These projects were allowed to restart due to being closest to project completion and not for health and safety reasons. The later projects allowed to restart were prioritized by the Library and approved by OMB and City Hall for the rest of calendar year 2020 and January 2021. The approvals granted in January 2021 include five projects approved to restart in March, 2021. Currently, all NYPL managed projects in the Stephen A. Schwarzman Building (SASB) are proceeding per the approved Master Plan. These projects are funded with private and State funds. The Library's City funded capital active projects have been released, and many of the previously paused DDC and NYCEDC managed projects have resumed or will resume soon.

#### **Queens Borough Public Library**

In Fiscal 2019, QBPL had a commitment rate of 58.6 percent, committing \$21 million from planned commitments of \$35.9 million. Comparatively, in Fiscal 2020 QBPL had a commitment rate of 28.7 percent. The system committed \$9.8 million from a total of \$34.2 million. The pandemic put a pause on capital projects and the system plans to balance last year's ongoing projects with this year's projects by focusing on identifying capital needs throughout the system and raising funds accordingly.

#### **Brooklyn Public Library**

In Fiscal 2019, BPL had a commitment rate of 81.3 percent, committing \$46.2 million from planned commitments of \$56.9 million. Comparatively, in Fiscal 2020 BPL had a commitment rate of 14.3 percent. The system committed \$3.8 million from a plan of \$26.5 million. Unfortunately, BPL lost the last four or so months due to the pandemic, where everything was put on hold and CPs were no longer processed. This greatly impacted the systems' ability to commit planned funds, which resulted in a lower than normal commitment rate. During the pandemic when there was a halt on capital projects, the system was allowed to continue working on a few projects that the State deemed essential to health and safety. Both Brooklyn Heights and Sunset Park were deemed essential because of the affordable housing components, so in Brooklyn Heights, the branch fit-out was able to resume, and in Sunset Park, the base building developer was able to continue construction on the base building, including the construction of the Library core and shell, all around June 2020. Central branch Phase 1 was deemed essential because of the life-safety components, so the elevator work and installation of the fire alarms continued once approved by the State in June. East Flatbush, Greenpoint, Rugby and Windsor Terrace branches were all deemed essential because the buildings were not fully enclosed, so all commenced construction in June 2020. Now OMB has now allowed the vast majority of the capital portfolio to resume.

Due to the large number of shortfalls on DDC-managed portfolio, BPL started to work on a plan to scale back the scope of some projects to align the budget with the estimate, as well cancel some projects which can be done in house to help keep the most critical capital projects moving. As DDC begins to remobilize the stalled portfolio, the system expects additional shortfalls to be identified,

and will continue to evaluate scope and budget to ensure essential infrastructure projects continue moving ahead.

### Project Highlights

Major changes and highlights in the Libraries' Preliminary Capital Plan for Fiscal 2021-2025 are below.

#### New York Public Library

There is \$291.3 million (including city and non-city) in the Fiscal 2021-2025 Preliminary Capital Plan for the NYPL branches. There is \$3.3 million (including city and non-city) in the Fiscal 2021-2025 Preliminary Capital Plan for Research Libraries.

- **Westchester Square Branch.** The Fiscal 2022 Preliminary Commitment Plan for Fiscal 2021 to Fiscal 2025 includes \$29.4 million (total funding of \$31.8 million) for the Westchester Square branch construction. Funding will finance construction of a new two-story branch library located on a corner site at the Westchester Square Plaza in the Bronx. The 12,000 square foot facility will include spaces for adults, teens and children with full ADA accessibility. Funding includes site acquisition and the demolition of existing buildings.
- **Charleston Branch Library.** The Fiscal 2022 Preliminary Commitment Plan for Fiscal 2021 to Fiscal 2025 includes \$5.5 million (total funding of \$15.8 million) for the construction and initial outfitting of the new Charleston Branch Library in Staten Island. This new one-story structure will be approximately 10,000 square feet, and will be located just west of Bricktown Centre in an 11-acre site being developed as part of the Charleston mixed-use development. This branch will provide library services to the Charleston and neighboring Rossville communities.
- **Other Major Capital Projects.** Other major capital projects include: the 125th Street branch renovation; the Fort Washington branch renovation; the Hunts Point branch renovation; the Port Richmond branch and the Melrose branch renovation. The scope of work for these projects includes the renovation of the interiors and exteriors of the buildings in order to provide facilities that align with the programmatic goals and missions of NYPL. Funding will be used for the replacement of all building systems, vertical transportation, restrooms, AV and IT infrastructure, upgrades to the building envelope, new finishes and initial outfitting of the facilities.

