

DESIGNING A FINE LIBRARY

**TOOLS FROM THE KLA STANDARDS
COMMITTEE, THE REGIONAL SYSTEMS
AND THE KANSAS STATE LIBRARY**

Table Of Contents

[Introduction](#)

[Needs Assessment: The Starting Point](#)

[Evaluating Alternative Building Plans](#)

[Selecting an Architect](#)

[Marketing the Building Project](#)

[Financing the Building Project](#)

[Site Selection](#)

[Developing the Plans](#)

[Construction](#)

[Moving](#)

[The Grand Opening](#)

[Evaluation](#)

[Appendix A...from the *Standards For Kansas Public Libraries - Physical Facilities*](#)

[Appendix B...Space Planning For Physical Facilities](#)

[Appendix C...Library Building Program Checklist](#)

[Appendix D...Bibliography](#)

INTRODUCTION

This publication is intended to help trustees and staff of smaller public libraries plan for building programs.

This document places a heavy emphasis on early planning for building projects, since many costly mistakes result from inadequate planning. It also contains an outline of planning, construction monitoring, moving and evaluation.

A building program is one of the most fascinating, yet stressful, projects that a library board and staff can undertake.

A beautiful, effective public library is a source of pride for the entire community. It enhances the quality of life for the community. It is a surprisingly important tool for economic development for the community.

Library trustees have every right to be very proud when they bring this gift to the community. It is worth doing but it is very important to do it right.

Many of the headaches and heartaches of implementing building projects and many of the errors in the completed buildings could have been avoided with effective communication and thoughtful planning.

A good building team can say:

- They have received effective input from the library director, the staff, the janitorial staff, the system consultants, the heavy library users and the community leaders.**
- They have considered the needs of the children, the elderly and those in fragile health in their building design.**
- They have taken the time to consider the effective design of EVERY area of the library.**
- They are aware of the legal steps that must be taken to plan and implement a building program.**
- They have excellent two-way communication with the architect.**
- They are keeping a copy of every document connected with the building project.**
- They know who will be most closely monitoring the actual construction.**
- They have carefully considered how they will meet any additional costs in operating the new facility.**

A building team must be able to work together. If the library board has had some communication problems or if some trustees do not have the building program as a major interest, then it is better to assign the director a building committee rather than have the board function as a committee of the whole.

Because a building program is a complex project with many details and legal requirements, it is very important that someone be assigned to keep a copy of every document connected with the building project, from early planning through completion and evaluation. These documents should be kept as part of the library's permanent records. The most legally critical documents, such as titles, deeds and contracts should be kept in a secure location such as a safe or safety deposit box.

A building team that doesn't keep a paper trail can find themselves in serious difficulty if legal, logistical

or financial controversies arise.

If you are in any doubt about the payoff for careful planning, please review the following list of errors that turn up over and over again. They have been collected for your use by Kansas consultants.

- incorrect cost projections that force the cutting of realistic space requirements
- inadequate parking
- improper drainage
- carpets or furnishings not durable enough to stand up to library use
- inflexible furnishings than can never be moved
- lack of proper signage
- problems with roof seams, flat roofs and skylights
- problems with heating and air conditioning units
- north facing or poorly protected entrances
- underestimation of the level of technology that will be needed by the library in the coming years
- inflexible and inadequate wiring
- an extremely inadequate number of outlets
- inadequate compliance with accessibility requirements
- poorly lighted restrooms
- inadequate storage
- inadequate work space for the staff, no private space for the director
- no staff room
- poor visual control of library by staff
- lack of security and unsupervised exits
- poor acoustics
- inadequate lighting
- meeting rooms without storage, kitchen facilities or a separate entrance
- inadequate arrangements for children's programs
- underestimation of the costs of operating the new and expanded facility
- no provision for future expansion

[Back to top](#)

NEEDS ASSESSMENT: THE STARTING POINT

Determining the Library's Current Service Needs

A library board should not implement a building program without a good understanding of the community they serve.

Sometimes the board and the director feel that they do know the community well and they neglect to do any systematic information gathering. It is true that they do know a great deal but they are usually working with limited information about certain parts of the community and outdated perceptions about others and this can result in a flawed building.

All planning, from the simplest to the most sophisticated, consists of four basic parts. Where are we now? Where do we want to go? How will we get there? How will we measure our success?

A public library's needs assessment should include:

- Current demographic information on the community, including a breakdown of the population by age, gender, ethnic groups, language and education
- Current economic information on the community, including employment, income, poverty, public assistance, industrial and commercial activities, electronic communication, health services and

educational facilities

- Current information on religious organizations, cultural organizations and activities and recreational facilities

- Information on special interest groups in the community such as hunters, sportsmen, boaters, gardeners, quilters, hot air balloonists, genealogists

- Circulation statistics and patterns of use

Check the number of times you would multiply the official service population to get the annual circulation. If it is less than three, the library's circulation is way too low. If it is more than twelve, there may be serious strain on the library's current resources.

- A review of the current strengths and weaknesses of the library

What assets does the library have that you can build on? Is there a friendly staff, a good reference librarian, a strong Friends group?

What weaknesses does the library need to correct? Is there a too-small video collection, inadequate space for children, poor signage, an invisible interlibrary loan program, poor public relations?

Assessing the Current Physical Facility

What is the condition of the exterior of the building? What work does it need?

What is the condition of the interior of the building? What work does it need?

What would it take to make the restrooms welcoming, well-lit and completely barrier free?

Is there elevator access to all floors?

What technology development does the library need and how much space will this technology take? How does the wiring infrastructure need to be improved to support it? Has the library conferred with the system automation consultant?

Is there enough stack space for the present collection? Is the collection properly weeded? What is the net growth of the collection - acquired items minus weeded items?

Is there adequate space for videos, audio tapes, periodicals, paperbacks and other collections? Which of these need major expansion to meet community needs?

Is there adequate study seating for library users?

Is there a pleasant area where library users can sit in comfortable chairs to read?

For information on projected space needs, please see Appendix B.

Planning for Barrier Free Access

It is not only illegal, but legally hazardous, to plan a building that is not completely barrier free. While small town residents may not see a lot of wheelchairs or guide dogs, small communities usually have many older residents with health conditions that are covered by the Americans with Disabilities Act.

These can include but are not limited to: heart conditions, diabetes, cancer, aids, bad backs, impaired eyesight, impaired hearing, impaired mobility, impaired dexterity. Any community resident can become temporarily disabled by injury or illness and they are also covered by the ADA. Information on ADA compliance may be requested from the Kansas State Library.

