

MASTER FACILITIES PLAN
FOR
WOODSTOCK PUBLIC LIBRARY DISTRICT
JUNE 15, 2017

ADG / Cohn Team:

Harvey Cohn Architecture PLLC (HCA)
211 Oriole Mills Road
Rhinebeck, NY 12572

Tel: 212-686-5226
Fax: 212-686-5425
e-mail: harvey@ecoarchitect.com
Website: www.ecoarchitect.com

Aaron Cohen Associates Ltd (ACA)
159 Teatown Road
Croton-on-Hudson, NY 10520

Tel: 914-271-8170
Fax: 914-271-2434
email: aca2017@acohen.com
Website: www.acohen.com

ADG McDonald
38 East 32nd Street, 11th Floor
New York, NY 10016

Tel: 212-465-2200
email: aaron@adgmcdonald.com
Website: www.adgmcdonald.com

The Tocci Group
140 Broadway, 25th Floor
New York, NY 10005

Tel/Fax: 212-343-0838
e-mail: ptocci@thetocci.com
Website: www.thetocci.com

ADG/Cohn would like to acknowledge the hard work, assistance, support, and information provided by the following:

Jessica Kerr, Library Director

Janet Dymond, former Library Director

Dorothea Marcus, President of the Board of Trustees

Doris Goldberg, former President of the Board of Trustees

The entire Board of Trustees, Woodstock Public Library District

TABLE OF CONTENTS

ADG/COHN TEAM 2

TABLE OF CONTENTS 3

EXECUTIVE SUMMARY 4

 Space Priorities 5

 Size of the Library 5

MASTER FACILITIES PLANNING PROCESS 6

 Increasing Public Involvement..... 6

 Methodology 7

 Community Feedback..... 8

 Why a new library building? 8

EXISTING BUILDING CONDITIONS..... 9

ANALYSIS OF SITE 11

LIBRARY COLLECTION 12

 Collection Profile 12

 Local Special Collections 12

SEATING 13

STAFF PROFILE 14

EXISTING PROGRAM 15

NEW LIBRARY PROGRAM 16

PROPOSED PROGRAM SUMMARY..... 17

 NET TO GROSS CALCULATION..... 18

PRELIMINARY DESIGN ALTERNATIVES 19

CONCEPT 2 & 2A COMPARED TO EARLIER PROPOSALS..... 21

CASE FOR A NEW BUILDING 22

 Design Considerations..... 24

ALTERNATIVE BUILDING OPTIONS 25

PROPOSED IMPLEMENTATION TIMELINE..... 26

20-YEAR MASTER PLAN SCHEDULE 27

APPENDICES..... 28

EXECUTIVE SUMMARY

The Woodstock Public Library District (WPLD) is at a point of evolution that reflects a greater transformation in society: the Library has outgrown its space, and this has compromised its ability to provide needed services to the community. The library complex has not undergone significant expansion since 1987. This analysis represents an opportunity to reconfigure the library building to provide needed space and services for all patrons.

Since 1913, this vibrant arts community has supported the Woodstock Public Library. In 1989, the organization changed its status from a Library Association to a Special Legislative District (chartered as a Public Library District). The Library provides a ready network of services that contributes to positive learning activities and art in the community, for children, teens, and adults.

The WPLD commissioned this study to provide guidance in updating the library building for the next twenty-plus years. It is widely accepted that buildings require major updates every 20 years. By comparison, the current building infrastructure is outdated (30 to 70 years old) and unsustainable.

This report reviews the benefits the community will receive from a modern library building:

- Provide a building that is energy efficient and low maintenance.
- Provide both open & controlled environments: display areas for local writers & art, as well as secure storage for special collections, first editions and donations.
- Provide flexibility for future growth and changes in program.

During our open forum meetings, the community indicated that they need a library building that, in addition to books, offers a variety of spaces for both quiet and collaborative work, and for presentations. Nearly everyone agreed that the present library building is outdated.

It is our opinion that a clean, comfortable, new building would best provide the flexibility that will be required for the Library to remain relevant to the Woodstock community for the next 50 years. The cost of a significant addition to, and renovation of, the existing building is virtually identical to an all-new building.



We understand, however, that the Trustees have a difficult decision to make, weighing the desire of some to maintain the familiarity of the existing building. In terms of budget, scaling down the addition could yield some cost-savings (as described in our Concept #2 below), but so could scaling down the new building. In making its decision, the WPLD Trustees will need to balance these factors against the ideal we propose. Whatever the final decision, we look forward to working with you to bring about the best possible library for “the most famous small-town in the world”.

Service Priorities

This study includes a set of library space priorities for the next 30 years and long-term design options to improve the quality of the Woodstock Library. The building plan we propose will improve the use of the library building and site. The goals of the plan are to:

1. Improve the physical connection and safe access to the library.
2. Reconfigure the library’s various spaces to maximize programs and services, ADA access, children’s discovery and teen makerspaces, print collections and local collections, adult support and Friends of the Library’s book sales and Library Fair.
3. Increase and enhance the Library’s long-term connection to the community and meet the evolving needs of the Library’s current and future patrons.



Size of the Library

This report includes a library program and design options that meet the needs of the community. The Woodstock Library is currently 8,985 gross square feet. Our research shows that a new building approximately 15,000 gross square feet would meet the present needs of the community and future needs for the next 30 years. This is based upon a program, included in this document, that provides for 10,835 net assignable square feet (program area) plus 1,694 SF for restrooms, utility rooms, elevator, mechanical and electrical, plus an industry-standard net-to-gross multiplier.

Currently, 1,780 square feet of the library is unconditioned space and 1,045 square feet is on the “inaccessible” 2nd floor (that does not meet ADA standards). The actual net assignable program area is only 4,614 square feet. The poor configuration of the current building further reduces the functional space.

According to Aaron Cohen Assoc. standards, the town should provide a minimum of 1 square foot per capita. Using the census of 2010, there were 5,884 residents (chartered population for WPLD). In summer, it is estimated that the population swells to 10,000 people or more.



MASTER FACILITIES PLANNING PROCESS

This Master Facilities Plan was developed by building upon earlier efforts to define and solve the spatial needs of the Woodstock Library building that date back over 10 years. For various reasons those efforts met with resistance on the part of Woodstock voters. While these failures were due in large part to the unwanted tax increases the proposed improvements would entail, it was felt that the earlier decision-making did not allow for sufficient public input and transparency. It was with the intent of rectifying this situation that the current methodology was selected.

Increasing Public Involvement

In March of 2016 the Library issued a Request for Proposals (RFP) for a Master Facilities Plan that outlined a process by which several concepts would be explored with opportunities for community feedback. After receiving 18 proposals, the WPLD Trustees and Library Director interviewed six architectural and library planning firms, eventually selecting ADG/Cohn.

