

Kansas City Public Library

# Comprehensive Facilities Plan

March 2026

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# Acknowledgments

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## **Special Thanks**

To members of the Kansas City Community who participated in community engagement and to the focus group participants representing Kansas City community organizations.

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On behalf of the Board of Trustees and the Chief Executive Officer, it is our privilege to present this Comprehensive Facilities Plan.

Public libraries are among the community's most vital civic spaces. Libraries are places where learning, connection, and opportunity come together. At their best, they help bring to life our shared vision:

**a Kansas City inspired by possibility, where everyone belongs.** This plan is an important step in ensuring our library spaces fully support that vision for all who walk through our doors.

As the Kansas City Public Library works to **cultivate connection through experiences that educate, empower, and celebrate our stories**, our facilities must be designed to actively support that mission in meaningful ways. This includes creating welcoming and accessible spaces, fostering engaging programming, integrating technology, and reflecting the diverse neighborhoods we serve throughout our urban public library district.

This plan represents a thoughtful, forward-looking assessment of our Library's physical footprint, recognizing that our facilities are among the most visible expressions of our commitment to the community. It is grounded in careful analysis of facility conditions, neighborhood needs, service models, and long-term sustainability. Most importantly, it is a plan shaped by the voices of our community, our residents, staff, and partners, whose perspectives have guided its priorities and recommendations.

We are committed to ensuring that our library spaces are equitable, flexible, and responsive to the future. We are inspired by the opportunity to reimagine how our facilities can better serve all Kansas Citians, while addressing the realities of aging infrastructure. We also recognize that this work will unfold over the next decade, requiring thoughtful planning, ongoing investment, and active community participation to bring this vision to life. This plan reflects a balanced approach by pairing ambition with care and aligning long-term vision with responsible stewardship.

The Comprehensive Facilities Plan is not simply about buildings. It is a framework for nurturing learning, connection, and belonging. It provides a roadmap to expand access, meet community needs, and create opportunities for all Kansas Citians to explore, create, and thrive.

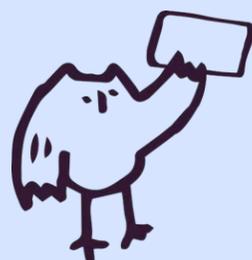
Together, on behalf of the Board and Library leadership, we extend our heartfelt thanks to everyone who contributed to this work and to all who will help bring this vision to life.

Pete Browne

President, Board of Trustees

Abby Yellman

Chief Executive Officer



## EXECUTIVE SUMMARY

Executive Summary

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Facilities Framework

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Foster Community Pride Through Inclusive, Accessible Culture Hubs

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Expand or Relocate Library Services to Areas with the Most Need

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Reimagine the Trails West Branch

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Explore Library Services with a Centralized Library Operations Hub

## Executive Summary

A Comprehensive Facilities Plan (CFP) for the Kansas City Public Library provides information to help guide decisions for future capital investments over the next ten years. The CFP utilizes three categories of inputs to establish priorities and create a flexible approach to system-wide updates:

- Stakeholder input
- Kansas City Public Library system and regional demographic data
- Existing facilities observations

The plan provides an analysis of the system and each branch within the system. The ability of each branch to serve the public is contextualized by comparing it to national trends in library service.

Each branch is considered in the context of the full system and neighborhood contexts to reduce duplication and promote efficiencies. The plan seeks to establish minimum update requirements, prepare each branch for the future, and promote system-wide use.

The plan is a roadmap for facilities investments that enable Kansas City Public Library to provide library services that are transformational for the community.