#### Queens Borough Public Library

There is \$305.7 million (including City and non-city) in the Fiscal 2021-2025 Preliminary Capital Plan for QBPL.

- **Corona and Douglaston Branch.** Highlighted projects include \$27.5 million for the expansion of the Corona Branch, which will be managed by DDC. The Douglaston Branch replacement facility is budgeted at \$26 million and will also be handled by DDC. Funds will be used to construct significant expansions of both branches at their current locations.
- **Far Rockaway and Rego Park Branch.** Construction work for the new Far Rockaway community library, a project with a total budget of \$59 million is progressing. There is a DDC managed \$400,000 CLDC ceiling rehabilitation project and a newly initiated \$14.6 million façade, mechanical equipment, and roof project at this location. A total budget of \$38.7 million has been allocated to construct a new and expanded version of the Rego Park community library at its current location.

- **Other Major Capital Projects.** Other projects include \$5.7 million of City funding for the interior renovation at the Bay Terrace Branch, \$16.5 million for the expansion and renovation of the Baisley Park Branch which includes a new boiler and AC replacement, \$15 million for the renovation of the Richmond Hill Branch, \$9 million for the St. Albans Branch renovation, \$12.1 million for the Woodhaven Branch renovation, \$9 million for the Astoria Branch renovation and \$12.6 million for the Arverne Branch renovation.

### Brooklyn Public Library

There is \$303.4 million (including City and non-city) in the Fiscal 2021-2025 Preliminary Capital Plan for BPL.

- **Comprehensive Branch Overhauls.** In the Fiscal 2022 Preliminary Commitment Plan for Fiscal 2021 to Fiscal 2025 about \$123.1 million has been dedicated to a comprehensive branch overhaul program which includes Arlington, Borough Park, Brownsville, East Flatbush, Eastern Parkway, Mapleton, New Utrecht, Red Hook, Rugby and Washington Irving. Eastern Parkway, Brownsville and New Utrecht are in design development, having gone through a robust period of community engagement. BPL is initiating self-managed projects at Canarsie (\$20 million), New Lots (\$28.4 million) and Walt Whitman (\$8.6 million) and is in the planning phase for Washington Irving with DDC. Other upcoming comprehensive projects in design development include Red Hook and Borough Park, which started out as infrastructure upgrades but have grown into larger branch overhauls. East Flatbush and Rugby are currently in construction. Finally, Mapleton is a large infrastructure upgrade which includes a new HVAC and BMS, robust envelope replacement and a garden renovation.
- **Interior Fit-outs.** In addition to the ten comprehensive overhauls, there is \$27.2 million allocated in the Fiscal 2022 Preliminary Commitment Plan for Fiscal 2021 to Fiscal 2025 for four interior fit-outs, two of which are brand new branches: Adams Street – a 6,500 SF branch in the DUMBO/Vinegar Hill neighborhood and Brower Park – a new branch relocated to the Brooklyn Children’s Museum, which replaces a rented building a few blocks away. Coupled with the Brooklyn Heights and Sunset Park libraries, these four branches will position the Library to offer a wide range of programs and materials, and expand service reach in a new neighborhood for the first time in more than 30 years.
- **Central Library.** BPL’s flagship Central Library is undergoing a large multiphase renovation. Phase 1, which is substantially complete, includes infrastructure upgrades and new elements such as a Popular Library and Civic Commons in addition to relocating and expanding the Business and Career Center. Phase 2, which is currently in schematic design, includes refurbishment of the library’s reading rooms, relocation, reconfiguration and expansion of the adult learning center and administrative areas, as well as infrastructure upgrades in each of the impacted areas.
- **Multiple Projects.** The balance, \$75.2 million, has been allocated for capital projects across the borough. This includes interior renovation, infrastructure upgrade for the roof, heating and cooling and fire alarm upgrade at a total of \$6.7 million at the Midwood branch. Roof, HVAC and infrastructure upgrades at \$6.0 million at the Leonard branch, HVAC upgrade and outdoor garden at \$2.8 million at the Clarendon branch, heating and cooling upgrade and roof replacement at \$4.2 million at Saratoga branch and heating and cooling upgrade and roof replacement at \$3.9 million at the Bushwick branch.

