

Strategic Planning Guidelines for Library Improvement Modifications



Construction Climate Favorable for Bond Projects: 2008–2015

Although construction costs rose abruptly from 2004-2007, necessitating cost-controlling measures, the construction environment is currently favorable for completing the remainder of the projects in the KCLS Capital Improvement Plan. Assuming the construction climate remains stable through 2015, KCLS expects to be able to complete the remainder of the projects as planned.

In the pages that follow are the original plans with potential modifications, and the reasons changes are being considered.

East Region Page 3–6
North Region Page 7–10

Southeast Region Page 11–14
Southwest Region Page 15–19



Optimizing Funding for All Capital Bond Projects

Voters approved the KCLS Capital Bond Measure in 2004. In 2007 construction costs increased 28%¹ nationwide, significantly exceeding our carefully calculated cost projections which were based on the best construction cost estimates available, including calculating projected costs at a higher annual inflation rate (5%) than the average historical rate at that time (3%).

Prudent financial management optimized the \$172 million Capital Improvement Plan, but the abrupt rise of uncontrollable external costs required alterations to some library improvement projects in order to ensure funding for all projects.

Strategic Approach to Guide Revisions

As the fiscal authority responsible for KCLS, the Board of Trustees must make adjustments in the scope and budget allocated for projects in the Capital Improvement Plan funded by the bond. To meet the challenge of escalating construction costs, KCLS staff and the Board utilize a strategic approach to guide decisions for each library project throughout the decade-long Capital Improvement Plan.

The strategic approach is threefold: to meet the service needs of each library and the System as a whole; to aggressively pursue cost-controlling measures for each construction project; and to prioritize funding in rapidly growing areas to meet projected needs.

The entire Capital Improvement Plan was evaluated and staff developed a list of potential modifications. Any alterations made to the scope or budget of projects in the Plan must be approved by the Board.

Note: In Resolution 2004-03, requesting the September 2004 election and approving bonds to finance the King County Library System's ten-year Capital Improvement Plan, the KCLS Board of Trustees reserved the right to adjust the scope and budget of the various projects in the Capital Improvement Plan to be funded by such bonds to address local or State circumstances, such as project costs that exceed KCLS' estimates due to rapidly increasing costs of construction. The KCLS Board intends to preserve the capacity to equitably address all of the projects voted on in the 2004 Capital Bond Measure.

Cost-Controlling Measures

Some options include:

- Start some construction projects earlier than planned to avoid continued inflation
- Explore co-development opportunities with community stakeholders
- Bundle smaller projects under a single contractor to control costs (see design build, page 23)
- Meet parking needs through alternative methods
- Evaluate existing facilities slated for replacement or expansion and determine whether a remodel is sufficient or practical
- Review each designated library for cost-effectiveness of automated materials handling system without RFID (current RFID technologies do not offer sufficient benefit to offset cost)
- Review the option of funding remodeling projects from the General Operating Fund as was the practice prior to the 2004 Capital Bond Measure
- Provide library services during construction at nearby library locations versus incurring the expense of leased or trailer space

¹ Turner Cost Index

Future Factors

A few projects also are stalled due to site problems, difficulties obtaining permits from jurisdictions, restrictions in evolving development regulations and other development issues.

We anticipate that conditions will continue to change and will monitor all considerations carefully.



EAST REGION

Bellevue Library

COMPLETED

Original Plan:

- Parking expansion to double the amount of available spaces and an additional 5,000 sq. ft. community meeting room
- Essential upkeep and maintenance of the library over the next ten years
- Automated materials-handling system to speed delivery and reduce theft
- Access to more books and materials
- Planning and design start date: 2008
- Start of construction: Fall 2011



Modification: remove the community meeting room from the Plan.

Rationale: community meeting rooms will be available adjacent to the library at the new Performing Arts Center (PACE) and other nearby developments.



Fall City Library

COMPLETED

Original Plan:

- A new 5,000 sq. ft. replacement library on the current site, including a community meeting room (current library is 2,960 sq. ft.)
- More books, materials, computers and wireless access
- Planning and design start date: 2006
- Start of construction: 2007

Modification: started two years early as part of the design-build package.

Rationale: control costs and avoid continued inflation.