Every library building project must result in:

- barrier free access to all floors via elevator
- well lighted, completely barrier free restrooms
- adequate lighting
- large, clear signs for both stacks and departments
- stack aisles of at least 36 inches, stack perimeters of at least 42 inches
- periodical shelving that rises no more than 50 inches off the floor
- computer and terminal access that can be used in a seated position
- audible and visible smoke detectors and fire alarms

For assistance in planning barrier free access, please see Appendix C in the *Public Library Standards* at <http://skyways.lib.ks.us/kansas/KSL/development/standard2000.html#appendixA>

NOTES:

[Back to top](#)

EVALUATING ALTERNATIVE BUILDING PLANS

Remodeling the Present Structure

Remodeling the existing library facility is usually the first alternative to consider. It may be a viable alternative if:

- The use of space in the present facility is awkward and unworkable, yet the building has sufficient flexibility to allow the correction of these problems.
- There is a second level that could become public use space or another part of the building is becoming available to the library.
- The site is a good location for a public library and offers opportunities for future expansion.
- The basic fabric of the building is in reasonably good shape. Both the building and the building site should be carefully checked before this investment is made.

- The re-configured building will meet the needs of changing library technology.
- The completed building will offer complete barrier free access.
- There is adequate parking.

A remodeling project is not a cost effective option if it offers only a short term, band-aid approach to the library's space problems. Unless the advantages of remodeling are clear, it would be wiser to work for an expansion.

Expanding the Present Facility

Expansions are the most common kind of library building project and often the most feasible. But an expansion is also the type of project that demands the most rigorous and careful planning. The board and staff must plan to meet user needs as effectively as though they were starting from scratch and then integrate these needs into a building that is partly in existence and partly in the future. The configuration of the existing building should not be allowed to drive the project. Effective communication between the building team and the architect is critical.

An expansion may be appropriate if:

- The building expansion will allow for at least twenty years of growth.
- There is room for both the building expansion and adequate parking.
- The existing building is in reasonably good condition. Both the building and the site should be checked carefully for potentially expensive problems.
- The building is in a good location for a public library. A library in a poor location is not a good investment.
- The community feels a strong loyalty to the existing building. In this case, it will be easier to sell an expansion project than a new building.
- The project will result in a brand new library. A stranger should not be able to tell where the old facility ends and the new addition starts. Both the former facility and the addition should be beautiful, welcoming, up to date and effective.

Converting an Existing Building

Many attractive and effective libraries were once markets, stores, banks or post offices. Converting an existing building can be a good idea but this option must be approached with care.

The most common mistake that library boards have made is to underestimate the costs involved in turning a building into a modern, effective public library. The completed building will need to accommodate the heavy collections, extensive technology, flexible furnishings, excellent lighting and barrier free access demanded by modern public library needs.

Some buildings are so difficult to convert that they are actually MORE expensive than building a new library.

Converting an existing building can be a viable option if:

- The building is in an excellent location for a public library.

- The building is properly priced for the benefits it will offer the library.
- The building will allow for at least twenty years of growth for the library.
- The building supplies a satisfactory amount of open space. A load-bearing wall in the wrong place can result in an unsatisfactory layout for the finished library.
- The building is in reasonably good condition and the site poses no special problems. Both the building and the site should be checked carefully.
- The structure is strong enough to withstand the 150 pounds per square foot weight of loaded book shelving.
- The ceilings are high enough to accommodate full height shelving and still have 12 to 18 inches to the ceiling to allow for proper light in the stacks.
- The site of the building allows for both adequate parking and future expansion.
- The building is barrier free or can be made barrier free at a modest cost.
- The building offers enough flexibility to allow the comprehensive wiring needed for library technology and an effective system of heating and cooling.

Building a New Facility

Building a new facility is expensive but it should be seriously considered. If this option is eliminated it should be for explicitly stated reasons.

A new building offers maximum efficiency of space utilization. It can be designed with high energy efficiency, flexible wiring, flexible furnishings, adequate outlets, adequate storage and maximum visual control for a small staff. A new building can also be designed to anticipate future expansion, cutting the cost of later additions.

A new building allows the architect to offer the best assistance to the building team. If the new facility is well designed, it offers the best possible public library for a small community. But such designs are the result of careful planning and effective communication with the architect.

A new building may be the best option if:

- The fabric of the existing building is in bad shape.
- The existing building is shabby, outdated, inflexible, inefficient and badly overcrowded.
- The site of the existing building offers no space for adequate parking or expansion.
- The existing building is in a location that makes it difficult for the community to use.
- The chosen site is not only a good location for a public library but has space for adequate parking and future expansion.
- The preliminary site analysis indicates no potentially expensive problems.

Determining the Library's Current Service Needs

If you are not using a professional building consultant, and most Kansas projects don't, it is essential that the project team work with an architect for the preliminary planning. This is frequently the same architect who works with the building project but it does not have to be. The preliminary architect will:

- prepare preliminary designs
- prepare visual presentations to help market the project to the community
- do the site analysis, if a site has been selected

If the preliminary architect has a talent for public speaking, he or she may help the board market the project to the community.

When the project's funding is in place, it is necessary to hire a project architect. The selection of the architect is critically important to the success of the project. The project architect is responsible for:

- design development
- construction documents
- bid forms and the bidding process
- construction administration
- closing procedures

When a small library is selecting an architect, there are several considerations to keep in mind:

- A local or regional firm will usually be able to give more consistent communication with the project team and better monitoring to the project.
- An architect that has experience in building libraries is often easier to work with, although a responsive architect who listens well and incorporates the client's ideas can build a fine first library. If the architect does not have experience with libraries, the project team and the system consultants must be able to provide clear information on the library's needs, including preliminary space projections for collections, technology, staff and meeting rooms.
- The project team must be able to interview the architect that they will actually be working with during the project.
- The architect must be willing to provide references, especially if they have worked with library projects.
- During an interview, the architect is usually allowed to prepare a presentation of agreed-upon length. But the architect's response to questions is even more important. The architect should be willing to listen carefully and respond to the project team's concerns.
- The architect must provide clear information on the services that he or she will provide and the fees for these services.
- The architect must give clear evidence that he or she understands that a small library's needs include:
 - good visual control by the small staff
 - adequate storage
 - attractive, durable furnishings
 - ability to move furnishings in the coming years
 - complete compliance with the Americans With Disabilities Act
 - energy efficiency
 - adequate lighting
 - a welcoming atmosphere appropriate to the community
 - maximum flexibility in the wiring and outlets to meet the needs of changing library technology
 - a durable roof
 - a dependable heating and cooling system that can be maintained and repaired by businesses in the local area

- dependable assistance with all stages of the building project

[Back to top](#)

MARKETING THE BUILDING PROJECT

A small library is fortunate, in a way, if the present facility is so decrepit and overcrowded that the need for a new facility is very obvious. But in a library that has been loved and cared for and had its collection carefully weeded, the need for a new or expanded library is not always evident to a layman.

The need for a new building cannot be marketed to the community until the staff, the board and the local government officials can all speak with one voice on what is needed and why. The first marketing must be done by the director with the staff, by the staff with the trustees and by the director and board to community leadership. Winning the support of effective community leaders is often the turning point in a successful building program.

The following points can be used to market the need for a new library facility:

- An older building triggers ever-increasing maintenance costs as it ages and it is usually neither cost-effective nor energy-effective.
- A public library needs the space to house a collection that meets the needs of the community. The *Standards for Kansas Public Libraries* are often a good starting point for assessing the size of the library collections.

