

# THE COUNCIL OF THE CITY OF NEW YORK

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## Report on the Fiscal 2017 Preliminary Budget and the Fiscal 2016 Preliminary Mayor's Management Report Libraries

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## Libraries Overview

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). The first two provide services in their respective boroughs, while the NYPL serves the boroughs of Manhattan, Bronx, and Staten Island. These systems operate 214 local library branches throughout the City and four research library centers in Manhattan. 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 & 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.

The report will analyze funding to all three libraries collectively, and refer to them collectively as the (Libraries), except where noted. The report also discusses initiatives included in the November and Preliminary Financial Plans, reviews relevant sections of the Preliminary Mayor's Management Report for Fiscal 2016 and reviews the capital program for the systems. Finally, the appendix is included to highlight the Budget Actions in the November and Preliminary Plans.

## Fiscal 2017 Preliminary Budget Highlights

Each system receives City tax-levy funds for operational and energy support, as well as capital funds for maintenance of the 214 branches managed by the systems and to create new branches and/or specialized centers. Since Fiscal 2008, the systems have maintained City support well above \$300 million annually. For Fiscal 2017, the Administration is proposing a \$342.5 million subsidy for the systems, which represents a decrease in funding levels by 4.2 percent when compared to the Fiscal 2016 Adopted Budget of \$357.7 million. In comparison, the City's Fiscal 2017 Preliminary Budget is \$82.1 billion, 4.6 percent more than the Fiscal 2016 Adopted Budget of \$78.5 billion. The Libraries' proposed budget for Fiscal 2017 includes \$21.9 million in new needs and \$531,000 in other adjustments and is \$15.2 million less than the Fiscal 2016 Adopted Budget of \$357.7 million.

| <b>Libraries Financial Summary</b><br><i>Dollars in Thousands</i> |                              |                              |                               |                         |                  |                    |
|---|------------------------------|------------------------------|-------------------------------|-------------------------|------------------|--------------------|
|   | <b>2014</b><br><b>Actual</b> | <b>2015</b><br><b>Actual</b> | <b>2016</b><br><b>Adopted</b> | <b>Preliminary Plan</b> |                  | <b>*Difference</b> |
|   |                              |                              |                               | <b>2016</b>             | <b>2017</b>      | <b>2016 - 2017</b> |
| <b>Budget by Program Area</b>                                     |                              |                              |                               |                         |                  |                    |
| Research Libraries  | \$18,617                     | \$24,266                     | \$26,845                      | \$26,875                | \$25,874         | (\$971)            |
| NYPL  | 89,852                       | 120,179                      | 132,236                       | 133,331                 | 126,275          | (5,960)            |
| BPL   | 66,434                       | 91,560                       | 98,702                        | 101,974                 | 94,635           | (4,068)            |
| QBPL  | 66,973                       | 90,327                       | 99,949                        | 101,434                 | 95,750           | (4,198)            |
| <b>TOTAL</b>  | <b>\$241,876</b>             | <b>\$326,332</b>             | <b>\$357,731</b>              | <b>\$363,614</b>        | <b>\$342,535</b> | <b>(\$15,197)</b>  |
| <b>Funding</b>  |                              |                              |                               |                         |                  |                    |
| City Funds  |                              |                              | \$357,731                     | \$358,933               | \$342,535        | (\$15,197)         |
| Intra City  |                              |                              | 0                             | 4,680                   | 0                | 0                  |
| <b>TOTAL</b>  | <b>\$241,876</b>             | <b>\$326,332</b>             | <b>\$357,731</b>              | <b>\$363,614</b>        | <b>\$342,535</b> | <b>(\$15,197)</b>  |

*\*The difference of Fiscal 2016 Adopted Budget compared to Fiscal 2017 Preliminary Budget.*

### Recent History of Library Funding

In Fiscal 2015, the Council and the Administration each provided one-time funding of \$5 million. This \$10 million was included at Adoption. In Fiscal 2016, the Council and the Administration provided significant increase in funding for our City's libraries. The City Council invested \$21 million and the Mayor invested an additional \$22 million approximately, for a total of \$43 million, allowing the three Library systems to increase access to libraries and ensure 6-day service in every public library across the City. In the Fiscal 2017 Preliminary Plan, the Administration baselined the \$21.9 million it had contributed in the budget of the library systems. Council funding was not baselined.

The table below provides information on the additional funding received by the three systems from the Administration and the Council at adoption.

| <b>FY 2016 Changes at Adoption</b><br><i>Dollars in Thousands</i> |                     |                       |                 |
|---|---------------------|-----------------------|-----------------|
|   | <b>City Council</b> | <b>Administration</b> | <b>Total</b>    |
| Research Libraries  | \$1,470             | \$1,539               | \$3,009         |
| NYPL Branches   | 7,770               | 8,081                 | 15,851          |
| BPL   | 5,880               | 6,120                 | 12,000          |
| QBPL  | 5,880               | 6,120                 | 12,000          |
| <b>TOTAL</b>  | <b>\$21,000</b>     | <b>\$21,860</b>       | <b>\$42,860</b> |

The table below portrays the increase in headcount, operating hours, program sessions and program attendance that the three systems were able to achieve with the additional \$43 million funding they received from the Administration and the Council at adoption.