Issaquah Library

COMPLETED

Original Plan:

- Interior work includes new carpet, paint, furniture and reconfiguration of the meeting room
- Automated materials-handling system to speed delivery and reduce theft
- Planning and design start date: 2007
- Start of construction: 2008

Modification: fund from the General Operating Fund versus Capital Fund.

Rationale: preserve the capacity to equitably address all of the projects voted on in the 2004 Capital Bond Measure.

Lake Hills Library

COMPLETED

Original Plan:

- 10,000 sq. ft. library on a new, highly visible and accessible site (current library is 8,985 sq. ft.)
- More books, materials, computers and wireless access
- Essential upkeep and maintenance of the library over the next ten years
- Automated materials-handling system to speed delivery and reduce theft
- Planning and design start date: 2005
- Start of construction: 2009



Modification: none.



Library Connection @ Crossroads **COMPLETED**

Original Plan:

- Essential upkeep and maintenance of the library over the next ten years
- Access to more books and materials
- Automated materials-handling system to speed delivery and reduce theft
- Planning and design start date: 2013
- Start of project: 2013

Modification: fund from the General Operating Fund versus Capital Fund.

Rationale: preserve the capacity to equitably address all of the projects voted on in the 2004 Capital Bond Measure.

Mercer Island Library **ON HOLD**

Original Plan:

- Essential maintenance and upkeep over the next ten years.
- Access to more books and materials
- Automated materials-handling system to speed delivery and reduce theft
- Planning and design start date: 2013
- Anticipated start of construction: Fall 2014

Modification: fund from the General Operating Fund versus Capital Fund. AMH system not feasible for back room space. Reconfigured interior layout, new carpet, paint, furniture, shelving and study rooms.

Rationale: preserve the capacity to equitably address all of the projects voted on in the 2004 Capital Bond Measure.

Newport Way Library **COMPLETED**

Original Plan:

- An 800 sq. ft. expansion of the current 8,025 sq. ft. library
- More books and materials
- Essential upkeep and maintenance of the library over the next ten years
- Automated materials-handling system to speed delivery and reduce theft
- Planning and design start date: 2008
- Start of construction: 2010



Modification: 790 sq. ft. expansion.

Rationale: preserve the capacity to equitably address all of the projects voted on in the 2004 Capital Bond Measure; abundance of nearby library resources, including the new Newcastle Library, which will likely reduce demand on the Newport Way Library.

North Bend Library **COMPLETED**

Original Plan:

- Interior work includes new carpet, paint, furniture and Wayfinding components
- Planning and design start date: 2007
- Start of construction: 2008

Modification: fund from the General Operating Fund versus Capital Fund.

Rationale: preserve the capacity to equitably address all of the projects voted on in the 2004 Capital Bond Measure.



Sammamish Library **COMPLETED**

Original Plan:

- 20,000 sq. ft. library on a new, highly visible and accessible site (current library is 10,000 sq. ft.)
- Essential maintenance and upkeep over the next ten years to protect the investment in top-quality library facilities
- More books, materials, computers and wireless access
- Automated materials-handling system to speed delivery and reduce theft
- Planning and design start date: 2005
- Start of construction: 2009

Modification: 19,500 sq. ft. library. Adjust budget to include the sale of the current library.

Rationale: exceedingly high demand on services, one of the highest expected growth areas over the next few decades², limited access to other libraries.

Snoqualmie Library **COMPLETED**

Original Plan:

- A new 6,000 sq. ft. library on Snoqualmie Ridge
- More books, materials and computers
- Essential upkeep and maintenance of the library over the next ten years
- Automated materials-handling system to speed delivery and reduce theft
- Planning and design start date: 2005
- Start of construction: 2007



Modification: started and completed early as part of the design-build package.

Rationale: control costs and avoid continued inflation.

² Puget Sound Regional Council Population Forecast, October 26, 2006. See page 20 for details.



NORTH REGION

Bothell Library

COMPLETED

Original Plan:

- Essential upkeep and maintenance of the library over the next ten years
- Access to more books and materials
- Automated materials-handling system to speed delivery and reduce theft
- Start of construction: An automated materials-handling system has already been installed and additional improvements are planned for 2015

Modification: fund from the General Operating Fund versus Capital Fund.

Rationale: preserve the capacity to equitably address all of the projects voted on in the 2004 Capital Bond Measure.