Technology can marvelously supplement print information and recreational materials. It cannot replace them. Videos, audiotapes and CD materials have been growing in popularity in small communities. They have to have space for effective display.

- A modern facility must support up-to-date library technology or it simply isn't a viable library. A small public library that doesn't have effective access to electronic information is cut off from the vast resources that would enable staff to offer excellent library service. Such a library is very likely to find itself increasingly irrelevant to community information needs.

The library must serve as an information utility that offers access to information in the community, the state, the nation and the world.

This presents requirements for adequate space for staff and public computer stations, telefax, public copiers, telephone connections, flexible wiring, adequate outlets.

- Yet a library in a small community cannot afford to be simply a gateway for technology and a circulation service for library materials. It must be a community center as well. This means that it needs study tables, warm, friendly reading areas and a meeting room for library and community events.
- A library in a small community cannot afford more than a few paid staff members. A small town needs a library that can be safe and useful when only a few staff members and volunteers are on duty. This means paying attention to good working conditions, storage, safety, visual control, excellent signage, reliable equipment and easy maintenance.
- A modern library must be completely barrier free to be in compliance with the Americans with Disabilities Act. This is not simply a matter of law. In a small town, it can be critical because of the large number of citizens who have health conditions covered by the law. Many small town libraries are difficult or impossible for those with impairments or fragile health.

- A public library in a small community must have an active, well-planned program for children of all ages.

This is not possible without adequate space for the children's department. Fortunately, it is true that many citizens will support services for children before many other library programs.

- A public library cannot expect to be heavily used unless it is in a good location, with good exterior signage and adequate parking. A good location can often be one reason to expand an existing facility. A bad one can be a good reason to build a new library.

- Laymen don't always realize how little an excellent public library actually costs the individual citizen. The board needs to find descriptive and creative ways to tell them what their contribution actually is. It may be no more than the cost of one paperback book.

Once the best arguments are mustered, they have to be presented. This can be done in a variety of ways. But the staff and board need to keep in mind that it is rarely possible to have a successful marketing campaign that doesn't have an adequate budget of its own. Ways to market the new project include:

- having good coverage of the library's needs in the local and regional media
- including good information on the library's needs on the library's website
- distributing a glossy, full color information brochure throughout the community
- leaving the information brochures with any persons or organizations who are considering a financial contribution
- inviting key leaders to tour the old facility and view its deficiencies
- having the most articulate members of the building team make presentations, including visuals or slides, to community groups, organizations and potential donors
- involving the Friends of the Library in such marketing efforts as public speaking and personalized direct mail campaigns

[Back to top](#)

FINANCING THE BUILDING PROJECT

All building, remodeling of or additions to public libraries must be approved by the governing body of the municipality. The library board can ask that this action be taken, but it is the responsibility of the governing board to initiate such action. The library board does not have the authority to create a special building fund on its own. However, the library can use the library's capital improvement fund for building purposes.

The Capital Improvement Fund

Beginning in 1986, K.S.A. 12-1258 gave city, county and township libraries the authority to create a capital improvement fund and place in this fund up to 10 percent of the library's certified operating tax budget. Prior to the passing of this statute, tax monies could not be used for capital improvements, nor could they be placed in accruing accounts. Now these funds may be accumulated and do not have to be expended by the end of the budget year. Other funds that are not tax funds may also be placed in the capital improvement fund. Money from this fund may be used for improving, furnishing, equipping, remodeling or making additions to the library. A capital improvement is a major, one-time expenditure, which is not a regular or common expenditure.

Municipal Options for Financing

Most Kansas libraries use a combination of several methods to finance a new or expanded library facility.

The governing body of any city has the authority to use several different methods to finance the construction of a new library building. The governing body may:

- receive and expend gifts
- receive and expend state and federal funds
- issue bonds
- levy an annual tax on all tangible property in the city of not more than one mill for any first class city and not more than two mills for any second or third class city, for a period, not to exceed 10 years
- issue no-fund warrants
- use monies from the general operating fund or other appropriate budgeted funds
- use money from the sale of public buildings or sites
- combine any two or more of these methods for financing construction

The local taxing authority (city, county or township) may choose to assign local funds to aid a library building program. This is why members of local government must have a clear understanding of the library's needs.

If an annual tax is to be levied under the authority of K.S.A. 12-1737, the governing body must adopt a resolution authorizing the making of such a levy. This resolution must state the exact purpose for the levy, the total amount proposed and the number of years for which the tax levy will be made. This resolution must be published once each week for two consecutive weeks in the official newspaper.

After proper publication, the levy can be made unless a petition requesting an election is signed by 10% of the voters who voted in the last city election and submitted to the city clerk within 60 days. If a valid petition is filed, the governing body will submit the question to the voters at the next regular city election.

The governing body also has the authority to submit the issue of a building levy to the voters in any general or special election. If the voters approve the issue, the governing body can levy the tax and create a special fund that will be used for the library building. After half the tax has been collected, the municipality can begin making expenditures from the special fund. If this money is not sufficient for the project, the governing body may also issue and sell bonds to supplement the special fund but these may not exceed 25% of the total amount authorized.

A bond issue is often needed to meet a substantial share of the costs. By passing a bond issue, the electorate agrees to pay for bonds which are sold to pay for capital improvements. The city and the library board will need professional advice to consider the length of the term of the bond issue in relation to the actual yearly cost of the bond.

In order to issue bonds, an election is required. A majority of the votes must be in favor of the bond issue. The notice of the election and the ballot must contain the entire cost of the project and the different sources of funding.

The Library's Board Authority

The library board has legal authority to build for the library if they have the approval of the governing body of the city. The governing body has the right to veto the decision to acquire property or erect a building but it does not have the right to take general supervision and administrative control of the building project.

The board may choose to implement a fund drive to obtain enough funds to begin a building project. This requires time and planning and genuine dedication on the part of the trustees, staff, Friends and community leaders but it can often raise enough money to help fund the project.

Fundraising often turns out to be the most effective form of marketing and raising support since the need for the new building must be made very clear to financial contributors.

Library consultants are often asked about grant monies for building programs. This option is not very promising, especially since federal library funds are no longer assigned to construction. But grants from local foundations or corporations are sometimes part of the fundraising for a library building program.

Financial planning for the new building must include:

- costs of marketing the project and achieving the financing
- site selection, acquisition and preparation
- design costs
- construction costs
- cost of furnishings and equipment
- moving costs
- cost of operating a larger facility
- cost of staffing a larger facility

More detailed information on the financing of public library building projects is available in *The Kansas Public Library Handbook*, published by the Kansas State Library, 1998.

NOTES:

[Back to top](#)

SITE SELECTION

Selecting a site for a new library involves many of the same considerations that would be involved in selecting a site for a business. It should be located where people go to conduct business, not where they live. It should be located on a major street with easy accessibility and high visibility.