After reviewing the previous architectural studies and reports, **initial public input was obtained from focus groups** that toured the present building to give their impressions of what areas of the building “worked” and what needed improvement—these were termed “Visual Scans”[©]. This process involved the groups “grading” the different spaces (including the exterior and site) to provide a means of prioritizing proposed improvements. Participants represented a range of demographic and community groups/leaders—senior citizens, young parents, second homeowners, frequent library users, non-library users, business owners, and chairs of town boards and committees—and included 56 individuals. In addition, Library staff and Trustees completed separate Visual Scans[©]. (Appendix I lists the participants and the comments and grading by each of the groups.)

The methodology was selected to allow for sufficient public input and transparency.

Documenting the physical shortcomings of the present library building was also necessary to understand why improvements were needed and was provided in the “Preliminary Analysis” report dated August 30, 2016. Then **on Saturday, Sept. 10, 2016, a Community Meeting was held** at the Mescal Hornbeck Community Center, which was advertised and the public invited. ADG/Cohn presented an overview of the findings from these investigations. Approximately 60 people were in attendance and participated in a “Dotmocracy”[©] exercise that asked them to indicate with dot stickers which images from libraries they found appealing or did not like. (See Appendix II.)

A thorough documentation of the Library’s physical needs was provided in the “Existing Building Conditions Survey” report dated September 30, 2016 (Appendix III). This report reinforced the findings of earlier studies and architectural proposals, that **current space was woefully inadequate** to serve the present, let alone future, needs of library patrons. It highlighted dangerous physical conditions, code issues, poor air quality, deleterious archival storage and lack of handicapped accessibility, along with the potential for energy and operational efficiencies.

In November 2016 a preliminary presentation of four concepts for addressing the physical needs of the Woodstock Library was made at a special meeting of the WPLD Trustees and questions from the

Trustees were answered. Then **on December 10, a second Community Meeting was held** at the Community Center where again the public was invited. Upon presentation of the 4 original concepts plus one additional concept (5 total), an extensive question and answer session was held and a hand-out allowed attendees to indicate their preferences as to which concept should be further developed.

To allow for greater public input **a dedicated email account was established:** (masterplan@woodstock.org). Feedback received via this email, as well as by written comments dropped off at the library, were compiled and posted on the Library's website. (Appendix VI contains the complete record of this input.) Finally on February 2, 2017, a special Trustee Meeting was held at the Town Hall for **public input on the decision before the WPLD Trustees**. The recording of this meeting (and all the public meetings) has been posted on the Library's website and provides evidence of strong support for a new building. However, further testimony by the public has been received at regular Trustee Meetings and other ideas have been presented that modifies that conclusion.

Methodology

From June 2016 to May 2017, our team met with residents of Woodstock to learn about the library community and its existing building conditions. At the beginning of the project, we shared our library-planning methodologies and techniques to build consensus among the WPLD Trustees. The Trustees brought their unique background and skills, challenging the public to think about the long-term space requirements. The community has a great affection for the building and its services; they expressed a desire to protect the Woodstock Library as a shared landmark.

Over the summer of 2016, Visual Scans® enabled us to learn how the community sees the library. For example, the community loves the front lawn; it has functioned as a Library Fair site for the last 85 years and people love it. They want more spaces like it.

Notably, participants consistently graded the library lawn an "A" and the interior a "D." Patrons working at the computers told us, "It's like a circus, especially when children are upstairs. We need space!"

From September 2016 to November 2016, our team focused on understanding the problem from many different angles. We held open form workshops and the "Dotmocracy"® exercise noted above to learn what types of spaces the library should have in the future. We also reviewed the results from an earlier survey done in 2015-2016.

Characterization exercises were conducted, asking community members to visualize what the library could look like. The exercise was a helpful way to visualize the library's potential.



We photo-documented the existing library site (some of which are included in this report), and noted where there was potential for improvements, such as providing more power and seating. We held open meetings to share the photos and talk about the impacts of poor space. We created opportunities for the entire Woodstock community to participate, albeit a relatively small percentage did.



Community Feedback

The Woodstock Community appears to be divided between keeping the present building as intact as possible (with renovation and expansion) and constructing a completely new building that better meets the long-term needs of the community. The memories and sentimental attachment to the library as it now stands has created a dilemma for the WPLD Trustees and Library Director who have the responsibility to ensure the physical structure meets the long-term needs of the community and future generations.

Why a new library building?

Libraries today need to be responsive and agile. Rather than simply housing literary collections and the space in which to read them, libraries today have picked up the threads of needed community services dropped by other public institutions. In addition to allowing opportunities for library patrons to engage with the collections and staff, space is desired for collaborative work, such as writing workshops, distance learning, and homeschooler study groups.

- More traditional quiet spaces are also needed to foster concentration and creativity.
- Computers and other digital devices and free internet access are crucial to many community members who cannot afford them.
- Presentation space is desired for a wide range of learning and sharing occasions and which can provide appropriate space for Woodstock's established regular events, "Library Forum" and "Live at the Library." In particular, the Woodstock Library deserves an expanded, accessible and acoustically separate space for children's programming and story times.
- The building has several structural and ventilation issues (such as flooding in the cellar seen in photo at right).

A new building should retain the traditional character of the existing building and its architectural context, possibly reusing elements from the existing structure. With a concerted capital campaign, the WPLD should be able to find substantial financial support for needed major improvements.



EXISTING BUILDING CONDITIONS

The existing library consists of several buildings that are attached in various ways, creating spaces that are difficult to architecturally reconfigure due to the closely spaced structural walls and columns (and relatively short spans) of these buildings.

The age of the structure ranges from a very small section (known as “Dr. Hall’s Office” – a small ell) that dates from around 1812 to an addition that was built in 1987. The main entrance, which constitutes the library’s “colonial identity,” actually dates from the 1967 (see photo on next page).

Our full Existing Building Conditions Survey is attached as Appendix III. While reasonably maintained, the existing library would require major work in order to bring it up to the minimally functional level required for public buildings. Following is a summary of the main issues we addressed in our budget for renovation:

- The exterior entrance and the interior layout will need to be reconfigured to comply with current requirements of the Americans with Disabilities Act (ADA). Part of this work will require laying out new bookshelves in a way that provides for the minimum-required 3 foot aisles. **This will reduce the linear feet of bookshelves and the area for seating that the library currently has.** (Thus, at the end of the renovation, the library’s overall capacity will be reduced.)
- The provision of a fully ADA compliant public restroom will further reduce library function space. The renovated library will still only have one restroom, which does not meet current Building Code requirements for minimum fixture count.
- In order to provide ADA access to the 2nd floor, an exterior elevator tower would need to be built, probably at the inside corner behind the 1987 addition and adjacent to the north side of the 1948 rear addition. An access corridor would be built to “bridge over” the 1948 rear addition. (The cost for this work, estimated at \$280,000, is not included in the Concepts which incorporate a new addition. In those cases, the cost of the elevator would be included as part of the new construction.)
- Due to chronic flooding of the cellar, we are calling for the relocation of all equipment and services to an above-grade location, and the abandonment the Cellar of the Main Building.
- The entire library will need to be rewired with new electrical service to provide additional power (convenience) outlets, as well as new data cabling to provide fiber optic service and additional outlets.
- There are several structural engineers’ reports that raise questions about whether the existing library provides for the structural loading required (particularly high for bookshelves). It is unclear if any corrective action has been taken since these reports were issued. Based on our visual observation, both the floor loading and roof loading of the Art Room (West Addition) are of immediate concern. We included the cost to obtain an engineer’s report, but only a very rough guess of the cost to execute their recommendations.
- Our budget includes the recommendations for energy efficiency improvements from the NYSERDA report of 23 June 2016. It should be noted that this does not include replacement of windows, which is also a cause of energy loss. While NYSERDA’s recommendations would improve the energy efficiency of the existing library, it would fall far short of the energy savings in an all-new building.