Carnation Library

COMPLETED

Original Plan:

- Due to the age and condition of the current 2,160 sq. ft. library: a new 5,000 sq. ft. replacement library on the current site
- More books, materials, computers and wireless access
- Essential upkeep and maintenance of the library over the next ten years
- Automated materials-handling system to speed delivery and reduce theft
- Planning and design start date: 2005
- Start of construction: 2008



Modification: started two years early as part of the design-build package.

Rationale: control costs and avoid continued inflation.

Duvall Library

COMPLETED

Original Plan:

- 8,000 sq. ft. library on a new, highly visible and accessible site (current library is 2,200 sq. ft.)
- More books, materials, computers and wireless access
- Essential upkeep and maintenance of the library over the next ten years
- Automated materials-handling system to speed delivery and reduce theft
- Planning and design start date: 2005
- Start of construction: 2011



Modification: adjust budget to accomplish goal of Plan.

Rationale: one of the highest expected growth areas over the next several decades², geographic isolation and escalating costs impacting the ability to build an 8,000 sq. ft. library.

² Puget Sound Regional Council Population Forecast, October 26, 2006. See page 20 for details.



Kenmore Library

COMPLETED

Original Plan:

- 10,000 sq. ft. library on a new, highly visible and accessible site (current library 2,100 sq. ft.)
- More books, materials, computers and wireless access
- Essential upkeep and maintenance of the library over the next ten years
- Automated materials-handling system to speed delivery and reduce theft
- Planning and design start date: 2005
- Start of construction: 2010

Modification: adjust budget to accomplish goal of Plan (and include the sale of the current property).

Rationale: significant escalation of land costs along with escalating costs impacting the ability to build a 10,000 sq. ft. library.

Kingsgate Library **UNDER CONSTRUCTION**

Original Plan:

- Due to the age and condition of the current 10,235 sq. ft. library, a new 12,000 sq. ft. replacement library on the current site
- More books, materials, computers and wireless access
- Essential upkeep and maintenance of the library over the next ten years
- Automated materials-handling system to speed delivery and reduce theft
- Planning and design start date: 2013
- Anticipated start of construction: Fall 2014

Modification: convert to a renovation project; no expansion.

Rationale: relatively low population growth forecast for the area; site restricted by utilities; considerable sentiment to preserve existing library; abundance of nearby library resources.

Kirkland Library

COMPLETED

Original Plan:

- 5,000 sq. ft. expansion of the library and covered entry (currently 15,000 sq. ft.)
- More books, materials, computers and wireless access
- Essential upkeep and maintenance of the library over the next ten years
- Automated materials-handling system to speed delivery and reduce theft
- Planning and design start date: 2007
- Start of construction: 2009



Modification: expansion of 4,000 sq. ft. on north side of library and remodel existing 15,000 sq. ft.

Rationale: stay within project budget, control costs and avoid continued inflation.

Lake Forest Park Library

COMPLETED

Original Plan:

- A 1,200 sq. ft. expansion of the current 4,600 sq. ft. library
- More books, materials, computers and wireless access
- Essential upkeep and maintenance of the library over the next ten years
- Automated materials-handling system to speed delivery and reduce theft
- Planning and design start date: 2008
- Start of construction: 2011



Modification: none.

Redmond Library

COMPLETED

Original Plan:

- Interior improvements include new paint and carpet, wayfinding signage, expanded Teen and World Languages areas and new furniture.
- Essential maintenance and upkeep over the next ten years to protect the investment in top-quality library facilities
- Access to more books and materials
- Automated materials-handling system to speed delivery and reduce theft
- Planning and design start date: 2008
- Start of construction: 2008

Modification: automated holds pick-up plans replaced by automated Self-Check In, installed in 2007. Parking expansion on hold.

Rationale: expanded capacity at the new City garage and City Hall campus.

Richmond Beach Library

COMPLETED

Original Plan:

- Essential upkeep and maintenance of the library over the next ten years
- Access to more books and materials
- Automated materials-handling system to speed delivery and reduce theft
- Start of construction: 2013

Modification: fund from the General Operating Fund versus Capital Fund.

Rationale: preserve the capacity to equitably address all of the projects voted on in the 2004 Capital Bond Measure.