Site selection criteria includes:

- area size
- configuration (square or rectangular parcels are most desirable)
- suitable soils and drainage
- location
- accessibility
- neighborhood compatibility
- visibility
- compliance with local regulations
- assessed value

A qualified land surveyor should prepare a survey that includes:

- property lines
- adjacent property owners
- zoning or land use classification
- topography
- infrastructure for utilities
- water service
- sewer service
- use restrictions
- existing landscape
- total space available

An analysis of the site, which is based on the survey, will include consideration of the following elements:

Access:

- Where will people come from?
- Will pedestrians be safe?
- How will people enter the site?
- Where will they park?
- How will service and delivery vehicles access the site?

Setbacks and Zoning Criteria:

Site features to be preserved might include:

- trees
- existing structures
- stone walls
- good views

Site features to be screened or de-emphasized might include:

- bad views
- noise

Orientation:

The best use of sunlight and prevailing winds will depend on latitude and climate.

Site limitations might include:

- Steep slopes are difficult to develop.
- Rock areas are expensive to excavate.
- Low areas can be subject to flooding.
- Limited space can prevent future expansion.

[The material in this section was prepared by Hans Fischer, architectural consultant for the Northeast Kansas Library System.]

[Back to top](#)

DEVELOPING THE PLANS

By the time the funding is arranged, the library should already have preliminary plans and visual presentations.

As the project progresses, the architect will share more detailed designs with the project team. The project team should work patiently with the architect until they understand the drawings and can be sure the building will meet their needs.

There are various types of drawings, including floor plans, elevations, sections and detail drawings.

The architect is the best person to design construction materials, use of space and operating systems. But the architect should be aware of the library's needs for every area of the library.

Exterior - The exterior of the building should be attractive and durable, appropriate to the climate and the community. There should be enough parking (There is information on parking in the *Standards for Kansas Public Libraries*). There should be large, clear exterior signs so that the library can be easily identified from the street.

Adult Services - Adult services should be large enough to house the collection without overcrowding and allow for years of growth. The physical relationship between the reference collection and access to electronic information should be carefully considered.

There should be space for the attractive display of new books, periodicals, newspapers, videotapes, audiotapes and music collections. Adult services should include study tables, a comfortable reading area and public access computer terminal[s]. All adult areas should have large signs with excellent contrast.

Children's Services - The children's department should be large enough to house the collection and attractively display storybooks, videos, magazines and toys. Children's public access to the Internet should be planned for in all but the smallest facilities. The children's department should be designed to offer good visual control by staff.

It is ideal to have some area with fun furnishings for the children to play and read in. Some provision should be made for children's story hour and other programs.

Lighting - Libraries should be well lighted with both natural light and well designed lighting. Restrooms must have strong light to be considered barrier free.

There are guidelines for lighting in the *Standards for Kansas Public Libraries*.

Furnishings - Library furnishings receive extremely heavy use and should be purchased from library supply vendors, not office supply houses.

Preparation of furniture and equipment specifications should take place concurrently with the design of the building. There should be good communication between the architect and the project team so the furnishings are not only comfortable and of good quality but beautifully coordinated with the rest of the building design.

The design development phase is the most critical phase of the design process because it is still possible to make changes without slowing down the process and adding cost.

BIDDING AND CONTRACT NEGOTIATIONS

For most public building projects there are some basic steps to the bidding process:

- assembling the bid documents
- making the invitation to bid
- opening the bids at a specified time and place
- assessing the bids and evaluating the bidders
- awarding the contract

The accuracy of previously completed cost estimates is finally determined during the bidding process. The architect should review the bids and make recommendations as to which contractor[s] should be awarded the construction.

The building project team has an obligation to understand the contract and be apprised of their obligations under the contract. Legal counsel should review the contract.

NOTES:

[Back to top](#)

CONSTRUCTION

Groundbreaking

The groundbreaking is probably the most symbolic event connected with the building program. It means "We're on our way, Hurray!" It can be simple or elaborate but it should be a genuinely joyous occasion and it should garner as much effective publicity as possible for the library.

If the groundbreaking takes place on a cold day (and it often seems to), it is a pleasant courtesy to invite the participants into the existing library for a small party. If it takes place on a pleasant day, a small lawn party might be appropriate.

Pre-construction

The project may have a pre-construction meeting where the building team meets with the contractor and subcontractor. The architect reviews any outstanding paperwork and makes sure that all contractors and subcontractors have copies of the blueprints and specifications.

The architect should give the building team a schedule of what will happen during the construction process but he or she should also emphasize that it is rarely possible for a building project to stay on a rigid timeline. The weather can be a major factor. A variety of circumstances may require modifications to the original plans. These change orders will be reviewed by the architect and approved by designated members of the building project team.

Construction Monitoring

It is part of the architect's responsibilities to monitor the progress of the construction and make sure that all is proceeding correctly. In a larger firm, this may be the responsibility of a project manager rather than the designer.

However, it is wise for at least one member of the project team to also visit the construction regularly. The member of the project team should respect all safety regulations and be unfailingly courteous to the workmen. But if the project team has any questions about the process of the construction, they should relay these to the architect or project manager.

Regular construction meetings between the building team and the architect or the project manager are essential. The architect may charge extra for this service but it is well worth the expense since it eliminates many misunderstandings and problems.

The building team should give regular updates on the progress of the building to local media. The public will be interested and concerned. Giving them accurate, up-to-date information will prevent damaging rumors and build affectionate support for the new library.

Closeout Procedures

When the building is sufficiently complete for the owner to take possession, the architect and at least one member of the building team, often the library director, do a walk-through and prepare what is called a punch-list of items that have not been completed or are deemed unacceptable.

Before this walk-through takes place, library staff members should review the building and turn their observations and suggestions over to the library director or the building team representative.

The items on the punch-list should not be major ones but a carefully prepared punch-list is important clarification for the contractor and important protection for the building project team.

When this review is complete, the architect will issue a certificate of substantial completion. This is when the clock starts running on guarantees and warranties and when the owner of the building assumes responsibility for it. The board may not take possession of the building until substantial completion is received.

Final completion will probably not be declared until the move is finished and the building is open to the public. But at some point, the architect will confirm that all the items on the punch-list have been completed and he or she will issue a certificate of final completion. Final payments will be made and the period of contract will end.

The building will probably need a certain amount of "debugging" during its first year. But good planning, meticulous monitoring and careful closing procedures can help keep this to a minimum.

NOTES:

[Back to top](#)

MOVING

Planning the Move

The process of moving into a new facility is an area where the building team can benefit greatly from advice from other library staff and trustees who have been through a move. Planning for the move takes time and the planning should be done concurrently with the design and construction of the building.

Some of the procedures for the move include:

- developing a complete list of items to be moved
- determining the disposal of items that will not be moved
- deciding whether the move should be done by library staff, volunteers, commercial movers or a combination of these options
- carefully orienting and training the volunteers
- making sure that all boxed materials are carefully labeled and organized for the move to the new facility
- scheduling the move
- deciding if the library should be closed, and if so, for how long
- developing a written set of instructions for staff and volunteers

Staff Orientation

Throughout the moving process, the library staff should meet briefly every day to iron out problems and plan the next day's work.

During the entire building program, the library director should have been careful to make sure that staff understood what was happening, was apprised of problems, shared in good news. All of this pays off, not only in staff goodwill, but in staff that can plan and implement the move effectively.