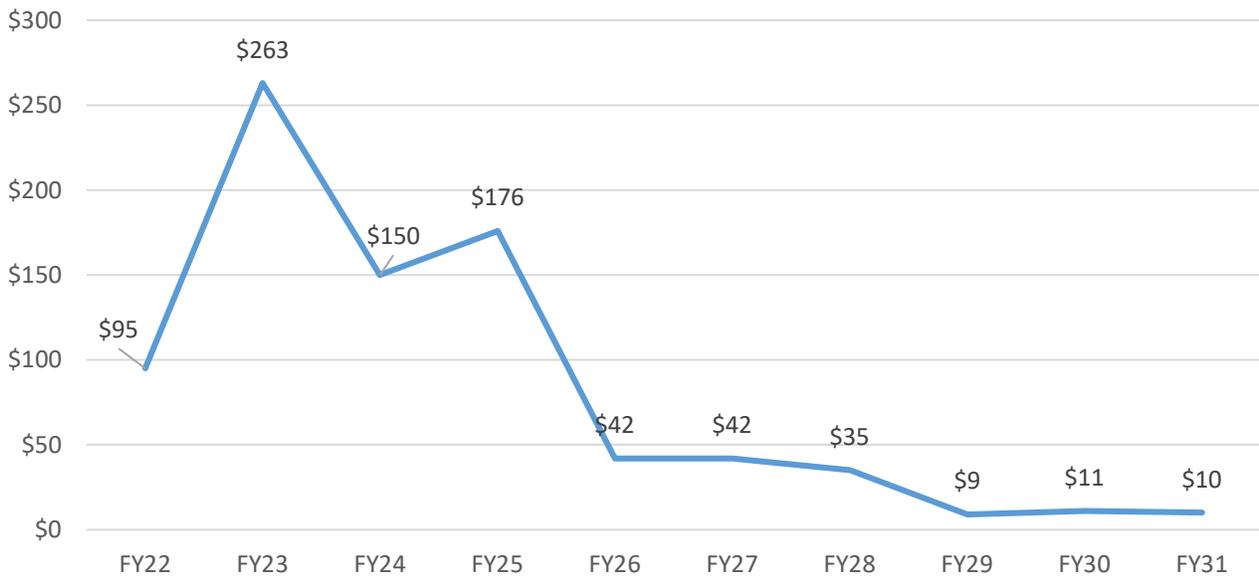
### Preliminary Ten-Year Capital Strategy Fiscal 2022-2031

The Ten-Year Strategy is the City’s long term capital planning document which provides a framework for capital spending by agency. The Strategy is released every two years as mandated by the City Charter. The Ten-Year Strategy provides information on the comprehensive infrastructure planning that the City undertakes explains the connection between capital investment and strategic priorities. It is designed to help prioritize investment decisions across all capital agencies and to communicate to the public an integrated approach to capital planning across infrastructure types, in line with the growth of the City.