- The existing oil tank needs to be replaced with an above-ground tank. The existing tank would need to be removed.
- While our budget includes the cost to engage a hazardous materials testing agency to check for asbestos, lead paint, mold, etc., it does not include the cost of abatement of these issues once identified.

It is important to note that this analysis does not budget for any roof work. Overall, the roof appears to have at least 10 to 15 years of life left (portions of the roof having been replaced at various times). The cost for roof replacement in the future should be taken into account if the existing buildings are to remain. Also, the complexity of the existing roof (due to the various additions being added over time and the slopes intersecting in various ways) makes it prone to localized leaks due to various flashing conditions. This has been a problem for the Library in the past, although there do not appear to be any leaks at this time.

Our estimated cost to renovate the existing library (not including the Book Barn or Book Garage) is **about \$1.2 million**. This is a lot to spend on buildings which will not provide what the Library needs now or in the future:

- **No additional space will be provided.** In fact, space (linear feet of bookshelves, etc.) will be lost in order to provide for ADA accessibility.
- **In order to maintain as much functional space as possible, we would not plan to add any restrooms, nor would we expand the staff support space.**
- Remaining space will remain as it is now, broken up with relatively short spans. There will be **no flexible spaces** and would severely limit options for reconfiguration in the future.
- **Maintenance issues will remain** for systems not upgraded in the above renovation: roofs, exterior siding, windows, etc.
- The ability to provide natural light is limited by the library's existing window configuration. The ability to provide fresh air during heating and cooling seasons is non-existent.



Photo from 1967, after the demolition of the Main House, leaving Dr. Hall's office of 1812 ("historic ell", on far left) as the only remaining historic portion of the Woodstock Library

ANALYSIS OF SITE

The existing library is close to the center of Woodstock Village. However, the site has limited expansion capabilities as described below.

The Library's property is actually 3 separate lots as follows:

- The east lot (former laundromat site) is restricted by the designated wetlands along Tannery Brook. After allowing for required zoning setbacks, there is very little area left to build upon. The best use for this lot is parking (as it is used currently, although this could be paved and improved). Additionally, it could be developed as a small garden, perhaps with a pavilion or gazebo, to provide an outdoor seating area. Another possibility would be to provide a small storage structure for use by Friends of the Library.
- The south lot is restricted by a drainage easement and often floods during storms. We investigated the possibility of building on this lot (Concept #3) to provide a new building without demolishing **any of** the existing building. While there are some advantages to this approach (notably ease of phasing – allowing the existing library to function while the new one is built), it seems that the community is very resistant to any loss of the “Library Lawn”.
- The north lot (where the existing buildings are located) is “maxed out” (currently at full lot coverage according to the Zoning Code). Any new construction here would require at least some demolition of existing buildings.

Pedestrian access

- Pedestrians currently walk down the middle of Library Lane behind parked cars, which are required to back out of their perpendicular parking spaces. This is a hazardous situation which should be corrected as part of a new master plan. We propose providing a sidewalk between the parking strip and lawn area (carefully working around the existing trees) to encourage people to walk in front of parked cars rather than behind them. This plan would also provide better access for pedestrians coming from the sidewalk on the north side of Tinker Street.

Parking

- HCA counted only 18 existing parking spaces on Library property. The Town of Woodstock Zoning Code requires one space for each 400 square feet of gross floor area plus one space for each employee. Using the total gross area (existing) of 8,985 square feet, there should be at least 23 spaces for the public, plus one for each employee.
- There is additional public parking across Tinker Street, accessed from Comeau Drive. Currently, the pedestrian connection to this lot is not very good. This should be better utilized with pedestrian walkways and a designated pedestrian crossing at Route 212 (Tinker Street).
- There is a possibility of swapping parking spaces across Tannery Brook with Woodstock Hardware, who owns most of the parking spaces on the east side of Library Lane.
- Relocation of the electric pole on the 6 Library Ln. (east) lot might allow for an increase in parking.

There are several large trees that overhang the building, limiting solar access (both passive heating and potential photovoltaic electricity generation) and posing danger to the building of falling branches, leaf accumulation in gutters, etc. The recommendations of the 2016 Arborist's Inspection should be implemented.

The entire site, including where the buildings are located, has a high ground water table, causing flooding of the existing cellar (as noted above). New construction should avoid any below-grade spaces.

LIBRARY COLLECTION

The library collection needs to be reconfigured to make better utilization of the Woodstock Library Building.

The collection should be divided as follows:

- **Core collections** (periodicals, media/DVD's and popular books) will be located near the entrance in display shelving.
- **Local authors, artists, publishers, etc.** in a controlled shelving environment that is accessible to the public.
- **Controlled access collections** (books, government docs, journals, papers, microfilm and periodicals, rare books, book sale materials, collections for interlibrary loan, etc.) in a controlled storage environment accessible by staff.

Realigning the print collection will improve the space utilization of the Woodstock Library. The general collections are currently dominating all of the space, especially in the Reading Room. The bookshelves are taking up valuable group, program and quiet individual reading/study/work space. Even through the public will continue to check out books, access to Wi-Fi and library seating areas are vital resources as well.

Collection Profile

The existing collection is housed on 4,395 linear feet of shelving. This is roughly 60% of the entire library's square footage. The new plan calls for 6,836 linear feet, including open and controlled environment collection space and Friends of the Library book sales space. The following are options:

- Acquire space to store the controlled collection off site.
- Invest in a modular storage system to provide a controlled collection environment onsite.
- Reduce collections.

The design should increase the amount of displays for media/DVD's, periodicals, oversized books and popular book browsing space. The plan should increase space for collections and enhance the aesthetics of the library. The plan should add room for interlibrary loan requests and IT equipment behind the service desk.

Local Special Collections

WPLD needs to determine the size of the controlled environment collection(s). The library collection includes unique collections from the last 100 years - resident artists, writers and business people.

SEATING

The Woodstock Library holds a total of 71 adult seats and 20 children's seats. However, there are very few quiet spaces to read; the art room includes one round table group study area, but it is outdated. The Reading Room is limited due to the configuration of the building. The quality of the library's seats can be greatly improved.

In reading areas, there are no electrical outlets or task lighting at the tables. The library's seats are limited to the back of the library while the computer seats are in the front of the library.