|                              | NYPL<br>(Branches & Research) |                    | BPL     |                    | QBPL    |                    |
|------------------------------|-------------------------------|--------------------|---------|--------------------|---------|--------------------|
|                              | 2015                          | 2016<br>(6 months) | 2015    | 2016<br>(6 months) | 2015    | 2016<br>(6 months) |
| Headcount                    | 2,280                         | 2,352              | 932     | 993                | 972     | 1,047              |
| Hours of Operation each week | 46.60                         | 50                 | 45      | 49.32              | 40.2    | 45.6               |
| Program Sessions             | 79,786                        | 38,236             | 47,100  | 26,091             | 52,396  | 30,812             |
| Program Attendance           | 1,535,947                     | 736,199            | 928,740 | 470,729            | 884,622 | 505,962            |

## New York Public Library System

The New York Public Library includes 88 branch libraries in the Bronx, Manhattan and Staten Island, as well as four research libraries in Manhattan. These four research libraries are the:

- Library for the Performing Arts located at Lincoln Center;
- Schomburg Center for Research in Black Culture located in Harlem;
- Science, Industry and Business Library in Midtown; and
- Steven A. Schwarzman Library (a.k.a. Main Library) at 5<sup>th</sup> Avenue and 42<sup>nd</sup> Street.

| <b>New York Public Library</b><br><i>Dollars in Thousands</i> |                              |                              |                               |                         |                  |                    |
|---|------------------------------|------------------------------|-------------------------------|-------------------------|------------------|--------------------|
|   | <b>2014</b><br><b>Actual</b> | <b>2015</b><br><b>Actual</b> | <b>2016</b><br><b>Adopted</b> | <b>Preliminary Plan</b> |                  | <b>*Difference</b> |
|   |                              |                              |                               | <b>2016</b>             | <b>2017</b>      | <b>2016 - 2017</b> |
| <b>Spending</b>   |                              |                              |                               |                         |                  |                    |
| <b>Other Than Personal Services</b>                           |                              |                              |                               |                         |                  |                    |
| Fixed & Misc. Charges   | \$83,008                     | \$106,350                    | \$121,622                     | \$122,717               | \$113,852        | (\$7,770)          |
| Other Services & Charges                                      | 6,844                        | 13,829                       | 10,614                        | 10,614                  | 12,424           | 1,810              |
| <b>TOTAL</b>  | <b>\$89,852</b>              | <b>\$120,179</b>             | <b>\$132,236</b>              | <b>\$133,331</b>        | <b>\$126,275</b> | <b>(\$5,960)</b>   |
| <b>Funding</b>  |                              |                              |                               |                         |                  |                    |
| City Funds  |                              |                              | \$132,236                     | \$132,441               | \$126,275        | (\$5,960)          |
| Intra City  |                              |                              | 0                             | 890                     | 0                | 0                  |
| <b>TOTAL</b>  | <b>\$89,852</b>              | <b>\$120,179</b>             | <b>\$132,236</b>              | <b>\$133,331</b>        | <b>\$126,275</b> | <b>(\$5,960)</b>   |

*\*The difference of Fiscal 2016 Adopted Budget compared to Fiscal 2017 Preliminary Budget.*

NYPL's Fiscal 2017 Preliminary Budget is \$126.3 million, down \$6 million from the \$132.2 million Fiscal 2016 Adopted Budget. This change reflects a \$6 million net decrease due to a \$1.8 million collective bargaining increase offset by a \$7.8 million one-time Council allocation in Fiscal 2016 that was not baselined in Fiscal 2017, therefore creating a year-over-year reduction.

| <b>New York Research Library</b><br><i>Dollars in Thousands</i> |                              |                              |                               |                         |                 |                    |
|---|------------------------------|------------------------------|-------------------------------|-------------------------|-----------------|--------------------|
|   | <b>2014</b><br><b>Actual</b> | <b>2015</b><br><b>Actual</b> | <b>2016</b><br><b>Adopted</b> | <b>Preliminary Plan</b> |                 | <b>*Difference</b> |
|   |                              |                              |                               | <b>2016</b>             | <b>2017</b>     | <b>2016 - 2017</b> |
| <b>Spending</b>   |                              |                              |                               |                         |                 |                    |
| <b>Other Than Personal Services</b>                             |                              |                              |                               |                         |                 |                    |
| Fixed & Misc. Charges   | \$15,028                     | \$20,143                     | \$23,218                      | \$23,248                | \$22,247        | (\$971)            |
| Other Services & Charges  | 3,589                        | 4,123                        | 3,627                         | 3,627                   | 3,627           | 0                  |
| <b>TOTAL</b>  | <b>\$18,617</b>              | <b>\$24,266</b>              | <b>\$26,845</b>               | <b>\$26,875</b>         | <b>\$25,874</b> | <b>(\$971)</b>     |
| <b>Funding</b>  |                              |                              |                               |                         |                 |                    |
| City Funds  |                              |                              | \$26,845                      | \$26,875                | \$25,874        | (\$971)            |
| <b>TOTAL</b>  | <b>\$18,617</b>              | <b>\$24,266</b>              | <b>\$26,845</b>               | <b>\$26,875</b>         | <b>\$25,874</b> | <b>(\$971)</b>     |

*\*The difference of Fiscal 2016 Adopted Budget compared to Fiscal 2017 Preliminary Budget.*

Research Libraries' Fiscal 2017 Preliminary Budget is \$25.9 million, down \$971,000 from the \$26.8 million Fiscal 2016 Adopted Budget. This change reflects a \$499,228 net increase due to collective bargaining costs offset by a \$1.47 million one-time Council allocation in

the Fiscal 2016 Budget that was not baselined in Fiscal 2017, therefore creating a year-over-year reduction.