### Preliminary Ten-Year Capital Strategy (PTYC)

The City’s Ten-Year Strategy totals \$118.8 billion (all funds), which is \$1.9 billion larger than the \$116.9 billion Fiscal 2020-2029 Ten-Year Strategy. For the Libraries, the Ten-Year Capital Strategy provides \$830.6 million in Fiscal 2022–2031 for capital construction and reconstruction projects. This is \$52.3 million greater than what was in the Ten-Year Capital Strategy for the agency the last time it was released in Fiscal 2020 for the period Fiscal 2020-2029.

**Preliminary Ten-Year Capital Strategy (in Millions)**



The Libraries’ capital funding is divided into seven categories of need as illustrated by the chart below:

## Libraries Ten-Year Capital Strategy by Category

(Dollars in thousands)

Fiscal 2022-2031 Preliminary Ten-Year Capital Strategy											
Dollars in Thousands	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Total
<b>New York Research Library</b>											
Expansion and Construction	\$0	\$0	\$0	\$0	\$132	\$0	\$174	\$17	\$0	\$0	\$323
Improvements to Existing Facilities	172	54	0	350	0	0	0	0	0	0	576
Essential Reconstruction of Facilities	0	46	778	1,537	0	264	244	254	477	350	3,950
Support Service Improvements	0	320	0	0	0	0	0	0	0	0	320
<b>Subtotal New York Research Library</b>	<b>\$172</b>	<b>\$420</b>	<b>\$778</b>	<b>\$1,887</b>	<b>\$132</b>	<b>\$264</b>	<b>\$418</b>	<b>\$271</b>	<b>\$477</b>	<b>\$350</b>	<b>\$5,169</b>
<b>Brooklyn Public Library</b>											
Rehabilitation and Relocation	\$53	\$0	\$0	\$0	\$1	\$0	\$0	\$0	\$0	\$0	\$54
Essential Reconstruction of Facilities	32,704	108,174	45,541	64,266	1,524	808	7,590	874	909	945	263,335
Reconst. Necessary to Maintain Facility	9,469	5,002	6,302	695	0	0	0	0	0	0	21,468
<b>Subtotal Brooklyn Public Library</b>	<b>\$42,226</b>	<b>\$113,176</b>	<b>\$51,843</b>	<b>\$64,961</b>	<b>\$1,525</b>	<b>\$808</b>	<b>\$7,590</b>	<b>\$874</b>	<b>\$909</b>	<b>\$945</b>	<b>\$284,857</b>
<b>New York Public Library</b>											
Access for the Handicapped	\$0	\$1,340	\$500	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,840
Improvements to Existing Facilities	2,239	41,563	148	2,124	0	0	0	0	0	0	46,074
Essential Reconstruction of Facilities	18,085	31,200	16,021	36,581	5,577	9,353	5,056	6,322	8,524	7,144	143,863
Reconst. Necessary to Maintain Facility	0	716	0	0	0	0	0	0	0	0	716
Support Services Improvements	1,633	494	1,552	5	0	0	5	0	0	0	3,684
<b>Subtotal New York Public Library</b>	<b>\$21,957</b>	<b>\$75,313</b>	<b>\$18,221</b>	<b>\$38,710</b>	<b>\$5,577</b>	<b>\$9,353</b>	<b>\$5,056</b>	<b>\$6,322</b>	<b>\$8,524</b>	<b>\$7,144</b>	<b>\$196,177</b>
<b>Queens Public Library</b>											
Replacement Branches	\$6,465	\$9,202	\$16,733	\$19,411	\$102	\$0	\$370	\$0	\$0	\$0	\$52,283
Essential Reconstruction of Facilities	3,526	35,485	45,919	32,090	33,884	24,023	19,457	1,053	1,105	1,149	197,691
Reconst. Necessary to Maintain Facility	13,953	23,757	5,497	3,184	296	6,454	996	9	0	0	54,146
Support Services Improvements	6,834	5,622	11,047	15,319	0	750	750	0	0	0	40,322
<b>Subtotal Queens Public Library</b>	<b>\$30,778</b>	<b>\$74,066</b>	<b>\$79,196</b>	<b>\$70,004</b>	<b>\$34,282</b>	<b>\$31,227</b>	<b>\$21,573</b>	<b>\$1,062</b>	<b>\$1,105</b>	<b>\$1,149</b>	<b>\$344,442</b>
<b>TOTAL</b>											<b>\$830,645</b>