During the Visual Scan®, the public asked for seating with electrical outlets and task lighting. They wanted more access to computers and Wi-Fi. They also wanted comfortable seating that had no technology, a place to get away and read a book. They complained that the meeting room disrupts quiet research, reading and studying in the library is limited. Some patrons had experiences of confusion over the purpose of the Reading Room, because it is also used as a meeting room. The library needs a separate reading spaces to work while a program is in session. For these reasons, the Woodstock Library's needs more seating.

The challenge at the library is not the number of seats but the seating space allocation in proportion to the print collection. The print collection takes up 60% of the usable space in the library. This is limiting community use, because there are not enough places to do group programs or allow an individual a space to work. This project serves as an opportunity to realign the Woodstock Library. It provides an opportunity to rebalance library collections from print to people spaces and resources. The result requires seating to be flexible, modifiable and ample.

The existing furniture is outdated and inflexible. Modern seating will provide:

- Flexibility to rearrange the space
- Power outlets that are integrated into the table.
- Additional space for laptops, tablets, notes and books.

Aaron Cohen Assoc. recommends individual reading spaces (2'-6" x 5'-0) for individuals to work. The tabletop space needs to be large enough for a portable computer and writing materials.

STAFF PROFILE

The Woodstock Library staff enriches the community, creating unique programs and events. They contribute to knowledge sharing, children's and teen programming. A new building will increase the library staff's capacity to create programs, provide reference support, offer interlibrary loan, and promote local collections and historic research.

We recommend a review of the library staff roles before the new building is opened to the public. Indeed, a services and operations plan will need to be developed in conjunction with the opening of the new library.

The following roles may apply in the future:

- Librarian Roles
 - Librarians offer children's discovery programs
 - Serve as a readers' advisor
 - The librarians evaluate resources
 - Librarians help people with job seeking
 - Library hosts college courses / distance learning series
 - Librarians run teen programs and events
 - The library staff support makerspace programs and events
 - Local art and history work
 - Career service support for local students
 - One on one reference interaction
 - Facilitate groups to meet in the library
- Special collections staff
 - The staff store things and put them on display
 - The staff protect Woodstock's local art heritage

EXISTING PROGRAM

The existing program outlines the current spaces and services in the library. Our research shows that there are approximately 91 seats; the collections are on 4,395 LF of shelving; and the library has 6 staff members (in tight support space). The building's net assignable (program) area is 7,439 SF.

PROGRAM AREA SIZE SUMMARY								
Rm No.	Department Name		L.F.of Shelving	Seating	Staff	Room or Area NASF	Subtotal NASF	NASF
	MODES	Area Name						
UPPER LEVEL			120	26	-			1,045
1	PROGRAM AREA		120	26			725	
101		Program Room	120	26		725		
102								
2	LIBRARY OPERATIONS (SUPPORT ZONE)						320	
201		Archives Room				175		
202		Storage Room				50		
203		Storage Room				95		
MAIN FLOOR			4,275	65	6		-	4,614
1	CIRCULATION DESK AREA		111	9	3		640	
101		Circulation Desk	42		3	320		
102		Computer area	36	8		300		
103		Newspaper area	33	1		20		
2	MAIN STACKS AREA		1,284	3			850	
201		Fiction Collection	960			850		
202		Media Collection	255					
203		Local History Collection	54					
204		New Fiction area	15	3				
3	ART BOOK ROOM		444	9	-		530	
301		Art Collection	444	9		530		
302								
4	CHILDREN'S AREA		582	20	-		595	
401		Preschool collection	201	12		325		
402		Children collection	213	3		150		
403		Young adult room	168	5		120		
5	NON FICTION STACKS AREA		666	8	-	460	460	
501		Collection	666	8		460		
6	READING ROOM AREA WITH FICTION		1,029	12	-		1,015	
601		Collection	1,029	12		1015		
7	WOODSTOCK SHELF ROOM		123	-	-		46	
701		Collection	123			46		
8	LIBRARY OPERATIONS (SUPPORT ZONE)		36	4	3		478	
801		Library Director/Archives/Conference Room		4	1	300		
802		Storage	36					
803		Staff Office			2	160		
804		Kitchen area				18		
UNCONDITIONED SPACE			-	-	-		-	1,780
9	BOOK BARN				0		565	
901		Book Barn				565		
10	STORE AND SALE				0		1,215	
1001		Rummage Store and Sales				1,215		
TOTALS			4,395	91	6	0		7,439

NEW LIBRARY PROGRAM

The methodology for reorganizing the Woodstock Library is straightforward. The program team tests for a “project fit” using the preliminary concept layouts to determine the optimal distribution of resources on each floor of the library. Qualitative data collected during interviews, meetings and the Visual Scan® are reflected in the size and number of user seats, collection and staff space requirements.

The ideal program outlines the potential increases in spaces and services in the new library.

- Our research shows that the seating in the library can grow from 91 to 176 seats or an increase of over 93%.
- The collection capacity will be 6,836 LF, offering a potential 56% increase in the amount of shelving. (This does not include storage in a VLM / vertical modular lift system.) The updated library will provide a min of 10 books per linear foot. The program includes compact storage space that will increase the total to 68,360 books, journals, DVDs, etc.

The program incorporated the local context and evolving service models. It included participation from the residents of Woodstock. The WPLD Trustees provided in-depth support throughout the process.

Aaron Cohen Assoc. focuses on the Five Modes of Learning when we approach a project; we look at the diverse ways that patrons use the library, and strive to create environments that will enhance that experience. The five modes are:

- Touch-points
- Collaborative
- Reflective
- Social
- Presentation

Some examples of these services and spaces:

- Reflective seating for quiet reading or reflection
- Touch-point access to both print collections and digital resources
- Collaborative spaces for children’s activities
- Collaborative homework help center with maker space
- Collaborative computer literacy training
- Collaborative learning spaces for groups
- A social place for community meetings
- Reference and circulation touchpoints

Through this project, we analyzed past building and planning work for the library. The previous recommendations by the Facilities Task Force helped our team validate our recommendations. It is important for the WPLD to reflect on past work to build a better future.

- We appreciate all the hard work by all the volunteers. Their work should not be forgotten or disregarded.
- They helped us develop the plan we recommend today.
- They helped us validate the opportunities for the WPLD to build a long lasting future and a sustainable building.