### **Budget Highlights**

**Broadband Technology Opportunities Program (BTOP) Sustainability Program.** A total of \$336,000 is included in the budget in Fiscal 2016 for an intra-city contract with New York City's Department of Information Technology and Telecommunications (DOITT) to provide New York City communities with improved broadband access and technology instruction geared toward economic recovery, workforce development, digital literacy, and youth educational enrichment opportunities. Participation in this initiative has enabled libraries to support and sustain a longstanding mission to bridge the digital divide in New York City by providing free or low-cost technology access in recreation centers.

**Adult Basic Education.** The New York Public Library's Adult Learning Centers help adults who have difficulties reading and writing improve their communication skills. The Centers are welcoming neighborhood settings that help new readers and writers become comfortable with library services. All services are free for students registered in the program. A total of \$555,000 is included in the budget in Fiscal 2016 for the adult literacy initiative.

**Early Childhood Literacy Initiative.** A total of \$175,000 is included in the budget in Fiscal 2016 to support the Early Childhood Literacy Initiative, which targets children 0-5 years old. This initiative is a collaboration of eight organizations already working to turn young children into accomplished readers. Through coordinated services, each organization can serve more children and families to develop literacy skills in young children.

### **Performance Measures**

The following performance measures are highlighted in the Preliminary Mayor's Management Report (PMMR) for the branches. Notable changes include a significant drop in the number of new library card registrations in the first four months of Fiscal 2016 when compared to the same period in the prior year. This was due to the large-scale automatic library card registration of students and educators by the MyLibraryNYC program during July through October period of Fiscal 2015, which was not repeated in Fiscal 2016. However, new registrations for non-MyLibraryNYC cards increased 16 percent at NYPL in the first four months of Fiscal 2016 when compared to the same period in Fiscal 2015.

During the first four months of Fiscal 2016, NYPL focused its efforts on strategic initiatives, including early literacy programming and partnerships, growing its essential educational programs, and increasing digital access to its collections. NYPL was already at six-day service systemwide in Fiscal 2015, but further increased hours of service and hired new librarians across its system to support programmatic growth in Fiscal 2016. Libraries open seven days per week doubled in the first four months of Fiscal 2016 when compared to the same period in Fiscal 2015.

NYPL's Fiscal 2017 targets for 'Average weekly scheduled hours', 'Libraries open 7 days/week (%)', 'Reference queries (000)', 'Computers for public use', 'Computer sessions (000)', 'Wireless sessions', 'Program sessions', 'Program attendance' and 'Total library

attendance (000)' at the branch libraries take into account planned increased investments in capital improvements across the NYPL system that will entail a significant increase in temporary location closures throughout Fiscal 2017 and in some cases beyond. This will result in a temporary decrease in attendance and usage of the branches. NYPL set its Fiscal 2017 target for 'Circulation (000)' and Electronic visits to the website to be consistent with decreases in circulation and the increase in electronic visits driven by users' changing patterns of materials usage and access.

| Branch Performance Indicators          | Actual    |           |           | Target    |           | 4-Month Actual |         |
|--|-----------|-----------|-----------|-----------|-----------|----------------|---------|
|  | FY13      | FY14      | FY15      | FY16      | FY17      | FY15           | FY16    |
| Average weekly scheduled hours         | 46.6      | 46.6      | 46.6      | 50        | 47        | 46.6           | 47.6    |
| Libraries open seven days per week (%) | 4%        | 4%        | 4%        | 8%        | 7%        | 4%             | 8%      |
| Libraries open six days per week (%)   | 100%      | 100%      | 100%      | 100%      | 100%      | 100%           | 100%    |
| Circulation (000)                      | 25,949    | 24,722    | 23,296    | 23,300    | 21,000    | 8,329          | 7,697   |
| Reference queries (000)                | 8,777     | 8,446     | 9,047     | 9,140     | 8,100     | 3,534          | 3,477   |
| Electronic visits to website (000)     | 32,844    | 32,722    | 30,852    | 30,850    | 37,000    | 10,551         | 13,381  |
| Computers for public use               | 4,026     | 4,180     | 4,530     | 4,530     | 4,361     | 4,180          | 5,146   |
| Computer sessions (000)                | 3,093     | 3,306     | 3,287     | 3,290     | 2,915     | 1,195          | 1,108   |
| Wireless sessions                      | 2,792,196 | 2,424,966 | 1,644,366 | 2,450,000 | 2,065,260 | 550,000        | 841,264 |
| Program sessions                       | 59,030    | 65,842    | 77,823    | 80,200    | 73,400    | 24,986         | 24,501  |
| Program attendance                     | 1,120,064 | 1,209,148 | 1,443,213 | 1,486,500 | 1,371,000 | 468,826        | 470,194 |
| Library card holders (000)             | 2,210     | 2,302     | 2,230     | 2,350     | 2,500     | NA             | NA      |
| Active library cards (000)             | 967       | 902       | 1,320     | *         | *         | 580            | 712     |
| New library card registrations         | 355,034   | 366,357   | 483,103   | *         | *         | 267,679        | 107,426 |
| Total library attendance (000)         | 14,185    | 13,971    | 14,014    | 14,150    | 12,354    | 5,071          | 4,779   |

