

# CONTENTS

List of Figures . . . . .	xiii
Foreword . . . . .	xvii
Preface . . . . .	xix
Acknowledgments . . . . .	xxi

## **1. Introduction to Master Planning and the Road Map Approach 1**

## **2. Why the Road Map Approach? 3**

A Case for Master Planning Libraries . . . . .	3
Constant Change . . . . .	4
Drivers of Change . . . . .	5
Technology . . . . .	5
Habits . . . . .	5
Services . . . . .	5
Security . . . . .	6
Change Manifestations . . . . .	8
Digital Impact on Print Collections . . . . .	8
Material Focused to People Focused . . . . .	8
Seating Variety . . . . .	8
Collaboration and Group Study . . . . .	9
Quiet Space and Individual Study . . . . .	9
Self-Service and Changes in Service Delivery . . . . .	9
Library as Third Place . . . . .	10
Creation Studios and Makerspaces: “Hands-on Learning” . . . . .	10
Digital Media Studios . . . . .	12
Information/Learning/Research Commons . . . . .	12
Specialized Teaching Spaces . . . . .	14

Inhibitors . . . . .	14
Libraries Are Inherently Inflexible . . . . .	14
Remedy: Adaptability . . . . .	15
Libraries Are Inherently Furniture Intensive . . . . .	15
Remedy: Flexible Furniture . . . . .	15
Libraries Are Undersized . . . . .	16
Remedy #1: Relocation/Consolidation/Cooperation . . . . .	16
Remedy #2: Workflow Efficiency/Flexibility . . . . .	17
Libraries Are Financially Challenged . . . . .	17
Traditional Master Planning versus the Road Map Approach . . . . .	17
Benefits of the Road Map Approach . . . . .	20
Road Maps Offer Flexibility and Phased Implementation . . . . .	20
Road Maps Create Hope . . . . .	20
Road Maps Allow for Adjustments along the Way . . . . .	21
Road Maps Demonstrate Leadership . . . . .	21
Road Maps Demonstrate Sustainability . . . . .	21
Challenges to the Road Map Approach . . . . .	21
Obtaining Internal Buy-In . . . . .	21
Convincing Decision Makers . . . . .	22
Those Resistant to Change . . . . .	22
Everyone's an Expert . . . . .	22
Who Not to Include . . . . .	22
Competing Interests . . . . .	23
Funding the Implementation . . . . .	23
Conclusion . . . . .	23
<b>3. Process 25</b>	
Step 1: Assess/Analyze . . . . .	26
Surrounding Context . . . . .	26
Previously Published Visionary Documents . . . . .	26
Local Zoning and Planning Ordinances . . . . .	26
Existing Facility . . . . .	26
Current Building Codes . . . . .	26
Evaluation of Current Systems . . . . .	26
Structural Capacity . . . . .	27
Accessibility Requirements . . . . .	27
Deferred Maintenance Issues . . . . .	27
Presence of Hazardous Materials . . . . .	27
Interior/Environmental Qualities . . . . .	27
Internal Processes . . . . .	27
Fixtures, Furnishings, and Equipment Review . . . . .	27
Collection Management Evaluation . . . . .	27
Special Collections and Archives . . . . .	27

Functionality and Workflow Analysis . . . . .	28
Partners and Tenants . . . . .	28
Step 2: Engage/Listen . . . . .	29
Why Is the Engagement Process Important? . . . . .	31
What Does the Engagement Process Entail? . . . . .	32
A Typical Engagement Meeting Outline . . . . .	32
Introductions . . . . .	32
Process, Project, and Purpose . . . . .	32
Optional 5- to 10-Minute Presentation . . . . .	32
Community Conversation . . . . .	32
Wrap-Up . . . . .	34
Participatory Exercise . . . . .	34
Step 3: Program/Define . . . . .	36
What Is a Building Program? . . . . .	36
The Purpose and Creation of a Building Program . . . . .	37
Print Collections . . . . .	40
Issue: What to Retain? . . . . .	40
Issue: Which Collections Will Grow or Diminish over Time? . . . . .	40
Issue: Where Should Retained Materials Be Located? . . . . .	40
Issue: How Should What Remains Be Stored or Displayed? . . . . .	40
Collection Summary . . . . .	40
Sizing the Collections . . . . .	42
Shelving the Collections . . . . .	44
Step 4: Design/Plan . . . . .	45
Conceptual Design Process . . . . .	45
Conceptual Design versus Final Design . . . . .	46
An Iterative Process . . . . .	46
Step 5: Phasing/Strategize . . . . .	49
Guiding Principles for Phasing Plans . . . . .	49
Step 6: Estimate/Budget . . . . .	51
Total Project Cost . . . . .	51
Hard Costs . . . . .	51
Soft Costs . . . . .	54
Summary . . . . .	56