PROPOSED PROGRAM SUMMARY

DEPARTMENT NAME				Room or Area NSF	COMMENTS
Area Name	L.F. Shelves	Seating	Staff		
CIRCULATION DESK AREA				520	
Circulation Desk (Touch-Point)			2	320	
Periodicals/Newspaper Area	100	4		200	
LIBRARY OPERATIONS (SUPPORT ZONE)				810	
Library Director			1	300	
Archives Room			1	175	
Library Operations			2	160	
Storage Room				95	
Processing Storage				30	
Staff Break Room				50	
MAIN LIBRARY AREA				3,443	
Digital Exhibition Space w/ Media Wall				540	central focus of Main Library
Media Collection	255			383	browsable collection & reading area
Collaborative Computer area		24		600	includes reading area
Staff Picks Collection	322			460	browsable collection & reading area
New Fiction Collection	50	4		150	browsable collection & reading area
Non Fiction Area	666	6		460	browsable collection & reading area
Fiction Area	960			850	browsable collection & reading area
HISTORICAL COLLECTION				100	
Rare Book Reading Room		2		60	reading area (collection in storage)
Local History Collection	54			40	reading area & some collection
ART BOOK AREA				747	
Local Exhibition / Program Space	525	8		697	central focus of Art Book Area
Woodstock Shelf Room	35			50	a place of solitude (wi-fi free)
CHILDREN'S AREA				1,995	
Story Time / Discovery / Maker Space		56		1,400	central focus of Children's Area
Preschool collection	158	4		325	Children's Area to be acoustically isolated
Children collection	35	6		150	
Young adult room / music recording?	56	2		120	
FLEXIBLE PROGRAM & EXHIBITION AREAS				1,600	
Program Room		40		1,000	after-hours meeting space, accessed separately from Library
3 - Project / Conference Room (8 person)		20		600	
STORAGE AREA				1,000	
Compact Shelving	3,000			1,000	replaces some shelving
STORE AND SALE AREA				620	
Rummage Store and Sales	620			620	sorting & sales
TOTAL NET AREA	6,836	176	6	10,835	

Following is our calculation of net program area to gross floor area:

NASF (PROGRAM AREA)			10,835
Restrooms:			
Public - 4 individual ADA (1 for each sex on each floor)			180
Children - 1 individual ADA			45
Staff - 1 individual ADA			45
Janitor's Closets (1 for each floor)			40
Elevator (2 floors)			300
Mechanical	net x	0.08	867
Electrical Room	net x	0.02	217
			<hr/>
			1,694
			12,529
Allow for circulation, structural columns, wall thickness, vertical shafts, etc:			
Net to Gross Ratio (average)			0.85
GROSS FLOOR AREA			14,739
Net to Gross (low)		0.80	15,661
Net to Gross (high)		0.90	13,921
GROSS FLOOR AREA ROUNDED FOR PLANNING PURPOSES			15,000

PRELIMINARY DESIGN ALTERNATIVES

On December 10, 2017, ADG/Cohn presented five alternative concepts, testing how the Library’s site could be developed. Each concept was tested against the 15,000-gross square foot ideal program (described above). New construction would be built to 2 stories. The presumption was that 1-story of new construction would not be cost-efficient, and more than 2-stories would not fit with the “small-town” context of Woodstock.

Concept 1

- This concept was a “baseline” – renovating the existing building without significant new expansion. We estimated that there was only 5,573 GSF of fully usable space on the main floor of the library. The 2nd floor, which is not ADA-accessible, is about 1,262 GSF. And the Book Barn and connector (unconditioned space) is about 2,150 GSF. (Total of 8,985 GSF.)
- Our budget to fully renovate the main library space, correcting all the deficiencies described under “Existing Building Conditions” above, is approximately \$900,000. Additionally, we estimated that it would cost at least \$280,000 to build an exterior elevator tower to make the 2nd floor accessible. (This number includes renovation of the 2nd floor.) We do not believe it is practical to make the Book Barn a functional, year-round space.
- The Library could expect to spend about \$1.2 million to renovate and correct the deficiencies of their existing buildings. Please refer to page 9 for a list of items that would not be addressed in this budget, and the spatial and functional deficiencies of the result. To reiterate one important item, **the reconfiguration of shelving required to provide ADA clearances will reduce the total shelving relative to the current library.** Concept #1 would provide less than 50% of fully functional floor area required for the proposed program. We estimate that there would be an operational down-time of about 1 year while this renovation is taking place.

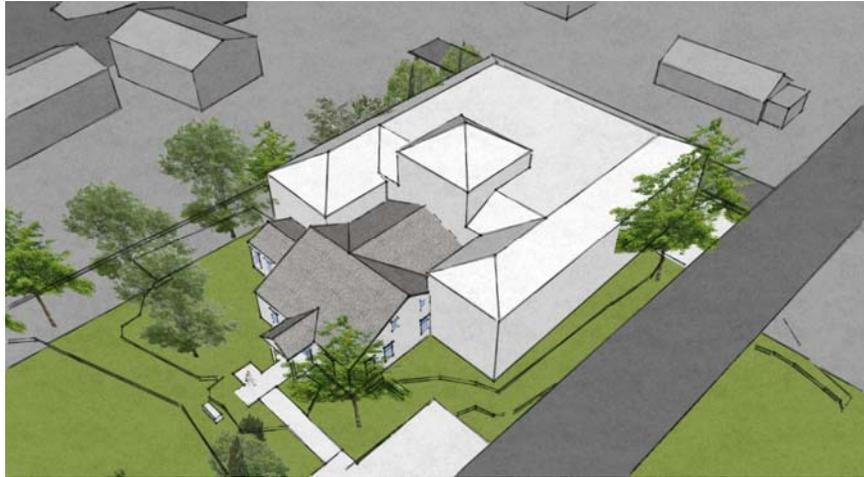
Concepts 2 and 2A

- These concepts both explored the demolition of the Book Barn to provide space on the site to build a new addition. Concept 2 was a “minimal” approach, leaving the rest of the library buildings in-place. Concept 2A was more ambitious, replacing most of the buildings with new construction, leaving only the Main Building (built 1967) and the Original “EII” (ca. 1812) in place.
- Concept 2 imagines a 6,350 GSF, 2-story addition behind the existing 6,110 GSF to remain, providing a total of 12,460 SF. We estimated the budget for the new addition to be \$3.25 million (cost premium for working on a constricted site and interfacing with an existing structure) and the renovation of the remaining old buildings to be \$850,000 (cost savings due to services like the elevator and mechanical systems in the new building). This total of \$4.1 million would provide about 83% of the proposed program in about 50% new



space. Old building maintenance issues would remain. Due to the possibility of new construction starting while the existing building operates, we estimate the operational downtime to be about 9 months.

- For the other extreme, Concept 2A, we explored how to get the full 15,000 GSF while maintaining the “historic” buildings on the site. Architecturally, this is a difficult concept, with a new 2-story building that “wraps” the small, remaining structures. Our analysis does show that 12,230 GSF could be provided on 2-stories. With the 2,770 GSF of existing to remain,



the full 15,000 GSF could be provided. This concept would be 82% new space. We budgeted \$5.4 million for the new construction and \$350,000 to renovate the existing, making this a \$5.75 million project. We estimated the operational down-time to be about 18 months.

- Since these 2 Concepts are similar to some earlier proposals, we have further analyzed them in the section below.