Shoreline Library **COMPLETED**

Original Plan:

- Additional parking and improved access to library, including a 24-hour drive-thru pickup and return service
- Essential upkeep and maintenance of the library over the next ten years
- Access to more books and materials
- Automated materials-handling system to speed delivery and reduce theft
- Planning and design start date: 2005
- Start of construction: 2007

Modification: removed drive-thru service from Plan.

Rationale: 24-hour drive-thru pickup and return service not feasible due to site restrictions.

Skykomish Library **COMPLETED**

Original Plan:

- A 200 sq. ft. expansion of the current 842 sq. ft. library
- Essential upkeep and maintenance of the library over the next ten years
- More books, materials, computers and wireless access
- Automated materials-handling system to speed delivery and reduce theft
- Planning and design start date: 2006
- Start of construction: 2006

Modification: none.

Woodinville Library **COMPLETED**

Original Plan:

- Interior work includes new carpet, paint, furniture and Wayfinding components
- Essential upkeep and maintenance of the library over the next ten years
- Access to more books and materials
- Planning and design start date: 2007
- Start of construction: 2008

Modification: fund from the General Operating Fund versus Capital Fund.

Rationale: preserve the capacity to equitably address all of the projects voted on in the 2004 Capital Bond Measure.



SOUTHEAST REGION

Algona-Pacific Library

COMPLETED

Original Plan:

- Remodel of the interior includes new carpet, paint, shelving, Wayfinding and new exterior siding
- More books, materials, computers and wireless access
- Planning and design start date: 2006
- Start of construction: 2007

Modification: convert to a remodel project in 2012.

Rationale: cost benefit concerns of a small expansion in escalated construction environment; an abundance of nearby library resources.



Auburn Library

COMPLETED

Original Plan:

- 5,000 sq. ft. expansion of the library to better serve children and students
- Essential upkeep and maintenance of the library over the next ten years
- More books, materials, computers and wireless access
- Automated materials-handling system to speed delivery and reduce theft
- Planning and design start date: 2009
- Start of construction: 2011

Modification: August 2007 suggested revision converted back to original plan. No changes.



Black Diamond Library

Funds for building the new Black Diamond Library were budgeted prior to the 2004 Capital Bond Measure. The 2004 Capital Bond Measure will pay for ongoing maintenance of the new library once it is built.

Original Plan:

- Essential upkeep and maintenance of the new library over the next ten years
- Access to more books and materials
- Automated materials-handling system to speed delivery and reduce theft
- Planning and design start date: 2005
- Start of construction: 2007

COMPLETED

Modification: fund ongoing maintenance from the General Operating Fund versus Capital Fund.

Rationale: preserve the capacity to equitably address all of the projects voted on in the 2004 Capital Bond Measure.

Covington Library

COMPLETED

Original Plan:

- As a destination point for SE King County, upgrade to a Regional Library with a 10,000 sq. ft. expansion, including a community-gathering space (current library is 15,000 sq. ft.)
- More books, materials, computers and wireless access
- Essential upkeep and maintenance of the library over the next ten years
- Automated materials-handling system to speed delivery and reduce theft
- Planning and design start date: 2005
- Start of construction: 2007



Modification: board-approved budget adjustment from \$5.1 million to \$6.45 million for 7,675 sq. ft. expansion.

Rationale: escalated construction costs; one of the highest expected growth areas over the next several decades²; accomplish goal of Plan to more equitably deliver service in South King County.

² Puget Sound Regional Council Population Forecast, October 26, 2006. See page 20 for details.

East Hill of Kent

SITE LOCATION IN PROGRESS

Original Plan:

- A new 6,000 sq. ft. library in a highly visible and accessible leased location
- Essential upkeep and maintenance of the library over the next ten years
- More books, materials, computers and wireless access
- Automated materials-handling system to speed delivery and reduce theft
- Proposed planning and design start date: 2013
- Anticipated start of construction: 2015

Potential Modification: start date and site location.

Fairwood Library

COMPLETED

Original Plan:

- A 5,000 sq. ft. expansion of the current 15,000 sq. ft. library to better serve children and students
- More books, materials, computers and wireless access
- Essential upkeep and maintenance of the library over the next ten years
- Automated materials-handling system to speed delivery and reduce theft
- Planning and design start date: 2011
- Start of construction: Fall 2013



Modification: none.