The following performance measures are highlighted in the PMMR for the research libraries. It is notable that the Fiscal 2017 targets have been raised for 'Reference queries (000)', 'Program attendance', 'Total library attendance (000)' and 'Program sessions' when compared to the targets for Fiscal 2016. Similar to the branch libraries, the research libraries have seen an increase in program attendance in the first four months of Fiscal 2016 when compared to the same period in the prior year.

| Research Libraries Performance Indicators | Actual |        |        | Target |         | 4-Month Actual |        |
|---|--------|--------|--------|--------|---------|----------------|--------|
|   | FY13   | FY14   | FY15   | FY16   | FY17    | FY15           | FY16   |
| Average weekly scheduled hours            | 46.8   | 46.8   | 46.8   | 51.3   | 53      | 46.8           | 52.8   |
| Libraries open seven days per week (%)    | 25%    | 25%    | 25%    | 25%    | 25%     | 25%            | 25%    |
| Libraries open six days per week (%)      | 75%    | 75%    | 100%   | 100%   | 100%    | 75%            | 100%   |
| Reference queries (000)                   | 406    | 467    | 506    | 510    | 511     | 90             | 91     |
| Program attendance                        | 87,990 | 70,192 | 92,206 | 95,000 | 121,600 | 27,399         | 31,488 |
| Total library attendance (000)            | 3,451  | 3,630  | 3,679  | 3,720  | 3,800   | 1,269          | 1,327  |
| Program sessions                          | 1,741  | 1,501  | 1,953  | 2,010  | 2,300   | 564            | 621    |



## Brooklyn Public Library System

The Brooklyn Public Library (BPL) consists of 60 branch libraries in the borough of Brooklyn, including a Business Library and Central Library.

| <b>Brooklyn Public Library</b>               |                 |                 |                 |                         |                 |                    |
|--|-----------------|-----------------|-----------------|-------------------------|-----------------|--------------------|
| <i>Dollars in Thousands</i>                  |                 |                 |                 |                         |                 |                    |
|  | <b>2014</b>     | <b>2015</b>     | <b>2016</b>     | <b>Preliminary Plan</b> |                 | <b>*Difference</b> |
|  | <b>Actual</b>   | <b>Actual</b>   | <b>Adopted</b>  | <b>2016</b>             | <b>2017</b>     | <b>2016 - 2017</b> |
| <b>Spending</b>                              |                 |                 |                 |                         |                 |                    |
| <b>Other Than Personal Services</b>          |                 |                 |                 |                         |                 |                    |
| Fixed & Misc. Charges                        | \$63,327        | \$85,689        | \$95,635        | \$98,907                | \$91,567        | (\$4,068)          |
| Other Services & Charges                     | 3,107           | 5,871           | 3,064           | 3,064                   | 3,064           | 0                  |
| Contractual Services - Professional Services | 0               | 0               | 2               | 2                       | 2               | 0                  |
| Supplies & Materials                         | 0               | 0               | 1               | 1                       | 1               | 0                  |
| <b>TOTAL</b>                                 | <b>\$66,434</b> | <b>\$91,560</b> | <b>\$98,702</b> | <b>\$101,974</b>        | <b>\$94,635</b> | <b>(\$4,068)</b>   |
| <b>Funding</b>                               |                 |                 |                 |                         |                 |                    |
| City Funds                                   |                 |                 | \$98,702        | \$99,296                | \$94,635        | (\$4,068)          |
| Intra City                                   |                 |                 | 0               | 2,678                   | 0               | 0                  |
| <b>TOTAL</b>                                 | <b>\$66,434</b> | <b>\$91,560</b> | <b>\$98,702</b> | <b>\$101,974</b>        | <b>\$94,635</b> | <b>(\$4,068)</b>   |

\*The difference of Fiscal 2016 Adopted Budget compared to Fiscal 2017 Preliminary Budget.

BPL's Fiscal 2017 Preliminary Budget is \$94.6 million, down \$4.1 million from the \$98.7 million Fiscal 2016 Adopted Budget. This change reflects a \$1.9 million increase due to collective bargaining costs offset by a \$6 million one-time Council allocation in Fiscal 2016 that was not baselined in Fiscal 2017, therefore creating a year-over-year reduction.

## Budget Highlights

**Broadband Technology Opportunities Program (BTOP) Sustainability Program.** As described previously, a total of approximately \$1 million is included in the budget for BPL in Fiscal 2016 for an intra-city contract with DOITT to provide New York City communities with improved broadband access and technology.

**PlaNYC EXCEL Program.** A total of \$1.3 million is included in the budget in Fiscal 2016 for intra-city agreements with the Department of Citywide Administrative Services (DCAS) for the Expense for Conservation and Efficiency Leadership program (EXCEL), a program that uses PlaNYC expense funding for energy conservation initiatives.