Concept 3

- This concept investigated a new building on Tinker Street, leaving the existing buildings in place and providing a courtyard between them. In this case, the new, free-standing building would provide 10,000 GSF and the existing buildings would still provide 5,573 GSF of usable space. (We would not propose adding an elevator tower to access the 2nd floor of the existing building as part of this Concept.) The total would provide for all of the proposed program in about 66% new space.
- We budgeted \$3.6 million for the new construction – a lower cost per square foot because the construction of a free-standing building would be easier. To utilize the existing building, the renovation cost would again be \$900,000. Total for this Concept is \$4.5 million. This Concept could be phased to minimize or eliminate any disruption of library services.
- As noted above, some in the Woodstock community were resistant to a Concept that would involve the loss of the front lawn. This Concept would provide a courtyard or lawn between the new and old buildings that would be protected from the noise of Tinker Street. It would be about half the size of the current lawn.

Concept 4

- This concept explored the possibility of replacing the existing library in its entirety with a new, 15,000 GSF building on the north portion of the site. We budgeted about \$5.75 million for this Concept (about the same as Concept 2A). The operational down-time would be about 18 months to 2 years.
- The advantages of all-new space are discussed in “Case for a New Building” section.

CONCEPT 2 & 2A COMPARED TO EARLIER PROPOSALS

Our Concepts #2 and 2A explore the preservation of some of the existing buildings while adding new construction in the rear (north side). In this respect, they are very similar to some previous proposals that have been considered by Woodstock.

The 2007 Feasibility Study by Architecture Plus concluded with a Concept Design that is comparable to our Concept #2A. Their design is somewhat smaller than what we propose, allowing the new addition to remain further back from the existing buildings with a less imposing appearance. Our comparative analysis of the two is as follows:

- Architecture Plus estimated the Total Project Cost of the 2007 Concept Design to be about \$5.7 million. However, they included several items which we did not, most notably LEED Certification at about \$820,000. After deducting these “extras”, then adding back for inflation, we estimate their budget (in 2017 dollars) would be about \$5.8 million. This is almost identical to the budget we are estimating.
- While the details of their program vary a bit from our program, the total gross area proposed by Architecture Plus is about 15,000 square feet. Since two library planning experts did separate analyses some 10 years apart, and both came up with the same total program area, the WPLD Trustees should feel confident that this is the program size that should be targeted.

The Concept Design by Architecture Plus was revisited by the Facilities Task Force (FTF) in their Final Report to the WPLD Board of Trustees (January 2015). The FTF largely endorsed the Architecture Plus Concept Design, with the suggestion that the north addition be built as a structurally separate building, thus allowing for a phased project (i.e., building the north addition first while the existing library continues to operate, then renovating the existing buildings after moving into the new).

We believe the FTF’s suggestion is a good idea, and should be explored if the WPLD Trustees decide not to build all new. We would note, however, that the 2007 Concept Design called for a portion of the new 2nd floor to be built over the 1948 rear addition and part of the 1987 addition, negating the possibility of such a phased approach. A “free-standing” structure would require that a schematic design be developed with that goal in mind.

In comparing a \$5.8 million addition/renovation concept with a \$5.8 million all-new building, the WPLD Trustees need to investigate the requirements and restrictions of the New York Local Finance Law. Depending on the classification of the existing buildings, the WPLD may be limited to a 10 to 15-year bond for the addition/renovation concept, vs. a 30-year bond for an all-new building.

CASE FOR A NEW BUILDING

ADG/Cohn's Concept #4 provides a new 15,000 GSF, 2-story library for Woodstock. While our study was necessarily limited to showing a block massing study, we envision a new building that incorporates all the advantages of 21st century technology with a design that fits in with the Town of Woodstock and meets the guidelines of the Commission for Civic Design.

Space Benefits

- The primary advantage of an all-new building is that it could provide the maximum amount of flexible, open space. The building structure would be designed with open spans and services in ways that provide for future adaptability. This provides for efficient and multiple-use spaces in the short-term, along with the ability to easily make changes for future needs.
- This flexibility is not possible within the existing buildings. Due to their age and the process by which the existing buildings were built (additions to the original 19th century structure dating from 1948 to 1987), the floorplan is complicated and the spans are small. The structural walls limit the ability to open the space.
- A well-designed new building would provide for more efficient use of library staff. In addition to the flexibility described above, more open space would provide better line-of-site for library staff tasked with monitoring the library users. Staff support areas could be designed for greater efficiency.

Indoor Environmental Quality:

- Currently the existing buildings do not provide for fresh air, except during the few months when windows can be opened. Providing fresh air mechanically requires ductwork, which takes up space both in plan (vertical shafts) and in section (above the ceiling). In the existing buildings, there is both limited floor area and limited ceiling height.
- While lighting can be improved in the existing buildings, the opportunity for natural light is restricted by the current window configuration. A new building can provide more windows and skylights that would minimize the need for artificial light during the daylight hours.
- A new building could provide superior acoustics as compared to the existing buildings.
- A new building would eliminate any below-grade space and raise the ground floor level to mitigate water issues (and potential mold problems).

Cost Considerations

- Currently, the WPLD spends \$4,325 per year for oil heat and almost \$5,000 per year for electricity. A new building (even with a larger square footage) could be expected to virtually eliminate the cost for oil heat and greatly reduce the cost for electricity. These cost savings should be included in a calculation of Return on Investment.
- A new building that is designed to minimize maintenance would provide additional cost-savings relative to on-going repairs required for older buildings.
- Finally, it should be noted that a new building would be categorized as Class "A" construction, meaning that the WPLD could obtain the preferred financing of a 30-year bond.

Equally important would be to create a building that incorporates the latest sustainable (green) design strategies. A new building could easily be carbon-neutral in terms of its on-going operations.

Dollar-for-dollar, all-new construction compares favorably with a renovation-plus-addition project. Based upon our very general, estimated budgets (useful for comparison only at this early stage of planning), our findings are as follows:

\$5.8 Million Budget

All-new building of 15,000 SF (Concept #4): This provides 100% of the ideal program in 100% new space.

Renovation-plus-addition of 15,000 SF (Concept #2A): This Concept keeps about 2,770 SF of the existing building and adds 12,230 SF of new space, for a total of 15,000 SF. While this appears to provide 100% of the program in 82% new space, the following issues must be kept in mind:

- Architecturally, it would be difficult to achieve a coherent design. In order to provide for all this new space, the new construction would “engulf” the existing building (see our drawings for Concept #2A).
- The remaining floor area (2,770 SF) could not be as efficiently configured as all-new space, reducing the net area available for the ideal program. We would also expect some loss factor in the new space where it connects to the existing. In general, there is less “freedom” to design the best possible space.
- To the extent that the existing building remains, that area would continue to have higher maintenance costs and higher energy costs.
- The chances of construction cost overruns are more likely with renovation, as well as with new construction that is connected to an existing building.

\$4.1 Million Budget

All-new building of about 10,650 SF: This provides 71% of the ideal program in 100% new space. (This is based upon a cost per square foot comparable to Concept #4.)