Once the building is substantially complete and the board or the city takes possession, the staff should be encouraged to explore the new facility very thoroughly, both alone and in partnership with the director. The director and staff should try to anticipate as many queries as possible from the public.

The director should also meet with the custodial staff to make sure they are familiar with the building and have everything they need to maintain it.

NOTES:

[Back to top](#)

THE GRAND OPENING

The Grand Opening should be a gala occasion, a genuinely happy and lighthearted celebration of a great accomplishment. For that reason, it is usually best if the dedication does not take place until the building is complete and the move is finished. It is perfectly acceptable for the building to be in use for some time before its completion is celebrated.

The committee working on the celebration need not necessarily be the same as the one working on the building project itself. Some quite different skills and interests are called for when planning a party. But it is essential that every member of the building project team be recognized during the opening ceremonies, as well as the architect and the contractor.

The following decisions need to be made for the Grand Opening:

- When will the ceremony be held?
- Where will the ceremony be held?
- Who will preside?
- Who will be introduced and how much time, if any, will be allotted for speeches?
- Should a local dignitary or someone from outside the community be invited to make a brief address?
- Will there be a formal ribbon cutting ceremony?
- How many can be expected to attend?
- How will the open house and library tour be handled?
- Who will arrange for refreshments and who will serve them?
- Who will handle publicity, including the design of the dedication program?
- Should the architect or someone else be asked to prepare a fact sheet covering the building's most notable features?
- How will invitations be handled and by whom?

Wisconsin Library Building Project Handbook, 1990, Raymond Holt and Anders C. Dahlgren, pp. 173-174.

[Back to top](#)

EVALUATION

After a building program is completed, the building project team usually wants to rest for awhile. It is hard to blame them, since the experience is usually intense and fairly lengthy.

But the staff and the board have an obligation to continuously assess the effectiveness of the new building. The director needs to incorporate into reports to the board:

- if the new library needs more effective marketing to the public
- how the circulation is changing
- how the use of library services is changing
- what the library users particularly like and what they don't like
- what the library staff particularly like and what they don't like
- how easily the staff is able to monitor the building and offer assistance to library users
- how effectively the library is able to use technology
- whether there are any special problems with the building's operating systems
- what minor changes are needed to make the building more effective
- what problems need to be solved

There are no libraries that are perfectly designed from everyone's point of view. The staff and the board have the right to say what they would do differently if they could do it over again. The library users have the right to comment on what they don't like. But everyone should keep in mind that even positive change can be hard for people to accept at first. An absence of total rave review does not mean that the building is a failure.

Working with a new library is usually a delightful experience for both staff and trustees. The library users may not see all the features that make it possible to offer more effective service. But they do appreciate beauty, comfort, space, peace, welcome, convenience and good service. And they will express their appreciation.

With good marketing and excellent service, the new library will become an information center, a recreation center, a community center and a source of civic pride.

NOTES:

[Back to top](#)

PART TWO

INTRODUCTION

The material in the second section of this publication is from the 2000 revision of the *Kansas Standards for Public Libraries*. The Kansas library standards are revised every few years by a KLA committee and by the consultants at the systems and the State Library. With each revision, the standards for physical facilities are reviewed and updated.

If there are questions about this material, it is wise to call the regional library system or the local library development staff at the State Library.

APPENDIX A...FROM THE STANDARDS FOR KANSAS PUBLIC LIBRARIES - PHYSICAL FACILITIES

VI. PHYSICAL FACILITIES

Introduction

6.1 The library building should be efficient in organization for use by users and library staff, flexible in design to allow for changing needs and expandable. The most important consideration in facility design would be to plan for the future, keeping in mind your specific community. A long-range plan with a clearly articulated mission statement, goals, objectives and an action plan provides a basis for evaluating whether a library has a facility that adequately meets community needs. No single, standard library building could be duplicated for every situation. Local service needs differ and the nature of the library service required in each community will determine the type of physical facility required. For this reason, an analysis of the library's functional needs is as important as the identification of quantitative standards. Building plans should begin with a careful evaluation of the particular community, its environment, its current and future needs and its current and future services.

6.2 An attractive facility is an important way to bring the benefits of library service to the community's attention. To provide modern, comprehensive library service there must be a welcoming atmosphere of freedom and openness that will encourage a wide segment of the population to use the library and regard it as an essential component of community life.

6.3 When it is determined that an existing facility restricts the delivery of needed services, improvement of the physical facility must be considered. The improvement and maintenance of the physical facilities should be planned as a part of a long-range library development program, anticipating needs for a twenty year period, with minimum five-year updates. A planning and needs evaluation process should be conducted for a totally new facility or for any significant renovation project.

6.4 Planning a new library building, renovating an existing structure, or expanding on to or considering the adaptation of a building in another location as a library facility all start with a methodology of informed and thoughtful programming which should result in a carefully written building program statement. This should be developed by the librarian, the library staff and the board of trustees, with the assistance of a qualified architect and/or building consultant. Further information about developing a building program statement is contained in Library Building Program Guide, an appendix outlining a step-by-step process for building construction or renovation.

6.5 The building program statement should state in detail the type and quality of library service desired and can serve as written instructions to the design architect. A major facility expansion will allow collection development and programming improvements that can significantly increase library use.

6.6 This potential increase in activity should be accommodated. Each of the considerations detailed in the physical facilities section should be included in the building program statement.

6.7 Regular maintenance, and prompt repair as needed, will extend the usable life of the library building and its components. Thus, the development and implementation of a building maintenance plan is recommended. A building maintenance plan will identify a schedule for maintenance of components of the structure, the exterior building envelope (roof, etc.), mechanical equipment, etc. The building maintenance plan will also serve as a budgetary planning tool so that major replacement expenses can be better predicted, and funding secured.

Space Analysis

6.8 The space analysis refers to the study of those things directly related to fulfilling the library's role in the community. The analysis is not limited to the interior of the facility, and includes consideration of site activities such as parking, service, and vehicular and pedestrian access.

The appendix, *Physical Facility Summary of Standards Assumptions*, defines library space types and describes a process for estimating space needs.

Library Type

Gateway

2,000 - 2,800 square feet

Linking

2,800 - 4,450 square feet

Service Center

4,450 - 6,600 square feet

Major Service Center Level I

6,600 - 12,600 square feet

Major Service Center Level II

12,600 - 21,200 square feet

Major Resource Center Level I

21,200 - 58,300 square feet

Major Resource Center Level II

58,300 or more

See the appendix, *Physical Facility Summary of Standards Assumptions*.

To analyze the space requirements for the library, the library building committee should employ the following three-step procedure:

6.8.1 Identify each activity function and list the occupant and/or fixture requirements. For example, if the activity is checking out books, the committee should determine the number of work spaces necessary to do the task, and also any special needs such as computer terminals or file drawers.

6.8.2 Identify the relative location of activity areas to each other so that different activities which can give mutual support are together and activities that are less compatible are separated. For example, should the young adult reading area be near the juvenile materials or the adult materials? How close should the workroom be to the circulation desk? Should staff parking be separated from public parking?