## Performance Measures

The following performance measures are highlighted in the PMMR for BPL. Notable changes include an increase in program attendance, program sessions and wireless sessions for the first four months of Fiscal 2016 when compared to the same period in the prior year. New library card registrations in the first four months of Fiscal 2016 have seen a slight decline from the rates during the same period in Fiscal 2015. BPL revised its Fiscal 2016 performance targets for six indicators. These changes are based on the analysis of preceding data trends as well as contributing factors, such as staffing and hours of service. Four indicators increased between Fiscal 2015 and Fiscal 2016: 'Reference queries (000)', 'Computer sessions (000)', 'Program sessions' and 'Program attendance'. The two for which

targets decreased between Fiscal 2015 and Fiscal 2016 are 'Circulation (000)' and 'Wireless sessions'.

| BPL Performance Indicators             | Actual  |         |         | Target  |           | 4-Month Actual |         |
|--|---------|---------|---------|---------|-----------|----------------|---------|
|  | FY13    | FY14    | FY15    | FY16    | FY17      | FY15           | FY16    |
| Average weekly scheduled hours         | 43.5    | 42      | 45      | 45.3    | 49.7      | 45             | 49.7    |
| Libraries open seven days per week (%) | 3%      | 3%      | 3%      | 3%      | 3%        | 3%             | 8%      |
| Libraries open six days per week (%)   | 47%     | 38%     | 65%     | 100%    | 100%      | 65%            | 92%     |
| Circulation (000)                      | 17,461  | 15,731  | 15,205  | 15,661  | 15,661    | 5,381          | 5,194   |
| Reference queries (000)                | 3,525   | 4,053   | 4,406   | 4,759   | 4,806     | 1,187          | 1,084   |
| Electronic visits to website (000)     | 11,098  | 10,748  | 11,391  | 11,000  | 11,900    | 3,825          | 3,941   |
| Computers for public use               | 1,413   | 1,436   | 1,436   | 1,488   | 1,488     | 1,436          | 1,510   |
| Computer sessions (000)                | 2,270   | 2,152   | 2,188   | 2,167   | 2,188     | 769            | 767     |
| Wireless sessions                      | 297,661 | 412,437 | 424,463 | 428,708 | 441,569   | 140,520        | 156,545 |
| Program sessions                       | 38,247  | 41,094  | 47,100  | 49,982  | 51,481    | 15,536         | 16,931  |
| Program attendance                     | 664,449 | 782,805 | 928,740 | 988,532 | 1,018,188 | 307,794        | 320,834 |
| Library card holders (000)             | 1,062   | 1,243   | 1,362   | 1,436   | 1,473     | NA             | NA      |
| Active library cards (000)             | 681     | 761     | 696     | *       | *         | 780            | 697     |
| New library card registrations         | 167,467 | 205,089 | 192,156 | *       | *         | 55,340         | 48,716  |
| Total library attendance (000)         | 10,067  | 8,432   | 8,699   | 9,296   | 9,774     | 3,207          | 3,038   |

## Queens Borough Public Library System

The Queens Borough Public Library (QBPL) consists of 65 service locations including 61 community libraries, the Central Library, seven Adult Learning Centers and two Family Literacy Centers.

| Queens Public Library<br><i>Dollars in Thousands</i> |                 |                 |                 |                  |                 |                            |
|--|-----------------|-----------------|-----------------|------------------|-----------------|----------------------------|
|  | 2014<br>Actual  | 2015<br>Actual  | 2016<br>Adopted | Preliminary Plan |                 | *Difference<br>2016 - 2017 |
|  |                 |                 |                 | 2016             | 2017            |                            |
| <b>Spending</b>                                      |                 |                 |                 |                  |                 |                            |
| <b>Other Than Personal Services</b>                  |                 |                 |                 |                  |                 |                            |
| Fixed & Misc. Charges                                | \$63,709        | \$87,250        | \$96,475        | \$97,960         | \$92,276        | (\$4,198)                  |
| Other Services & Charges                             | 3,264           | 3,077           | 3,474           | 3,474            | 3,474           | 0                          |
| <b>TOTAL</b>   | <b>\$66,973</b> | <b>\$90,327</b> | <b>\$99,949</b> | <b>\$101,434</b> | <b>\$95,750</b> | <b>(\$4,198)</b>           |
| <b>Funding</b>                                       |                 |                 |                 |                  |                 |                            |
| City Funds   |                 |                 | \$99,949        | \$100,322        | \$95,750        | (\$4,198)                  |
| Intra City   |                 |                 | 0               | 1,112            | 0               | 0                          |
| <b>TOTAL</b>   | <b>\$66,973</b> | <b>\$90,327</b> | <b>\$99,949</b> | <b>\$101,434</b> | <b>\$95,750</b> | <b>(\$4,198)</b>           |

*\*The difference of Fiscal 2016 Adopted Budget compared to Fiscal 2017 Preliminary Budget.*

QBPL's Fiscal 2017 Preliminary Budget is \$95.8 million, down \$4.2 million from the \$99.9 million Fiscal 2016 Adopted Budget. This change reflects a \$1.7 million increase due to collective bargaining costs offset by a \$5.9 million one-time Council allocation in Fiscal 2016 that was not baselined in Fiscal 2017, therefore creating a year-over-year reduction.

### Budget Highlights

**Broadband Technology Opportunities Program (Btop) Sustainability Program.** As previously described, a total of \$537,000 is included in the budget in Fiscal 2016 for QBPL for an intracity contract with DOITT to provide New York City communities with improved broadband access and technology.