Renovation-plus-addition of 12,460 SF (Concept #2): This Concept keeps about 6,110 SF existing while adding 6,350 SF of new. While it is more likely to be successful architecturally (compared to Concept #2A), there are other issues to keep in mind:

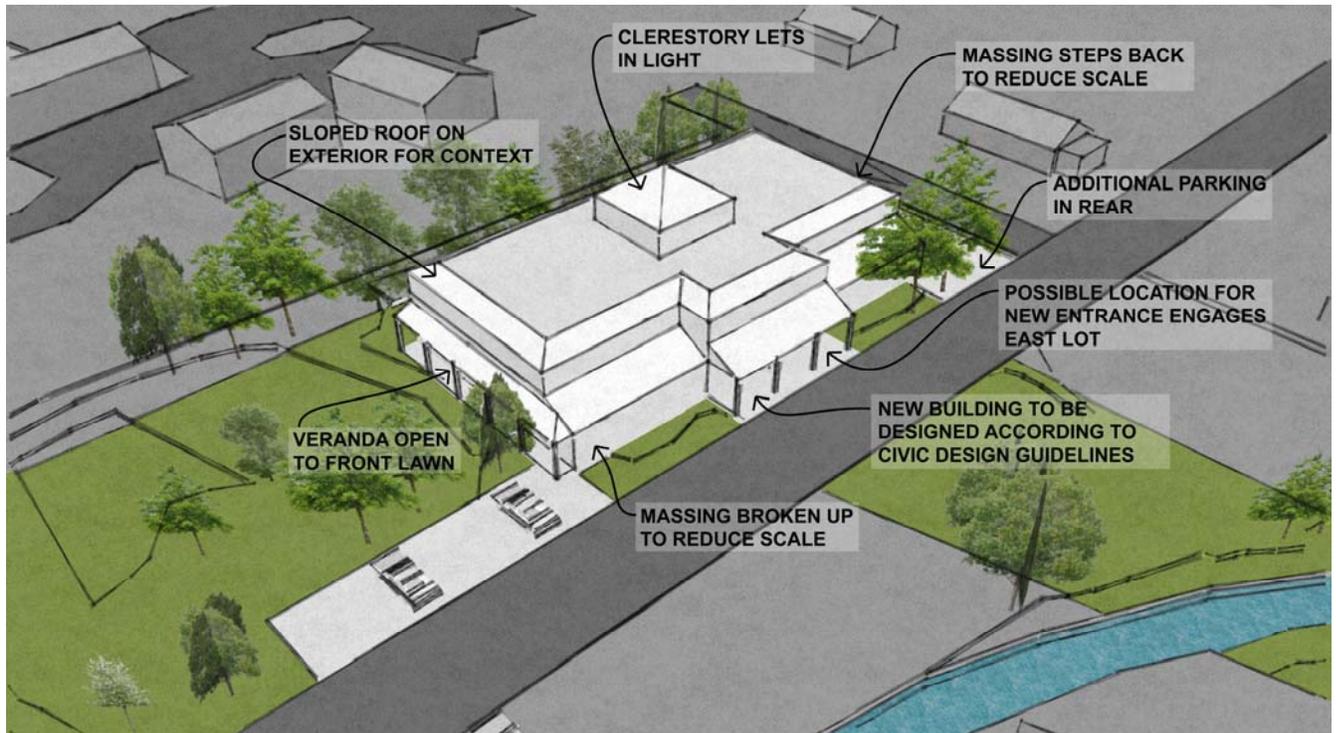
- Since about half of the floor area would be existing, we would expect the loss factor (see above) to make this less than comparable to an all-new building of the same price. While difficult to measure in exact numbers, 83% of the ideal program “on paper” could effectively be 60% or less.
- The chances of construction cost overruns are more likely (compared to new construction). It is instructive to compare this to the design offered by Architecture Plus in 2007, which envisioned a larger new addition (but less than our Concept #2A above) with less renovation. Adjusting their budget to 2017 dollars yields a budget of \$5.8 million! In part, this is an indication of how difficult it is to budget for renovations.
- To the extent that the existing building remains, that area would continue to have higher maintenance costs and higher energy costs.

Lower Budgets:

We have not analyzed lower budgets for an all-new vs. renovation-plus-addition comparison, but we would generally expect similar results. That is, larger overall square footage for renovation-plus-addition with lower space efficiencies, yielding a similar effective program area compared to all-new of the same budget.

Design Considerations

While it is too early in the process to provide specifics regarding the design of a new building, it should be noted that any new structure would need to be designed in accordance with Town of Woodstock Commission for Civic Design Guidelines. The following diagram indicates some of the architectural strategies that could be utilized to make a new building that would fit into the context of Woodstock:



(Note that “veranda” could include portions of the original building, possibly the “original ell” of the 19th century doctor’s office, as a way to preserve some of the library’s history.)

Additional contextual design considerations include the following:

- While typical wood “balloon” framing would not be advisable for a building of this size, we would recommend consideration of heavy timber framing for some or all of the building. If budgeting during schematic design indicates this to be cost prohibitive, a masonry or steel-framed structure could still be clad in “traditional” exterior siding.
- Truly sloped roofs might prove to be difficult for the functional spans we anticipate. However, gabled or hipped mansard-type roofs at the upper floor would help to maintain context.
- Entry doors should be articulated to match the local style.
- Windows can be sub-divided by muntins to create a multi-pane appearance, rather than utilizing large expanses of glass.
- We anticipate that most, if not all, of the mature trees (primarily on Library Lawn to the south) would be preserved. Landscaping and site amenities would be designed to maintain the current “feel” of the site.
- Lighting should be focused downward (shielded) to minimize impact on the nighttime sky.

ALTERNATIVE BUILDING OPTIONS

At this stage, it is difficult to determine how the WPLD can most cost-effectively achieve its ultimate goal without knowing whether that goal is a new building or an addition / renovation project. We list several alternatives that should be explored below, but we do not believe there is a significant enough cost savings to affect the Trustee's decision at this early stage. All of the options below would require preliminary drawings in order to quantify savings, and all should be considered as part of the schematic design phase.

Phasing: One approach is to phase the project into two or more separate projects:

- With careful planning, part of a new building could be built behind the existing library with the intent of eventually demolishing the existing building and completing the new building in the second phase.
- Another possibility might be to build a 15,000 square foot "shell" within which the interior could be finished as additional funds become available. What would be included in the "shell" would need to be very carefully defined during schematic design.
- In the addition / renovation scheme, the addition could be built first and the existing building that remains could be renovated in a second phase. To the extent that the "addition" is a free-standing structure, this approach becomes more feasible. The end result, however, would be a less-integrated structure (old and new).

Alternative Building Systems: The actual construction system (structural, materials and methods) is best considered as part of schematic design. This would include a decision about whether to use heavy timber framing, masonry, or steel construction (as briefly discussed above).