6.8.3 Identify any special requirements for each activity such as lighting, acoustics, security, supervision,

equipment, electrical circuits and outlets, etc. Special emphasis should be placed on including a generous number of data ports and electrical outlets.

6.9 At least the following should be considered when analyzing the activities of the library: collections and reading areas, staff areas, public service areas, special use areas, storage areas, non-assignable areas (see 6.22-6.24), interior environment, exterior environment, and general requirements.

Collections and Reading Areas

6.10 Materials and reading areas should be easily accessible to users upon entering the building. Shelves should be moveable, and low enough for an adult of average height to easily reach.

User Seating by Library Type

Gateway
10 - 15 chairs

Linking
15 - 18 chairs

Service Center
18 - 30 chairs

Major Service Center Level I
30 - 60 chairs

Major Service Center Level II
60 - 100 chairs

Major Resource Center Level I
100 - 200 chairs

Major Resource Center Level II
200 or more

Includes seats for both children and adults in reading areas, but does not include chairs necessary for group activities.

User Seating by Library Type Based on 30 Square Feet Per Seat

Gateway
300 - 450 square feet

Linking
450 - 550 square feet

Service Center
550 - 900 square feet

Major Service Center Level I
900 - 1,800 square feet

Major Service Center Level II
1,800 - 3,000 square feet

Major Resource Center Level I
3,000 - 6,000 square feet

Major Resource Center Level II
6,000 or more square feet

Collection Space by Library Type

Gateway
600 - 700 square feet

Linking
700 - 1,000 square feet

Service Center
1,000 - 2,000 square feet

Major Service Center Level I
2,000 - 6,000 square feet

Major Service Center Level II
6,000 - 10,000 square feet

Major Resource Center Level I
10,000 - 30,000 square feet

Major Resource Center Level II
30,000 or more

6.11 Adequate space should be allowed for the adult collection with areas for non-fiction, fiction, videos, periodicals, books on tape, reference and other collections. Future growth of these collections must be accommodated.

Expansion room should also be provided for future collections that may be developed.

6.12 Space should be allocated for materials and services to children. Shelving and furniture intended for use by children should be sized appropriately. Story hour space may be separate or may be merged with multi-purpose meeting rooms. These areas should be visible from adjacent public areas. Acoustical treatment of the children's area and/or a separate children's room is important.

6.13 Accommodations for a Kansas room and a local history area should be considered. The area should have adequate electrical and data outlets to support computer technology.

6.14 Accommodations for materials in non-book formats must be considered. Plans should be flexible to allow for changes as dictated by technology and changing community needs.

6.15 The catalog should be located in a central area easily accessible to the user, the staff, and to the materials.

6.16 Make sure that adequate storage for materials and supplies is included in the plans.

Public Service Areas

6.17 Circulation desk, entrance area, drinking fountain and public phone, room for patrons to greet each other without blocking service areas are considerations when designing these areas. Room for public access catalogs, public use typewriters and computer areas are based on the assessed community needs and the library's roles and function.

Staff Areas

6.18 Circulation, reference and technical service areas should be designed to accommodate supporting technologies.

6.19 The building committee must plan for the needs of the staff to ensure that staff members can perform their daily tasks effectively. This includes decisions about separate or shared work areas, equipment needs, number of stations in each work area, immediate access to sinks, etc. Make sure that adequate storage is included in the plans.

Staff Work Space in Square Feet Based on 150 Square Feet Per Work Space

Gateway
300 - 450 square feet

Linking
450 - 600 square feet

Service Center
600 - 900 square feet

Major Service Center Level I
900 - 1,200 square feet

Major Service Center Level II
1,200 - 1,500 square feet

Major Resource Center Level I
1,500 - 3,000 square feet

Major Resource Center Level II
3,000 or more

6.20 Facilities should be provided for the personal needs of the library staff, such as a lounge, kitchen, lockers, and restrooms.

Special Use Areas

6.21 Space designed for group activities is an asset to the library, especially if the space can accommodate children's or adult programming. A multi-purpose room can be an even greater asset to the library. If a multi-purpose room is included, a separate entrance to the room should be included so that it may be used after library hours while ensuring the security of the rest of the library. Auxiliary space for chairs, folding tables, coats, audio and exhibit equipment, restrooms and a kitchenette should also be provided. Exhibit space and a bulletin board should be provided for use by the library and the public.

Meeting Room Space by Library Type

Gateway

200 - 300 square feet

Linking

300 - 500 square feet

Service Center

500 - 700 square feet

Major Service Center Level I

700 - 900 square feet

Major Service Center Level II

900 - 1,500 square feet

Major Resource Center Level I

1,500 - 3,000 square feet

Major Resource Center Level II

2,400 or more

Special Use Space by Library Type

Gateway

200-300 square feet (10% of Total Space)

Linking

300-500 square feet (10% of Total Space)

Service Center

500-700 square feet (10% of Total Space)

Major Service Center Level I

700-900 square feet (10% of Total Space)

Major Service Center Level II

900-1,200 square feet (7% of Total Space)

Major Resource Center Level I

1,200-2,400 square feet (6% of Total Space)

Major Resource Center Level II

2,400 or more (5% of Total Space)

Non-assignable Areas

6.22 Restrooms for staff and the public should be provided. They should be located to permit adequate supervision. Restrooms must meet the specifications required by the Americans With Disabilities Act.

6.23 Stairways, corridors, restrooms, elevators, book lifts, and spaces for mechanical, electrical and communications equipment should be located so as not to interfere with flexibility in arrangement of

future alterations or additions. If the building occupies more than one level, an elevator or ramp must be included.

6.24 Space should be provided to permit adequate storage of maintenance and cleaning supplies, decorations and craft materials, and building and lawn maintenance equipment. Include adequate, conveniently located janitor closets.

Non-assignable Space by Library Type

Gateway

400-600 square feet (20% of Total Space)

Linking

600-1,000 square feet (20% of Total Space)

Service Center

1,000-1,400 square feet (20% of Total Space)

Major Service Center Level I

1,400-1,800 square feet (20% of Total Space)

Major Service Center Level II

1,800-4,300 square feet (20% of Total Space)

Major Resource Center Level I

4,300-14,500 square feet (25% of Total Space)

Major Resource Center Level II

14,500 plus square feet (25% of Total Space)

Interior Environment

6.25 Building layout should be designed to maintain ease of traffic flow. Future growth, flexibility, and the need for adequate visual supervision must be considered when placing interior walls. The needs of the disabled and people of all ages must be considered when planning aisles, shelving, stairs, elevators, restrooms, telephones, cabinets, furniture, computers, etc.

6.26 Proper climate control must be provided for the comfort of the public and the staff, as well as the preservation of library materials.

6.27 Special attention must be paid to the energy efficiency of the entire facility. Adequate building insulation and insulated window glazing should be included in all new or renovated buildings.

6.28 Lighting should be maintained at adequate levels to achieve visual comfort and effectiveness, in accordance with current Illuminating Engineering Society (IES) standards.