#### 4. Collection Storage Strategies 59

Print Collections. . . . .	61
Traditional Shelving . . . . .	61
Compact Shelving . . . . .	62
High-Bay Storage . . . . .	64
Automated Storage Retrieval Systems . . . . .	64
Off-Site Repositories . . . . .	65
Summary . . . . .	65

Special Collections and Archives . . . . . 65

    Considerations . . . . . 65

    Materials . . . . . 67

        University Archives . . . . . 67

        Manuscript Collections . . . . . 67

        Rare Books . . . . . 67

    Summary . . . . . 67

**5. Anatomy of a Library Budget 69**

Budgeting for a Library Project . . . . . 69

    Cost, Quantity, and Quality . . . . . 69

Total Project Budget . . . . . 70

    Hard Costs . . . . . 72

        Line I: Total Estimated Construction Cost (Totals Lines A and B) . . . . . 72

            Line A: Construction Cost . . . . . 72

            Line B: Design Contingency . . . . . 72

    Soft Costs . . . . . 72

        Line II: Total Estimated FF&E (Totals Lines D.1–E.9) . . . . . 73

            Lines D.1–D.3: Furniture, Shelving, and Signage . . . . . 73

            Line E.1: Theft Detection/RFID System . . . . . 73

            Line E.2: Building Security System . . . . . 73

            Line E.3: Access Control System . . . . . 73

            Line E.4: Telephone System . . . . . 73

            Line E.5: Voice and Data Cabling . . . . . 73

            Line E.6: Audiovisual Equipment . . . . . 73

            Line E.7: Computer Hardware and Software . . . . . 73

            Line E.8: Specialized Library Equipment . . . . . 74

            Line E.9: Copiers . . . . . 74

            Line E.10: Other . . . . . 74

        Line III: Total Estimated Professional Compensation (Totals Lines F.1–F.5) . . . . . 74

            Line F.1: Pre-Design Services . . . . . 74

            Line F.2: Architectural and Engineering Basic Design Services . . . . . 74

            Line F.3: FF&E Design Services . . . . . 75

            Line F.4: Additional Services . . . . . 75

            Line F.5: Reimbursable Expenses . . . . . 75

        Line IV: Total Estimated Owner Expenses (Totals Lines G.1–G.3) . . . . . 75

            Line G.1: Pre-Design Phase Expenses . . . . . 75

            Line G.2: Design and Construction Phase Expenses . . . . . 75

            Line G.3: Post-Construction Expenses . . . . . 76

        Line V: Total Estimated Probable Project Cost . . . . . 76

**6. Getting Started 77**

Where to Begin . . . . .	77
Clean House . . . . .	77
Evaluate the Collections . . . . .	78
Identify and Take Advantage of Underutilized Wall Space . . . . .	78
Identify and Repurpose Underutilized Space That May Exist . . . . .	80
Identify Where Wrong Furniture Is Being Used and Fix It . . . . .	80
Declutter Work Areas to Increase Efficiency. . . . .	81
Moving Forward with a Road Map . . . . .	81
RFQ versus RFP . . . . .	82
The Selection Process . . . . .	82
Consultant Qualities . . . . .	84
Chemistry . . . . .	84
Involvement . . . . .	84
Architect or Not? . . . . .	84

**7. Case Studies 85**

8,000-Square-Foot Public Library . . . . .	86
25,000-Square-Foot Academic Library . . . . .	92
32,000-Square-Foot Academic Library . . . . .	102
40,000-Square-Foot Public Library . . . . .	118
180,000-Square-Foot Academic Library . . . . .	126
300,000-Square-Foot Academic Library . . . . .	142

Bibliography . . . . .	169
Index . . . . .	171
About the Authors . . . . .	173