

PCL Five-Year Capital Improvement Plan

When PCL assumed operation of the branches in 2009, the new organization inherited a set of aging structures, with several in dire need of repair. PCL has begun to address the most serious of the problems facing these buildings and much more needs to be done. Appendix A of the Facilities Plan contains a brief history of the all the library buildings as well as a current assessment of each building. During the next five years, PCL plans to undertake the following major construction projects:

2014 – Smith Hill Library: Phase I - roof, windows, handicap accessibility and elevator

2015-2016 – Wanskuck Library, Full Renovation; Smith Hill Library: Phase II – air conditioning, interior

2017–2018 - Knight Memorial Library – Phase I – all exterior “envelope” repairs

In addition, options for relocation should be consistently explored and evaluated for both Olneyville and Fox Point Libraries; improving the accommodations for Administrative Offices, Tech Services and Maintenance should be considered in the context of every capital project (Appendix F); and, any code violations that are identified must be addressed.

General Goals and Recommendations

1. Strive to attain the goals and objectives set forth by the 2013 Strategic Plan, Facilities section
2. Considering the PCL’s current financial situation that includes no budget for capital improvements and no “reserves” for major repairs, the pursuit of capital project funding must continue to be an organizational priority. PCL must adhere to processes and procedures that ensure the maximization of all available resources. We recommend the creation of a **Capital Projects Fund-Raising Plan** that identifies likely sources for the projects outlined above and in Appendix B, and that also incorporates a research element designed to identify other potential funding sources.
3. **Smaller Capital Projects** must be pursued concurrently with the major projects outlined above. Appendix D contains a “Small Items” capital needs list of all libraries. The stairs and roof at Knight Memorial Library are a good example of Smaller Capital Projects recently completed that were funded through City of Providence CDBG grants and the KML Friends Group’s creative efforts.
4. **Long-term asset management planning** needs to be undertaken in order to secure the sustainability of each building in the system. This planning should include an *Operations and Maintenance Plan* for each building and all major mechanical systems and a *Lifecycle Review* of all significant systems in each building.
5. **Any Capital Improvement Work Should Include the Following Design Goals:**
 - a. **Innovative design and the creation of interesting spaces** as demonstrated in many examples drawn from the Site Research Reports in Appendix E should be considered in the scope of any major project.
 - b. **Preservation of the historical integrity of buildings**, where the history is inseparable from the identity of the library, is critical.
 - c. **Green and Sustainable operations and development** should be incorporated into capital projects. Though the initial cost is often higher than in traditional methods, the utility cost savings, improvement in overall quality and the environmental benefits can justify that cost.