Kent Library

COMPLETED

Original Plan:

- Interior remodel includes relocating the meeting rooms, restrooms and front entrance
- Automated materials-handling system to speed delivery and reduce theft
- Planning and design start date: 2009
- Start of project: 2009

Modification: fund from the General Operating Fund versus Capital Fund.

Rationale: preserve the capacity to equitably address all of the projects voted on in the 2004 Capital Bond Measure.

Maple Valley Library

COMPLETED

Original Plan:

- Essential upkeep and maintenance of the library over the next ten years
- Access to more books and materials
- Automated materials-handling system to speed delivery and reduce theft
- Planning and design start date: 2012
- Start of project: Spring 2013

Modification: fund from the General Operating Fund versus Capital Fund.

Rationale: preserve the capacity to equitably address all of the projects voted on in the 2004 Capital Bond Measure.



Muckleshoot Library **COMPLETED**

Original Plan:

- 5,000 sq. ft. library on a new, highly visible and accessible site to serve the Tribe and surrounding communities (current library is 1,600 sq. ft.)
- More books, materials, computers and wireless access
- Essential upkeep and maintenance of the library over the next ten years
- Automated materials-handling system to speed delivery and reduce theft
- Planning and design start date: 2005
- Start of construction: 2007

Modification: 6,000 sq. ft. library started one year early as part of the design-build package.

Rationale: land provided by the Tribe; construction started early to avoid escalating construction costs.

Newcastle Library

COMPLETED

Original Plan:

- A new 10,000 sq. ft. library as the cornerstone of the community, in a highly visible and accessible location
- More books, materials, computers and wireless access
- Essential upkeep and maintenance of the library over the next ten years
- Planning and design start date: 2005
- Start of construction: early 2011



Modification: 11,000 sq. ft. library. Adjust budget to accomplish goal of Plan.

Rationale: accomplish goal of Plan to more equitably deliver service in South King County; reduce demand on other nearby libraries; community currently without library.

Skyway Library

UNDER CONSTRUCTION

Original Plan:

- Due to the age and condition of the current 5,100 sq. ft. library: a new 8,000 sq. ft. replacement library
- More books, materials, computers and wireless access
- Essential upkeep and maintenance of the library over the next ten years
- Automated materials-handling system to speed delivery and reduce theft
- Planning and design start date: 2012
- Anticipated start of construction: Summer 2014

Modification: none.



SOUTHWEST REGION

Boulevard Park Library **UNDER ANALYSIS**

Original Plan:

- Essential upkeep and maintenance of the library over the next ten years
- Access to more books and materials
- Automated materials-handling system to speed delivery and reduce theft
- Planning and design start date: 2015

Modification: interior redesign and remodel, pending outcome of analysis conducted in early 2014.

Rationale: preserve the capacity to equitably address all of the projects voted on in the 2004 Capital Bond Measure.



Burien Library **COMPLETED**

Original Plan:

- A new 40,000 sq. ft. library to be the cornerstone of the Burien Town Center (current library is 20,000 sq. ft.)
- More books, materials, computers and wireless access
- Essential upkeep and maintenance of the library over the next ten years
- Automated materials-handling system to speed delivery and reduce theft
- Planning and design start date: 2005
- Start of construction: 2008

Modification: board-approved budget adjustment from \$13 million to \$18 million for 32,000 sq. ft. library project in partnership with City of Burien.

Rationale: escalated construction costs; accomplish goal of more equitable library service in South King County.

Des Moines Library

COMPLETED

Original Plan:

- Essential upkeep and maintenance of the library over the next ten years
- Access to more books and materials
- Automated materials-handling system to speed delivery and reduce theft

Modification: remodel in process. Ongoing upkeep and maintenance funded from the General Fund.

Rationale: condition of building necessitated a remodel ahead of schedule.

Federal Way 320th Library

COMPLETED

Original Plan:

- Due to the age and condition of the current 10,800 sq. ft. library, a new 15,000 sq. ft. replacement library on the current site
- More books, materials, computers and wireless access
- Essential upkeep and maintenance of the library over the next ten years
- Automated materials-handling system to speed delivery and reduce theft
- Planning and design start date: 2010
- Start of construction: 2012



Modification: none.