- Pre-engineered / pre-fabricated building systems (low-end): This category would include such systems as steel "Butler buildings", pole barns, and other modular systems. We do not believe the quality or style (appearance) of these systems is appropriate for a community institution (such as a library) that is meant to last for several generations.
- Pre-engineered building systems (high-end): This would include some timber-framed buildings (such as Bensonwood of Vermont), as well as some other systems that are available on the market. The cost would run about \$100 to \$150 per square foot for the basic shell, with no demolition, site work, mechanical systems, interior finishes, furnishings, etc. By the time these "extras" are added, we believe the cost would approach the \$350 to \$400 per square foot that our budgets indicate. These suppliers typically will not quote a price until they see schematic design drawings. While the cost-savings of these systems should be explored in the next phase, we would not expect these to be significant enough to affect the Trustee's decision at this stage.

Pre-fabricated systems are generally considered most appropriate for buildings such as hotels or hospitals that have many repetitive units.

Passivhaus Construction: Our budgets (for new construction) include building to LEED-standard energy-conserving design (but not LEED certification). The Phoenicia Library has recently rebuilt their library to Passivhaus standards, which works towards a net-zero energy design. They report that construction costs ran about 10% more than standard construction, but resulted in an 85% reduction in per square foot energy costs. While it is difficult at this stage to make a direct comparison, we believe that a truly net zero building is achievable with the addition of on-site power generation (solar panels) – assuming all-new construction.

PROPOSED IMPLEMENTATION TIMELINE

June – Sept. 2017	Secure funding for Schematic Design Conduct survey of Woodstock residents to determine priorities for program and physical design
Sept. 2017 – Feb. 2018	Capital Campaign
Oct. – Dec. 2017	Schematic Design: basic design and renderings Determine project budget (based upon Schematic Design)
Jan. 2018	Schedule Bond Vote
March 2018	Hold Bond Vote
May 2018	Initial Application for NYS Library Construction Funds
May –Aug. 2018	Prepare Construction Documents
Aug 2018	Final Application for NYS Library Construction Funds
Sept. 2018	Bid Construction Work Relocate library services
Oct./Nov. 2018	Break ground for library improvements
June 2019	Notification of Award (NYS Library Construction Funds)
Oct./Nov. 2019	Ribbon Cutting Ceremony & Opening of the Improved Woodstock Library
2020 and beyond	Woodstock Library remains relevant to the community Flexible infrastructure allows for modifications into the future

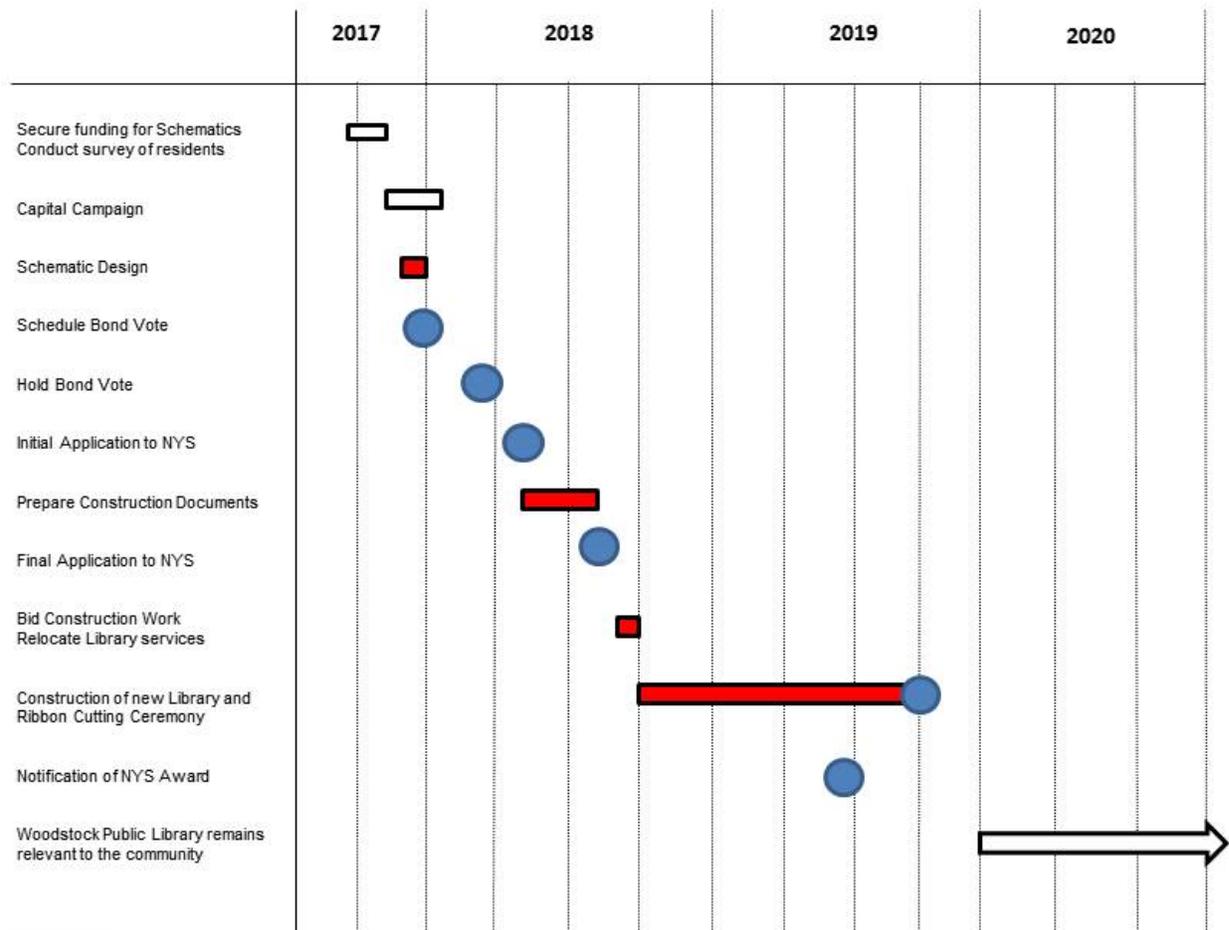
Note that this is a single-phase schedule. If it is determined that the project will proceed in multiple phases, the timeline will need to be modified.

20-YEAR MASTER PLAN SCHEDULE

Although the WPLD needs to develop a new building concept in the short term (0-18 months), we recommend an overall plan for the next 20 years. Every five years the WPLD Trustees should create strategic plan and adjust the 20 year plan.

Below is a long-term schedule for building improvements.

WOODSTOCK PUBLIC LIBRARY: MASTER PLAN LIBRARY SCHEDULE



APPENDICES

Appendix I – Visual Scan© Documentation

Appendix II – Dotmocracy© Results / presentation

Appendix III – Existing Building Conditions Survey

Appendix IV – NYSERDA Energy Efficiency Report

Appendix V – Presentation of 12/10/2016

Appendix VI – Complete Record of Public Feedback through May 31, 2017

Appendix VII – Bonding Costs and Analysis for Library Improvements

Appendix VIII – Comparison of Book Storage Systems

Appendix IX – List of links to reports on WPLD website