**Energy Smart Competition.** A total of \$50,000 is included in the budget in Fiscal 2016 for an intracity contract with DCAS. QBPL conducted an energy smart competition at 13 community libraries to reduce their overall energy consumption. DCAS provided the funds to award agencies that designed and implemented the competition.

**Center for Economic Development Grant.** A total of \$50,000 is included in the budget in Fiscal 2016 for an innovative anti-poverty initiative supported by the NYC Center for Economic Opportunity (CEO) and Teen ACTION. This initiative provides young people in grades 7–10 with the opportunity to participate in meaningful organized service activities. The goal of the initiative is to promote healthy behaviors, civic engagement and a commitment to academic achievement.

### Performance Measures

The following performance measures are highlighted in the PMMR for QBPL. Notable changes include an increase in program attendance, program sessions and wireless sessions for the first four months of Fiscal 2016 when compared to the same period in the prior year. Unlike the other library systems, QBPL has seen an increase in new library card

registrations in the first four months of Fiscal 2016 when compared to the same period in Fiscal 2015.

QBPL has revised some of its targets for Fiscal 2017. QBPL set its Fiscal 2017 target for 'Computers for public use' to reflect changes to the metric to include laptops, tablets and other mobile devices it has available for use by the public. QBPL set its Fiscal 2017 target for 'Library card holders (000)' based on a priority initiative to increase library card holders, and for 'Electronic visits to website (000)' based on enhanced content and more digital content that it anticipates will increase website visits. The Fiscal 2017 targets for six other indicators—'Circulation (000)', 'Computer sessions (000)', 'Wireless sessions', 'Program sessions', 'Program Attendance' and 'Total library attendance (000)' were all raised from the Fiscal 2016 target based on the increase in service days and hours.

| QBPL Performance Indicators            | Actual  |         |         | Target  |           | 4-Month Actual |         |
|--|---------|---------|---------|---------|-----------|----------------|---------|
|  | FY13    | FY14    | FY15    | FY16    | FY17      | FY15           | FY16    |
| Average weekly scheduled hours         | 39.6    | 39.6    | 40.2    | 44      | 45.6      | 40             | 41.6    |
| Libraries open seven days per week (%) | 5%      | 5%      | 3%      | 5%      | 3%        | 3%             | 3%      |
| Libraries open six days per week (%)   | 33%     | 33%     | 33%     | 100%    | 100%      | 33%            | 33%     |
| Circulation (000)                      | 17,470  | 15,759  | 13,587  | 16,000  | 16,500    | 4,997          | 4,673   |
| Reference queries (000)                | 4,360   | 4,351   | 2,955   | 4,000   | 4,000     | 1,056          | 1,207   |
| Electronic visits to website (000)     | 6,667   | 6,926   | 7,854   | 7,000   | 8,000     | 2,480          | 2,704   |
| Computers for public use               | 1,869   | 1,904   | 1,963   | 1,900   | 7,500     | 1,963          | 1,967   |
| Computer sessions (000)                | 3,111   | 3,211   | 2,985   | 3,300   | 3,500     | 1,091          | 1,043   |
| Wireless sessions                      | 112,621 | 346,782 | 453,555 | 475,000 | 500,000   | 147,702        | 158,306 |
| Program sessions                       | 38,040  | 46,636  | 52,396  | 42,000  | 58,000    | 16,497         | 20,170  |
| Program attendance                     | 664,851 | 806,128 | 884,622 | 900,000 | 1,000,000 | 308,368        | 347,802 |
| Library card holders (000)             | 1,275   | 929     | 972     | 900     | 1,400     | NA             | NA      |
| Active library cards (000)             | 866     | 929     | 972     | *       | *         | 990            | 973     |
| New library card registrations         | 100,327 | 198,626 | 171,677 | *       | *         | 33,422         | 39,540  |
| Total library attendance (000)         | 11,888  | 11,191  | 11,287  | 11,880  | 12,000    | 4,048          | 3,857   |

## Capital Budget Summary

The Fiscal 2017 Preliminary Capital Commitment Plan includes \$801 million in Fiscal 2016-2019 for Libraries (including City and Non-City funds). This represents approximately 1.4 percent of the City's total \$57.2 billion Preliminary Plan for Fiscal 2016-2019. The Libraries' Preliminary Commitment Plan for Fiscal 2016-2019 is slightly more than the \$801 million scheduled in the Adopted Capital Commitment Plan, an increase of \$17,000.