Federal Way Library

COMPLETED

Original Plan:

- As a destination point for SW King County, a 10,000 sq. ft. expansion of the current 25,000 sq. ft. library
- More books, materials, computers and wireless access
- Essential upkeep and maintenance of the library over the next ten years
- Automated materials-handling system to speed delivery and reduce theft
- Planning and design start date: 2007
- Start of construction: 2009



Modification: starting project ahead of schedule.

Rationale: stay within project budget, control costs and avoid continued inflation.

Tukwila Library

CONSTRUCTION TO START SPRING 2015

Original Plan:

- 8,000 sq. ft. library as the cornerstone of the new Tukwila Village
- More books, materials, computers and wireless access
- Essential upkeep and maintenance of the library over the next ten years
- Automated materials-handling system to speed delivery and reduce theft
- Planning and design start date: 2010
- Anticipated start of construction: 2014

Modification: 10,000 sq. ft. library, with funding from the KCLS Foundation for additional 2,000 sq. ft.

Library Connection @ Southcenter

COMPLETED

Original Plan:

- Essential upkeep and maintenance of the library over the next ten years
- Access to more books and materials
- Automated materials-handling system to speed delivery and reduce theft
- Planning and design start date: 2011
- Start of construction: Fall 2011



Modification: fund from the General Operating Fund versus Capital Fund.

Rationale: preserve the capacity to equitably address all of the projects voted on in the 2004 Capital Bond Measure.

Greenbridge Library

COMPLETED

Original Plan:

- A new 2,500 sq. ft. Greenbridge Library in leased space as part of the Park Lake Greenbridge community
- All the resources and four million+ materials of the King County Library System
- Essential upkeep and maintenance of the library over the next ten years
- Planning and design start date: 2005
- Start of construction: 2007



Modification: started construction early.

Valley View Library

Original Plan:

- Improved parking and access to the library
- Essential upkeep and maintenance of the library over the next ten years
- Access to more books and materials
- Automated materials-handling system to speed delivery and reduce theft
- Proposed planning and design start date: 2014
- Anticipated start of construction: 2015

Modification: reviewing options for a better location in SeaTac.

Rationale: the current library is not in an optimal location.



Vashon Library

COMPLETED

Original Plan:

- Expand and renovate the existing library at Ober Park
- More books, materials, computers and wireless access
- Essential upkeep and maintenance of the library over the next ten years
- Automated materials-handling system to speed delivery and reduce theft
- Planning and design start date: 2008
- Start of construction: 2013

Modification: none.

White Center Library

UNDER CONSTRUCTION

Original Plan:

- Due to the age, condition and overcrowding of the current 6,370 sq. ft. library, a new 10,000 sq. ft. replacement library on the current site
- More books, materials, computers and wireless access
- Essential upkeep and maintenance of the library over the next ten years
- Automated materials-handling system to speed delivery and reduce theft
- Planning and design start date: 2013
- Anticipated start of construction: Summer 2015

Modification: new site at SW 107th Street and 14th Avenue.



COMPLETED

Woodmont Library

Original Plan:

- 4,800 sq. ft. expansion of the current 5,250 sq. ft. library to better serve local children, students and families
- More books, materials, computers and wireless access

- Essential upkeep and maintenance of the library over the next ten years
- Automated materials-handling system to speed delivery and reduce theft
- Planning and design start date: 2005
- Start of construction: 2007

Modification: board-approved budget adjustment from \$2.25 million to \$3.5 million.

Rationale: accomplish goal of equitable library service in South King County.

COMPLETED



OTHER

Outreach Sprinter Vehicles

SERVICE STARTED AUGUST 2010

Original Plan:

- Nearly \$1 million worth of new large print books, videos, books-on-tape and other materials
- Five new, larger vehicles
- Service started: August 2010

Modification: none.



Additional Background Information

Rising Construction Costs 2004–2007 Require Library Project Adjustments

Since voters approved the \$172 million KCLS capital bond measure in 2004, the construction environment in the state has changed considerably. Costs associated with construction have risen 28%¹ nationwide, forcing private and public entities throughout the State to re-evaluate construction projects to ensure the best use of financial resources. Although KCLS is aggressively pursuing cost-saving measures and will continue to fund projects at each community library, increasing construction costs make modifications necessary.