Lighting should be glare-free and uniform. Special care should be taken to position lighting and book stacks relative to each other so that all shelving is evenly illuminated. Accommodation for future book stack arrangements should be made.

6.29 Construction materials, equipment and furnishings should be selected considering aesthetics, commercial-grade durability, comfort, ease of maintenance, and applicable local and state building and fire codes.

6.30 Acoustical treatment should be used to control sound as needed in each of the spaces in the building. Also consider noise from external sources.

Signage

6.31 Adequate and appropriate signs should identify the library's service areas as well as the library collection; i.e., Adult Service, Reference, Children's Room, as well as computer workstations, elevators, exits, and restrooms.

6.32 Stack, department, and public area signs should comply with the legal requirements for libraries under the Americans With Disabilities Act.

Exterior Environment

6.33 The exterior of the library should be aesthetically pleasing and functional. The architecture should meet the requirements of the library's program needs. Landscaping should be planned to enhance the architectural design of the building and building security, to require minimal maintenance and to allow for possible exterior uses.

User Parking Spaces by Library Type Based on 300 Square Feet Per Space

**Gateway
7 - 9**

**Linking
9 - 15**

**Service Center
15 - 22**

**Major Service Center Level I
22 - 42**

**Major Service Center Level II
42 - 71**

**Major Resource Center Level I
72 - 190**

**Major Resource Center Level II
190 or more**

Staff Parking by Library Type

**Gateway
1 - 2**

**Linking
2**

**Service Center
2**

**Major Service Center Level I
2 - 5**

**Major Service Center Level II
5 - 12**

Major Resource Center Level I
12 - 45

Major Resource Center Level II
45 or more

6.34 A conveniently located exterior book return should provide for after-hour access. The book return should be designed for ease of maintenance by the library staff and should be vandal and fireproof.

6.35 Lighting should be sufficient to provide ease of access, security, and personal safety to and from parking areas and along all walkways around the exterior of the building. Sufficient exterior lighting provides an additional measure of security for the building. A flagpole with lighting should be considered.

6.36 A highly visible exterior sign placed at eye level should identify the library from adjacent public roadways. The municipality should provide directional signs to the library from major thoroughfares.

General Requirements

6.37 The library must ensure accessibility for all persons according to requirements of the Americans With Disabilities Act.

6.38 All public libraries should comply with safety, fire, sanitary, and other local building codes. Libraries in cities without local building code jurisdiction should request that the architect employ a national building code such as the Uniform Building Code (UBC) or the Building Officials and Code Administrators, International (BOCA) code.

6.39 New buildings should provide a storm shelter.

6.40 Avoid north entrances. Roofs should be designed to drain properly. Access should be provided to the roof for maintenance and service of rooftop equipment.

[Back to top](#)

APPENDIX B

SPACE PLANNING FOR PHYSICAL FACILITIES FROM STANDARDS FOR KANSAS PUBLIC LIBRARIES

Physical facility standards for the various library service levels were largely developed by applying the principles contained in *Public Library Space Needs: A Planning Outline*, by Anders C. Dahlgren, Bulletin No. 8210, Wisconsin Department of Public Instruction, 1988.

This document defines six broad types of library space: collection space, user seating space, staff work space, meeting space, special-use space, and non-assignable (including mechanical) space. It describes the process for estimating space needs as involving the following steps:

1. Identify the library's projected service population, known as the design population. Determine projected population figures using a 20-year planning time frame.
2. Estimate the number of items the library will need in its collection to meet future service requirements and identify how much floor space is needed to house that projected collection.

3. Estimate the number of seats the library will need to accommodate in-house use of the collection and how much floor space these seats will require.
4. Estimate the number of staff work stations that will be necessary to support the staff's projected routines and how much floor space they will require.
5. Estimate the type and capacity of meeting rooms that the library will need and how much floor space these will require.
6. Calculate an allocation for miscellaneous public- and staff-use space.
7. Calculate an allocation for vestibules, furnace rooms, restrooms, and other types of non-assignable space.
8. Assemble the estimates for the six types of space into an overall estimate of space needs.

Dahlgren notes that projected space needs design and allocation is important in physical facilities planning, but is by no means the only consideration. One should also look at energy efficiency and the condition of heating, ventilating and air conditioning systems, accessibility for those with disabilities, adaptability to meet the electrical and telecommunications needs for emerging technologies, and the general effectiveness of work flow.

Below are reproduced the user seating schedule and space needs worksheet from Anders Dahlgren's *Public Library Space Needs: A Planning Outline*. These tools will help with the calculation of a library's projected overall space needs.

USER SEATING SCHEDULE

Population Seats per 1,000 population

2,000	-12.5
4,000	-10.0
8,000	-7.0
15,000	-5.0
25,000	-4.0
50,000	-3.0
100,000	-2.0
500,000	-1.0

<

SPACE NEEDS WORKSHEET

(adapted from Dahlgren, Anders C., *Public Library Space Needs: A Planning Outline*, Wisconsin Department of Public Instruction, 1998)

Step 1. Design Population

- a. Current local population (for comparison only) _____
- b. Projected local population _____
- c. Projected nonresident population _____
- d. Design population (b+c) _____

Step 2. Collection Space - Sq. ft.

- a. Books _____ volumes divided by 10 _____
- b. Periodical display _____ titles divided by 1 _____
- c. Periodical storage _____ titles X 0.5 X _____ years retained _____
- d. Audiotapes _____ tapes divided by 30 _____

- e. Videocassettes _____ tapes divided by 20
- f. Compact discs _____ discs divided by 30
- g. Total (a+b+c+d+e+f) _____

Step 3. User Seating Space

- a. Seats X 30 _____

[Consult the User Seating Schedule (above) to identify the appropriate number of user seats.]

Step 4. Staff Work Space

- a. stations X 150 _____

[To determine the appropriate number of work spaces and appropriate staffing levels at each space, examine present staff assignments and workloads. A work space frequently is shared by more than one staff member. On occasion, a staff member may have more than one work space.]

Step 5. Meeting Room Space

- a. General meeting space _____ seats X 15 _____
- b. Conference room space _____ seats X 25 _____
- c. Children's programming space _____ seats X 12 _____
- d. Total (a+b+c) _____

[The number and size of meeting rooms should be determined by the library's anticipated programming activities and by the availability of similar rooms elsewhere in the community for use by local groups.]

Step 6. Special Use Space

- a. Collection space (from 2.3) _____
- User seating space (from 3.1) _____
- Staff work space (from 4.a) _____
- Meeting room space (from 5.d) _____
- b. Subtotal 1 _____
- c. Multiply subtotal 1 by 0.1 _____

[Include in this area the public card catalog or group of terminals to access an automated catalog, index tables, newspaper racks, AV shelving, photocopiers, etc. Special use space typically constitutes approximately 10 percent of the overall total area in the building. This percentage declines in larger buildings.]

Step 7. Non-assignable Space

- a. Subtotal 1 (from 6.b) _____
- b. Special use space (from 6.c) _____
- c. Subtotal 2 (a+b) _____
- d. Multiply subtotal 2 by 0.25 _____

[Some representative types of non-assignable space are furnace rooms, janitor's closets, storage rooms, vestibules, corridors, stairwells, elevator shafts, and restrooms. Such space is necessary to support the operation of the building, but cannot be used directly for library service. non-assignable space typically constitutes approximately 20-30 percent of the overall total area in the building.]