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. In Fiscal 2015, the Library system committed \$43.1 million or 15.5 percent of its annual capital plan. Therefore, it is assumed that a significant portion of the Libraries' Fiscal 2016 Capital Plan will be rolled into Fiscal 2017, thus increasing the size of the Fiscal 2017-2020 Capital Plan. Since adoption last June, the citywide total Capital Commitment Plan for Fiscal 2016 has increased from \$19.3 billion in the September Capital Commitment Plan to \$19.7 billion in the Preliminary Capital Commitment Plan, an increase of \$415 million or 2.2 percent.

| <b>Libraries 2016-2019 Capital Commitment Plan: Adopted and Preliminary Budget</b> |             |             |             |             |                  |
|--|-------------|-------------|-------------|-------------|------------------|
| <i>Dollars in Thousands</i>  |             |             |             |             |                  |
|  | <b>FY16</b> | <b>FY17</b> | <b>FY18</b> | <b>FY19</b> | <b>Total</b>     |
| <b>Adopted</b>   |             |             |             |             |                  |
| Total Capital Plan   | \$520,010   | \$148,084   | \$70,410    | \$62,431    | <b>\$800,935</b> |
| <b>Preliminary Plan</b>  |             |             |             |             |                  |
| Total Capital Plan   | \$520,027   | \$148,084   | \$70,410    | \$62,431    | <b>\$800,952</b> |
| <b>Change</b>  |             |             |             |             |                  |
| Level  | \$17        | \$0         | \$0         | \$0         | <b>\$17</b>      |
| Percentage Change  | 0%          | 0%          | 0%          | 0%          | <b>0%</b>        |

## Preliminary Budget Highlights

Major changes and highlights in the Libraries' Preliminary Capital Plan for Fiscal 2016-2019 are below.

**New York Public Library.** There is \$367.9 million (including City and non-city) in the Fiscal 2016-2019 Preliminary Capital Plan for the NYPL branches.

Highlighted projects include work on the system's Midtown Campus in Manhattan at \$155.3 million. The project scope includes upgrade and replacement of all building systems, vertical transportation, required conveyor systems, reconfiguration of all floors to incorporate required programmatic elements, full accessibility, new finishes, flooring, lighting, wayfinding, IT/AV infrastructure and equipment, roof, building envelope and windows as needed. This project will create one of the largest adult education centers in Manhattan to directly address the needs of immigrant and low-income communities and feature a world class business library for budding entrepreneurs and small business owners through the consolidation of collections and integration of functions from the Science, Industry and Business Library. It will improve user experience through a repurposing of underutilized space for multiple uses that include circulating collections,

reading, studying, programs, events, exhibits, café space and retail. The renovated space will be fully accessible.

Other big projects include Westchester Square branch construction for \$18 million. Funding will finance construction of new two-story branch library located on a corner site at 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 demolition of existing buildings.

The capital budget includes \$13.3 million for site selection and new branch construction of the 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 Charleston Mixed-use Development. This branch will provide library services to Charleston and neighboring Rossville communities.

Other major projects highlighted in the Plan includes the 125<sup>th</sup> Street Branch site renovation, Fort Washington Branch renovation, Hunts Point Branch renovation, Port Richmond Branch and Melrose Branch renovation at a cost of \$20 million each. The scope of work for these projects includes the renovation of the interior and exterior of the facilities in order to provide facilities that align with the programmatic goals and missions of NYPL. Funding will be used for replacement of all building systems, building envelope, vertical transportation, restrooms, IT/AV infrastructure and initial outfitting of the facility.

**Queens Borough Public Library.** There is \$226.9 million (including City and non-city) in the Fiscal 2016-2019 Preliminary Capital Plan for QBPL. About \$50 million of this has been budgeted in the out years based on the Library's ten-year capital plan. These funds will be allocated to projects on an annual basis. Highlighted projects include construction work for Far Rockaway Branch facilities replacement at \$27 million. This project is currently in the construction document phase and construction is anticipated to start in the Fall of 2016. Complete renovation of the Central Library is under construction and is proceeding as planned. Completion is anticipated in July 2017 and \$15 million has been allocated in the capital budget for this branch. The Rego Park Branch has capital funding budgeted at \$6.4 million, which includes \$6.3 million for facility replacement costs and \$78,000 for closed-circuit television (CCTV), heating, ventilation, and air conditioning (HVAC).

**Brooklyn Public Library.** There is \$173.9 million (including City and non-city) in the Fiscal 2016-2019 Preliminary Capital Plan for BPL. About \$50 million of this has been dedicated to a comprehensive branch overhaul program which is currently in the planning phase. Roughly \$7 million is for improvements to branches that suffered damage due to Superstorm Sandy. The work is completed but funding is reserved for hazard mitigation. Other projects include the DeKalb Branch which has a renovation expense of \$3.8 million and roof replacement at \$22,000. Also, \$24.7 million in renovations are planned for the Central Library and this includes elevator repairs, emergency and safety systems update, heating, ventilation, air conditioning (HVAC) replacement and bathroom repairs. The Greenpoint Library has been allocated \$6 million, of which \$5 million is for branch expansion and creation of an environmental center, \$989,000 for boiler replacement, and \$37,000 for roof replacement.

**New York Research Libraries.** There is \$32.3 million (including City and non-city funds) in the Fiscal 2016-2019 Preliminary Capital Plan for research libraries. The majority of the capital funding (\$12.7 million) is earmarked for renovations of the Schomburg Center for Research. The project is proceeding on schedule and is projected to be completed around the end of 2016 or beginning of 2017. New structural steel will be installed by the end of March. Interior rehabilitation is currently being performed on the landmarked building. Exterior rehabilitation is in progress as well and will last through the end of spring of 2016. The anticipated start for the 2nd floor Manuscripts & Rare Book Reading Room rehabilitation is within the next 30 to 60 days, barring any unforeseen delays.