Background

In September 2004, King County voters reaffirmed their commitment to outstanding community libraries by approving a \$172 million capital bond to fund major upkeep and expansion of KCLS libraries. Voters strongly supported the KCLS Capital Improvement Plan (CIP), which was developed through extensive community outreach and involvement prior to the election. The CIP includes enhancements for all 46 KCLS libraries to meet community needs during the next decade, with bond proceeds designated for each library project. The project budgets were based on the best construction cost estimates possible, including calculating our projected costs at a higher rate of inflation (5%) than the annual rate at that time (3%).

Escalating Construction Costs

Since 2004, the costs of public and private projects throughout the Puget Sound Region have escalated, causing many entities to scale back on original construction plans. Contributing cost factors include the rising price of materials, such as concrete, steel, copper, aluminum, plastic and the fuel necessary for transportation. Booming regional growth and development, as well as competing demand for raw materials from other countries, have combined to fuel inflation. Recent estimates indicate costs will continue to rise by 6-10% annually during the next five years.

Mitigating Rising Costs

To help offset increased project costs and to minimize the impact on library projects, KCLS is aggressively pursuing several cost-saving measures. Original cost estimates for new library construction were \$346 per square foot, but recent estimates have already escalated to \$450 and higher per square foot. In order to take advantage of Washington State's design-build contracting option for projects that cost more than \$10 million, KCLS is bundling smaller projects together whenever possible. The design-build approach utilizes a single contractor for both the design and construction of projects, which is more efficient and cost-effective than traditional methods. Public-private partnership arrangements also are being pursued, which entail developing large properties with both a library and mixed-use, residential or retail development.

Committed to Preserving Funding

Despite rising construction costs, the KCLS Board of Trustees is committed to preserving the designated level of funding for each library project. The Board will review all construction projects, and equitably adjust the scope and budget of projects as required by changing circumstances to ensure fiscal responsibility.

¹ Turner Cost Index



Modified Services & Library Closures During Construction

Providing consistent library service to patrons continues to be a priority for the King County Library System (KCLS), but modifications to library service are unavoidable during some library improvement and expansion projects. Each project will be evaluated individually, but we must balance convenience with safety and cost concerns.

KCLS will explore temporary services for each library or relocate popular programs to nearby facilities when feasible, but many services must be put on hold until modifications are completed. Construction projects will be staggered during the next decade, and patrons will be encouraged to use nearby libraries.

Ensuring Patron and Staff Safety

Some renovations may not cause a service disruption, but patron and staff safety, project efficiency and cost management are the primary considerations driving necessary closures. Even with a required wall to separate any construction work from the public and library staff, potential safety hazards may surface from operating heavy machinery, increased traffic to the site, the need for hearing protection and other risks associated with infrastructure and utility work. Closing the facility during construction helps keep the project on schedule and is significantly more cost-effective (there is at least a 25% premium to stage construction while the library is open).

Temporary Facilities May Not be Feasible

While KCLS originally hoped to offer temporary services nearby, staff is assessing the practicality for each project. Leasing nearby retail space may be an option in some instances, but associated costs with relocating to leased space can exceed \$100,000 and suitable space may not be available. A far more cost-effective choice is to encourage patrons to temporarily use the next nearest KCLS library while their customary site is closed.

Utilizing Other Library Locations

Some library programs may be temporarily relocated to other community buildings, such as schools or fire stations, though this varies by community and time of year. Staff explored the option of reassigning existing mobile library services, such as ABC Express, but that would disrupt the current services in high-need communities.

Patrons are encouraged to visit any KCLS library for full service while their regular site is under renovation. Patrons will be advised of planned closures well in advance, so they can plan their shift to other nearby community libraries before construction begins.

KCLS Capital Bond Projects: Design-Build Assessment

In August 2005, the King County Library System Board of Trustees approved the design-build construction process, as the first phase of Capital Bond Projects was progressing. Following Board approval, five new libraries in small communities were planned to be built using this process. Now that the majority of the design-build libraries are completed and construction has started on the final project, the construction project delivery method has been evaluated. The design-build method is recommended for future use when it is possible to bundle smaller projects together and for new libraries on sites that have established infrastructure and improvement criteria.