Step 8. Putting It All Together

- a. Collection space (from 2.e) _____
- b. User seating space (from 3.a) _____
- c. Staff work space (from 4.a) _____
- d. Meeting room space (from 5.d) _____
- e. Special use space (from 6.c) _____
- f. non-assignable space (from 7.d) _____
- g. GROSS AREA NEEDED (a+b+c+d+e+f) _____ square feet.

When reviewing the physical facilities space, shelving, seating and parking recommendations by library service levels, it is important to note that these are only guidelines of the most general nature. The careful calculation of space needs guidelines using Dahlgren's worksheet above must take into account the local library's design population figures. The population breakdown and services provided by the library may be unique to the community.

NOTES:

[Back to top](#)

APPENDIX C

LIBRARY BUILDING PROGRAM CHECKLIST

This sample checklist is designed to outline the basic steps to be followed.

I. Preliminary steps

- _____ Recognition of the need
- _____ Alternatives considered
- _____ Enlarging
- _____ Renting additional space
- _____ Renovating
- _____ Building new structure
- _____ Appointment of building committee
- _____ Outline of proposed program
- _____ Investigation of financial status

Before a library board employs an architect, it must determine if there are sufficient funds to complete the program and maintain the new facility. This includes an accurate accounting of cash on hand, requirements for federal assistance and the availability of local funding.

- _____ Investigation of possible sites

The site of the public library should be chosen to provide maximum convenience for library users. It should be located on or close to a major thoroughfare, convenient to any local transportation and in an area that attracts a large number of people in the course of their daily activities. The determination of the location should be based on authoritative predictions of community growth and expansion. Space for adequate parking should be available.

The building committee must have a definite plan for obtaining the site: by purchase, lease, donation, etc. There should be clear and specific identification of title and ownership to the site and the library facility.

- _____ Visit other libraries

II. Decision to build

- _____ Retain legal counsel

The library board should have contractual agreements reviewed by an attorney to ensure that the interests of the board are adequately represented.

- _____ Hire library consultant
- _____ Undertake survey of community

- _____ Delegate specific responsibilities to individuals or groups
- _____ Work out time schedule for building program. The time frame should be reviewed monthly and revised as necessary.

III. Survey of community needs

- _____ General characteristics
- _____ Projected population growth
- _____ Relationship to educational community
- _____ Relationship to cultural community
- _____ Relationship to region
- _____ Relationship to recreational community
- _____ Future needs and general trends
- _____ Special community needs

IV. Written building program

- _____ Statement of the library's history
- _____ General library philosophy
- _____ Future needs. Growth for at least 20 years should be planned for.
- _____ Specifications for complying with the Americans With Disabilities Act. All libraries must plan for full compliance if a new library, expansion or major renovation is planned.
- _____ Specifications for future automation. All building designs should include maximum flexibility for future automation needs. There should be a generous allotment of electrical outlets, phone jacks and data outlets; some of these should be floor outlets. It should be assumed that extensive future automation will occur.
- _____ Library functions to be included and a description of each
- _____ Square footage necessary for each function
- _____ List of special features and built-in equipment
- _____ Relationship of departments

V. Hiring of the architect

- _____ Interview architects
- _____ Become familiar with architect's work
- _____ Check on references by contacting recent clients, with an emphasis on libraries

Among the criteria to evaluate an architect are:

- * Experience with library building design
- * Willingness to listen to library staff and to respond to the unique needs of the building program
- * Willingness to specify how they will handle potential trouble spots such as roofs, heating and air conditioning, windows, carpets, storage and acoustics
- * Willingness to specify how they will administer and oversee the construction
- * Review of the credentials of the firm and their willingness to specify the exact personnel that will be working with the project
- * Design approach of the project personnel and the firm
- * Compatibility of the project personnel and the building committee

It is strongly suggested that the building consultant be present when architects are interviewed. One member of the library staff, usually the library director, should be assigned by the Library Board of Trustees to serve as the major liaison with the architect during the entire design and construction period. Available trustee experience should be utilized.

VI. Development of plan for financing

_____ Estimate of project costs
 _____ Site purchase (see Section VII)
 _____ Site boundary and topographic survey
 _____ Test borings
 _____ Bonds sale and related fees
 _____ Architect's fees
 _____ Library consultant fees
 _____ Other special consultant fees (when applicable)
 _____ Administrative costs
 _____ Legal fees
 _____ Construction testing
 _____ Reproduction of bidding documents
 _____ Construction costs
 _____ Site improvements
 _____ Building construction, including mechanical and electrical system costs
 _____ Demolition (when applicable)
 _____ Furniture, fixtures, and equipment (less usable existing equipment)
 _____ Landscaping
 _____ Owner's on-site representative
 _____ Construction manager (when applicable)
 _____ Contingency (recommend 5-10 percent of total project cost)
 _____ Probable income sources
 _____ Operating budget
 _____ Bonds
 _____ Mortgage
 _____ Gifts
 _____ Grants

VII. Acquisition of site

_____ Check for accessibility
 _____ Relationship to existing city plan
 _____ Visual prominence
 _____ Traffic patterns
 _____ Subsurface conditions
 _____ Zoning
 _____ Parking space
 _____ Centralized location
 _____ Clear title
 _____ Cost of appraisals
 _____ Fair price
 _____ Site survey (information should include legal description of the site, and review of easements, setbacks, topography and soil testing)

VIII. Schematic design

_____ Proposed floor plan
 _____ Probable construction costs

- _____ Probable total project costs (see Section VI)
- _____ Project schedule
- _____ Proposed elevations
- _____ Compare with written program
- _____ Approval by board

IX. Preliminary drawings

- _____ Advanced drawings, elevation, etc.
- _____ Outline specifications for materials
- _____ Compare with program
- _____ Consult staff for suggestions
- _____ Cost estimates
- _____ Approval by board

X. Construction documents (drawings and specifications)

- _____ Preparation of construction documents
- _____ Revised cost estimates

XI. Equipment program

- _____ Equipment list
- _____ Specifications
- _____ Budget/estimate

XII. Bidding documents

- _____ Preparation of documents
- _____ Determine schedule
- _____ Advertising

XIII. Bidding and contract award

- _____ Opening of bids -- analysis and recommendations
- _____ Award of contract for construction

XIV. Start of construction

XV. Construction period services

- _____ Change order approval (when applicable) (must be approved by architect and Library Board)
- _____ Contractor's pay application approval (must be approved by architect and Library Board)
- _____ Shop drawing and materials review
- _____ Color selections
- _____ Construction observation

XVI. Substantial completion and project close-out

[Back to top](#)

APPENDIX D

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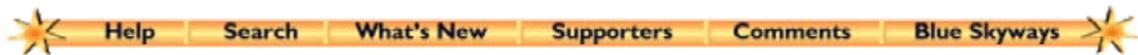
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