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

| <i>Dollars in Thousands</i>                               | FY 2016          |                |                  | FY 2017          |            |                  |
|---|------------------|----------------|------------------|------------------|------------|------------------|
|   | City             | Non-City       | Total            | City             | Non-City   | Total            |
| NYPL Research   | \$26,845         | \$0            | \$26,845         | \$24,335         | \$0        | \$24,335         |
| NYPL  | 132,236          | 0              | 132,236          | 118,195          | 0          | 118,195          |
| BPL   | 98,702           | 0              | 98,702           | 88,147           | 0          | 88,147           |
| QBPL  | 99,949           | 0              | 99,949           | 89,466           | 0          | 89,466           |
| <b>Libraries Budget as of the Adopted 2016 Budget</b>     | <b>\$357,732</b> | <b>\$0</b>     | <b>\$357,732</b> | <b>\$320,143</b> | <b>\$0</b> | <b>\$320,143</b> |
| <b>New Needs</b>  |                  |                |                  |                  |            |                  |
| NYPL Additional Baseline Funding                          | \$0              | \$0            | \$0              | \$8,081          | \$0        | \$8,081          |
| NYRL Additional Baseline Funding                          | 0                | 0              | 0                | \$1,539          | 0          | 1,539            |
| QBPL Additional Baseline Funding                          | 0                | 0              | 0                | 6,120            | 0          | 6,120            |
| BPL Additional Baseline Funding                           | 0                | 0              | 0                | 6,120            | 0          | 6,120            |
| <b>Subtotal, New Needs</b>                                | <b>\$0</b>       | <b>\$0</b>     | <b>\$0</b>       | <b>\$21,860</b>  | <b>\$0</b> | <b>\$21,860</b>  |
| <b>Other Adjustments</b>                                  |                  |                |                  |                  |            |                  |
| NYPL BTOP S/Sustain Program- FY16                         | \$0              | \$336          | \$336            | \$0              | \$0        | \$0              |
| NYPL Member Item Reallocation                             | 175              | 0              | 175              | 0                | 0          | 0                |
| NYPL OC Reallocation #037                                 | 0                | 525            | 525              | 0                | 0          | 0                |
| NYPL plaNYC Excel Program                                 | 0                | 29             | 29               | 0                | 0          | 0                |
| NYPL City Council Member Item Reallocation                | 30               | 0              | 30               | 0                | 0          | 0                |
| NYRL Member Item Reallocation                             | 30               | 0              | 30               | 0                | 0          | 0                |
| BPL BTOP Sustain Program-FY16                             | 0                | 1,042          | 1,042            | 0                | 0          | 0                |
| BPL Member Item Reallocation                              | 195              | 0              | 195              | 0                | 0          | 0                |
| BPL OC Reallocation #038                                  | 0                | 350            | 350              | 0                | 0          | 0                |
| BPL plaNYC Excel Program                                  | 0                | 1,286          | 1,286            | 0                | 0          | 0                |
| BPL City Council Member Item Reallocation                 | 100              | 0              | 100              | 0                | 0          | 0                |
| QBPL BTOP Sustain Program - FY16                          | 0                | 537            | 537              | 0                | 0          | 0                |
| QBPL Energy Smart Competition                             | 0                | 50             | 50               | 0                | 0          | 0                |
| QBPL Member Item Reallocation                             | 190              | 0              | 190              | 0                | 0          | 0                |
| QBPL OC Reallocation #039                                 | 0                | 350            | 350              | 0                | 0          | 0                |
| QBPL OC Reallocation Quens #039                           | 0                | 175            | 175              | 0                | 0          | 0                |
| QBPL plaNYC Excel Program                                 | 0                | 268            | 268              | 0                | 0          | 0                |
| QBPL Take Back Excel Funds                                | 0                | (268)          | (268)            | 0                | 0          | 0                |
| QBPL City Council Member Item Reallocation                | 50               | 0              | 50               | 0                | 0          | 0                |
| QBPL OSA Collective Bargaining                            | 133              | 0              | 133              | 164              | 0          | 164              |
| QBPL OSA Collective Bargaining                            | 298              | 0              | 298              | 367              | 0          | 367              |
| <b>Subtotal, Other Adjustments</b>                        | <b>\$1,201</b>   | <b>\$4,680</b> | <b>\$5,881</b>   | <b>\$531</b>     | <b>\$0</b> | <b>\$531</b>     |
| <b>TOTAL, All Changes</b>                                 | <b>\$1,201</b>   | <b>\$4,680</b> | <b>\$5,881</b>   | <b>\$22,391</b>  | <b>\$0</b> | <b>\$22,391</b>  |
| NYRL Additional Baseline Funding                          | \$26,875         | \$0            | \$26,875         | \$25,874         | \$0        | \$25,874         |
| NYPL Additional Baseline Funding                          | 132,441          | 890            | 133,331          | 126,275          | 0          | 126,275          |
| BPL Additional Baseline Funding                           | 99,296           | 2,678          | 101,974          | 94,635           | 0          | 94,635           |
| QBPL Additional Baseline Funding                          | 100,322          | 1,112          | 101,434          | 95,750           | 0          | 95,750           |
| <b>Libraries Budget as of the Preliminary 2017 Budget</b> | <b>\$358,934</b> | <b>\$4,680</b> | <b>\$363,614</b> | <b>\$342,534</b> | <b>\$0</b> | <b>\$342,534</b> |