### Highlights of the Preliminary Ten-Year Capital Strategy

In their Preliminary Ten-Year Capital Strategy, the libraries focus on the protection of the growing collection of library materials, reconstruction of branches, increasing accessibility for people with disabilities and upgrading the technology infrastructure to improve online and computer access.

#### Brooklyn Public Library (BPL)

Of the \$284.8 million funded in the Strategy, \$111.6 million is allocated for the comprehensive renovation of branches and is distributed among five libraries (Brownsville, Canarsie, Eastern Parkway, New Lots, and New Utrecht) designated as most critical by BPL. Additionally, \$16.8 million is also allocated for the exterior and interior rehabilitation of the Borough Park branch. Funding for other branches focuses on public service enhancements, cyclical replacements of building components (roofs, HVAC systems, and boilers), and Americans with Disabilities Act (ADA) compliance.

#### New York Public Library (NYPL) and Research Libraries

The Preliminary Ten-Year Capital budget for the NYPL and Research Libraries is \$201.3 million. The essential reconstruction budget of \$147.8 million is allocated for the comprehensive renovation and outfitting of branches including Hamilton Fish for \$8.1 million, Castle Hill for \$6.9 million, and Hudson Park for \$6.2 million. Of the \$46.7 million also allocated for improvements to existing facilities, \$8 million is for Woodlawn Heights, in addition to \$400,000 in 2021. Funding for other branches focuses on maintaining and upgrading facilities, including roof, window, and door replacements, and Americans with Disabilities Act (ADA) compliance.

#### Queens Borough Public Library (QBPL)

The Preliminary Ten-Year Capital budget for QBPL is \$344.4 million. Funding totaling \$25 million is allocated for an expansion and renovation at Corona branch library as well as \$27.7 million for the expansion and renovation at the Jackson Heights branch library. Additional funding for other branches

focuses on renovations and rehabilitations, systems upgrades, and cyclical replacements of building components including roofs, windows, and doors.