Background

The design-build method allows one contractor to take responsibility for both design and construction, as compared to the traditional design-bid-build method where different entities complete the design and construction work. Thirteen public meetings were held from 2005 to 2007 in the communities where the five new libraries were to be built: Black Diamond, Snoqualmie, Carnation, Fall City and the Muckleshoot Indian Reservation. In March 2006, KCLS awarded BNBuilders a contract to design and build the five new libraries, which were bundled together as one large project.

Proven Benefits

The following chart shows the anticipated benefits and the results of using the design-build process:

Benefits	Results
Mitigating escalating construction costs by bundling all five projects together	By locking the construction costs on all five projects at the 2006 construction rates, inflation costs were not incurred for the duration of the construction cycle. During the 2.5-year timeframe, materials needed to construct nonresidential buildings rose approximately 15 percent, according to AGC of America.
An expedited construction schedule for all five projects, compared to the traditional design-bid-build process	All five libraries will be completed in 30 months, due to sequencing through the various design and construction phases. If each project was completed separately using the design-bid-build process, it would have taken an additional four months for each project to solicit and select a consultant team and to complete the general contractor bidding process. It also would have taken 2-6 months for the consultant team to review construction documents for each building and site.
Managing five projects under one contractor streamlines the design and construction process	With one contractor for all projects, the design and construction phases overlapped, resulting in an efficient and expedited project timeline. Utilizing one contractor for all projects also allowed easy implementation of similar design elements at all five libraries.
Accurate forecast and timeline for construction work to be completed at all five libraries	The order of the five projects was at the contractor's discretion and KCLS was assured of having all five libraries completed within a specified timeframe. KCLS also avoided any delay costs as the contractor managed the overall schedule.
Similar design elements at all five libraries saves time spent on planning and design work	Using similar building designs on all five libraries, which ranged from 5,000 to 6,000 square feet, conserved time spent preparing and reviewing design documents. Each new library also features distinctive design elements to retain the individuality of each community.

Limitations

A few challenges surfaced once the design-build process was under way. Due to the expedited project schedule, there wasn't sufficient time in the RFP process to prepare site permit documents that fully identified the infrastructure or site work required by each city. This was complicated by the fact that the cities were unable to provide preliminary criteria without completed studies and plans. As a result, some unforeseen site conditions and major infrastructure improvements such as roads and drainage were required. While these improvements were mandatory regardless of the building method used, they resulted in change orders that increased project budgets. With the traditional design-bid-build construction method, the infrastructure costs are identified earlier in the process and are budgeted for at the onset. Another challenge of the design-build method was that as projects progressed, it was difficult for KCLS staff to make modifications. The design-build process is not as flexible as the traditional building method in terms of allowing stakeholder review and revisions.

Change Order Analysis

Accurate up-front cost estimations for design-build projects are difficult to achieve, as budgets are based on preliminary design documents and modifications occur over the course of the project. The total change orders for all five projects are anticipated to be \$3.5 million, or 19.4% of the total project budget. Sixty-one percent of these change orders, representing 11.8% of the total project budget, relate to regulatory frontage improvements and unforeseen site conditions. These same costs would have been incurred with a traditional design-bid-build process, although in that scenario most of the costs would have been identified in the design phase and included in the base construction budget. All other change orders are 7.6% of the total project budget. If the design-build method is used again in the future, the contingency budget must be increased to account for unforeseen project modifications, or infrastructure and improvement criteria must somehow be identified earlier in the process.

Conclusion

The majority of objectives identified at the project onset were achieved with the design-build process, most notably an expedited construction schedule, reduced exposure to inflation and avoidance of multiple design processes that resulted from bundling all five library projects together. One of the new libraries, the Snoqualmie Library, even received a 2008 Build Washington Award from the AGC, a trade association that represents and provides services to the commercial construction industry. The project was selected as a winner due to several factors: collaborative effort, a fast-track schedule and the use of Building Information software, which creates a digital representation of all stages of the building process and helps projects stay on schedule. The design-build method remains a viable alternative in the future under the appropriate circumstances— ideally on projects where sites have established infrastructure and improvement criteria. It also is necessary to identify more specific building requirements at the project onset to better stabilize the total budget and to consider an increased contingency budget.



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