## Appendices

### A: Budget Actions in the November and the Preliminary Plans

<i>Dollars in Thousands</i>	FY21			FY22		
	City	Non-City	Total	City	Non-City	Total
NYPL Research	\$30,930	\$0	\$30,930	\$30,064	\$0	\$30,064
NYPL	155,734	224	155,958	151,160	0	151,160
QBPL	121,979	241	122,220	118,503	0	118,503
BPL	117,342	133	117,475	113,783	0	113,783
<b>Libraries Budget as of the Fiscal 2021 Adopted Budget</b>	<b>\$425,985</b>	<b>\$598</b>	<b>\$426,583</b>	<b>\$413,510</b>	<b>\$0</b>	<b>\$413,510</b>
<b>Other Adjustments</b>						
NYPL Energy Personnel	\$0	\$85	\$85	\$0	\$0	\$0
NYPL ExCEL Projects	0	3,066	3,066	0	0	0
FY21-NYCCC	0	351	351	0	0	0
BPL Energy Analyst	0	57	57	0	0	0
BPL Energy Personnel	0	24	24	0	0	0
BPL FY21 NYCCC	0	730	730	0	0	0
BPL Solar PV Installation	0	572	572	0	0	0
QBPL FY21 NYCCC	0	654	654	0	0	0
NYPL CC Member Items Reallocation	43	0	43	0	0	0
BPL CC Member Items Reallocation	58	0	58	0	0	0
QBPL CC Member Items Reallocation	83	0	83	0	0	0
<b>Total Other Adjustments</b>	<b>\$183</b>	<b>\$5,538</b>	<b>\$5,721</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Savings Program</b>						
Research: One time reduction to the operating subsidy	(\$310)	\$0	(\$310)	(\$752)	\$0	(\$752)
NYPL - One time reduction to the operating subsidy	(1,558)	0	(1,558)	(3,779)	0	(3,779)
BPL: One time reduction to the operating subsidy	(1,173)	0	(1,173)	(2,845)	0	(2,845)
QBPL One time reduction to the operating subsidy	(1,223)	0	(1,223)	(2,963)	0	(2,963)
<b>Subtotal, Savings Program</b>	<b>(\$4,264)</b>	<b>\$0</b>	<b>(\$4,264)</b>	<b>(\$10,339)</b>	<b>\$0</b>	<b>(\$10,339)</b>
<b>TOTAL, All Changes</b>	<b>(\$4,082)</b>	<b>\$5,538</b>	<b>\$1,457</b>	<b>(\$10,339)</b>	<b>\$0</b>	<b>(\$10,339)</b>
<b>Libraries Budget as of the Fiscal 2021 Preliminary Budget</b>	<b>\$421,902</b>	<b>\$6,137</b>	<b>\$428,039</b>	<b>\$403,170</b>	<b>\$0</b>	<b>\$403,170</b>

**B: Program Areas****New York Public Library**

<i>Dollars in Thousands</i>	FY19	FY20	FY21	Preliminary Plan		*Difference
	Actual	Actual	Adopted	FY21	FY22	FY21-FY22
<b>Spending</b>						
<b>Other Than Personal Services</b>						
Fixed & Misc. Charges	\$134,913	\$146,438	\$145,118	\$147,104	\$142,661	(\$2,457)
Other Services & Charges	11,102	10,940	10,840	10,840	4,720	(6,120)
<b>TOTAL</b>	<b>\$146,015</b>	<b>\$157,377</b>	<b>\$155,958</b>	<b>\$157,944</b>	<b>\$147,381</b>	<b>(\$8,577)</b>
<b>Funding</b>						
City Funds			\$155,734	\$154,218	\$147,381	(\$8,353)
Intra City			224	3,726	0	(\$224)
<b>TOTAL</b>	<b>\$146,015</b>	<b>\$157,377</b>	<b>\$155,958</b>	<b>\$157,944</b>	<b>\$147,381</b>	<b>(\$8,577)</b>

\*The difference of Fiscal 2021 Adopted Budget compared to Fiscal 2022 Preliminary Budget.

**New York Research Library**

<i>Dollars in Thousands</i>	FY19	FY20	FY21	Preliminary Plan		*Difference
	Actual	Actual	Adopted	FY21	FY22	FY21-FY22
<b>Spending</b>						
<b>Other Than Personal Services</b>						
Fixed and Misc Charges	\$25,559	\$28,191	\$28,180	\$27,870	\$26,562	(\$1,618)
Other Services and Charges	\$2,900	\$2,830	\$2,750	\$2,750	\$2,750	0
<b>TOTAL</b>	<b>\$28,458</b>	<b>\$31,021</b>	<b>\$30,930</b>	<b>\$30,620</b>	<b>\$29,312</b>	<b>(\$1,618)</b>
<b>Funding</b>						
City Funds			\$30,930	\$30,620	\$29,312	(\$1,618)
<b>TOTAL</b>	<b>\$28,458</b>	<b>\$31,021</b>	<b>\$30,930</b>	<b>\$30,620</b>	<b>\$29,312</b>	<b>(\$1,618)</b>

\*The difference of Fiscal 2021 Adopted Budget compared to Fiscal 2022 Preliminary Budget.

**Brooklyn Public Library**

<i>Dollars in Thousands</i>	FY19	FY20	FY21	Preliminary Plan		*Difference
	Actual	Actual	Adopted	FY21	FY22	FY21-FY22
<b>Spending</b>						
<b>Other Than Personal Services</b>						
Contractual Services -						
Professional Services	\$0	\$0	\$2	\$2	\$2	\$0
Fixed & Misc. Charges	109,357	117,114	115,105	115,372	108,568	(6,537)
Other Services & Charges	2,348	2,221	2,366	2,366	2,366	0
Supplies & Materials	0	0	1	1	1	0
<b>TOTAL</b>	<b>\$111,706</b>	<b>\$119,335</b>	<b>\$117,475</b>	<b>\$117,742</b>	<b>\$110,938</b>	<b>(\$6,537)</b>
<b>Funding</b>						
City Funds			\$117,342	\$116,226	\$110,938	(\$6,404)
Intra City			133	1,516	0	(133)
<b>TOTAL</b>	<b>\$111,706</b>	<b>\$119,335</b>	<b>\$117,475</b>	<b>\$117,742</b>	<b>\$110,938</b>	<b>(\$6,537)</b>

\*The difference of Fiscal 2021 Adopted Budget compared to Fiscal 2022 Preliminary Budget.

**Queens Borough Public Library**

<i>Dollars in Thousands</i>	FY19 Actual	FY20 Actual	FY21 Adopted	Preliminary Plan		*Difference FY21-FY22
				FY21	FY22	
<b>Spending</b>						
<b>Other Than Personal Services</b>						
Fixed & Misc. Charges	\$112,751	\$120,783	\$118,836	\$118,349	\$112,081	(\$6,755)
Other Services & Charges	3,058	2,932	3,383	3,383	3,459	76
<b>TOTAL</b>	<b>\$115,808</b>	<b>\$123,714</b>	<b>\$122,220</b>	<b>\$121,733</b>	<b>\$115,540</b>	<b>(\$6,679)</b>
<b>Funding</b>						
City Funds			\$121,979	\$120,838	\$115,540	(\$6,438)
Intra City			241	895	0	(241)
<b>TOTAL</b>	<b>\$115,808</b>	<b>\$123,714</b>	<b>\$122,220</b>	<b>\$121,733</b>	<b>\$115,540</b>	<b>(\$6,679)</b>

\*The difference of Fiscal 2021 Adopted Budget compared to Fiscal 2022 Preliminary Budget.

**C: Council Initiatives****Fiscal 2021 Subsidy**

In Fiscal 2020, the City Council allocated one-time funding of \$11.9 million split between the three systems to continue to provide the same level of service as the prior fiscal year. Along with increasing programming and circulation, the library systems have also seen a rise in the cost of materials, staff, and operating expenses. Funds allowed the systems to maintain physical spaces and cover repairs and upkeep that are not eligible for capital funding. The cost of providing six-day service has increased over the years and substantial funding is needed by the systems to sustain operations and ensure the libraries continue to provide vital programs to their patrons and the communities. The subsidy was used by the systems for staffing, programming, collections and building maintenance.

**City's First Readers**

The City's First Readers was founded in Fiscal 2015 to support a coalition of non-profit organizations that foster literacy development through direct programming, book distribution, parent engagement and in-home training. The initiative focuses on children ages 0 to 5 with a goal of helping children achieve reading proficiency by the third grade. The libraries received \$981,750 through this citywide initiative.

**Digital Inclusion and Literacy Initiative**

The Digital Inclusion and Literacy Initiative was founded in Fiscal 2015 to address disparities in access to the internet and to increase digital literacy throughout the City through programming available in every Council district. The libraries received \$60,000 through this citywide initiative.

**Adult Literacy**

This initiative creates additional basic literacy, English for Speakers of Other Languages and Graduate Equivalency Degree classes for adults who cannot read, write or speak English. In addition, funding also support services such as counseling and case management for students. The library systems received \$171,700 under this initiative.