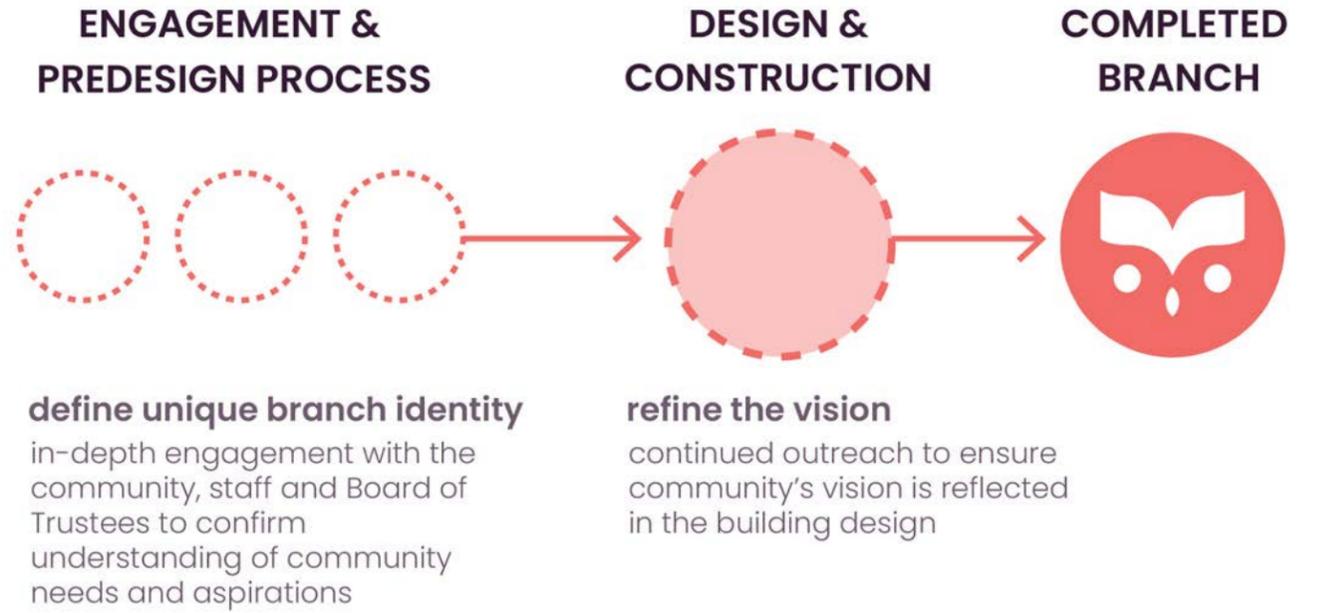


**Library Usage and Demographic Data**

There are vast differences in use patterns across the libraries in the Kansas City Public Library system. Number of visits, physical material circulation, program attendance, and computer use vary between each location. Some branches see very high physical materials circulation and lower rates of computer use. Others have low physical materials circulation and very high program attendance. These patterns are useful in indicating which library services are most in demand in a particular neighborhood.

**Stakeholder Input**

The Comprehensive Facilities Plan process involved multiple touch points with community members, library partner organizations, library staff, library leadership, and Board of Trustees. Input from both internal and external stakeholders was essential in shaping the facilities framework and guiding individual branch recommendations.



**Recommendations**

This report recommends that Kansas City Public Library:

- Provide consistency between services and spaces offered at each branch AND continue to offer services and spaces that are unique to the surrounding neighborhood.
- Foster community pride through inclusive, accessible culture hubs.
- Expand or relocate library services to areas with the most need.
- Reimagine the Trails West Branch.
- Explore library services with a centralized Library Operations Hub.

As projects come online, it is critical to hold deeper community engagement to identify specific community needs and opportunities for transformation. Identifying the programs and services that are most needed with input from the community, library staff, and Board of Trustees will lead to greater transformative outcomes. An engagement and predesign process should be utilized to identify these community needs and aspirations before launching into a full design and construction process.



## Facilities Framework

Each branch of the Kansas City Public Library system is distinct. The spaces and services being offered in each branch have evolved over time to adapt to the needs of the surrounding neighborhood.

There is a desire for a more consistent experience across Kansas City Public Library branches. All locations should have a clear Kansas City Public Library identity, feel safe and secure, and be welcoming for all. However, it is imperative that this is achieved without losing the unique neighborhood identity that has been cultivated over time.

The design team developed a framework to describe a spectrum of library types - A, B, C, and D - with regard to size, programs and services offered. The facilities framework is grounded in consistent services and spaces across all locations—regardless of size or geography—while preserving flexibility for unique, neighborhood-specific programming.



All facility improvements will include:



### Holistic design for safety

Safe interior and exterior spaces for visitors and staff are fundamental. Clear sightlines across all library spaces, especially from staff service points, will increase sightlines and openness, and improve wayfinding for patrons. CPTED (crime prevention through environmental design) principles will be incorporated into the design of new or renovated facilities. *Refer to Appendix A for more information.*



### Kansas City Public Library identity

Each branch library will be unique, yet patrons will feel that they are in a Kansas City Public Library. Consistent branding and signage across all locations will include: exterior building signage, interior room signage, collection signage, and rules/policies signs.



### Design for inclusion & wellbeing

Meeting the ADA Standards for Accessible Design is the baseline. All facilities will incorporate universal design principles to become more welcoming for all users.

Looking beyond physical access, the wellbeing of staff and patrons must be a key consideration in planned improvements. This includes: access to daylight and clean indoor air, intuitive wayfinding, acoustic control where needed, and designing to accommodate neurodiversity.

For library staff this includes efficiently planned workrooms for ease of materials movement, ergonomic workstations, and access to restrooms and kitchens to recharge during the workday.



### High-performance building

A high-performance, energy efficient building that utilizes healthy, low-carbon materials and emphasizes durability and lifecycle performance to reduce environmental impact and ensure long term value.



### Continued maintenance

Complete Terracon maintenance recommendations.

## A NEIGHBORHOOD LIBRARY

Library is focused primarily on serving the surrounding neighborhoods in an **inclusive, safe, and welcoming** manner. Each location offers a program or space that is **unique** to the neighborhood and may attract people from across the Kansas City Public Library service area.

services include:

- access to physical materials collection
- access to technology (computers, telephones, printers, copiers)
- dedicated children's space with play & learn area
- dedicated teen area
- access to clean and safe public restrooms
- 1-6-person study/meeting rooms
- 16-person meeting room
- 30-person multipurpose program room and associated storage
- unique neighborhood amenity (Seed Library, Digital Media Lab, RISE, local history display, local art and culture display, etc.)
- welcoming service points to connect with library staff
- welcoming exterior entrance

## B COMMUNITY LIBRARY

Library is focused on primarily servicing the surrounding community in an **inclusive, safe, and welcoming** manner. Building on the services offered in the Neighborhood Library, the larger size of the Community Library allows for **additional program and meeting spaces.**

services include:

- all items from the neighborhood library services
- dedicated tween space
- dedicated 80-person meeting room and associated storage and pre-event space
- dedicated program room (unique space type depending on location: children's storytime room, teaching kitchen, maker lab, dance/movement studio)
- dedicated partner space
- outdoor program space (craft activities, story walks, community gathering)

## CULTURE HUB

Building on the services offered in the Community Library, the Culture Hub offers **multiple unique programs** and spaces that attract a wide range of visitors from the Kansas City Public Library service area surrounding communities.

### services include:

- all items from the neighborhood & community library services
- 300-person meeting room and associated storage and pre-event space
- gallery space for rotating art or local history displays
- multiple dedicated partner spaces
- Signature Events hosted here regularly

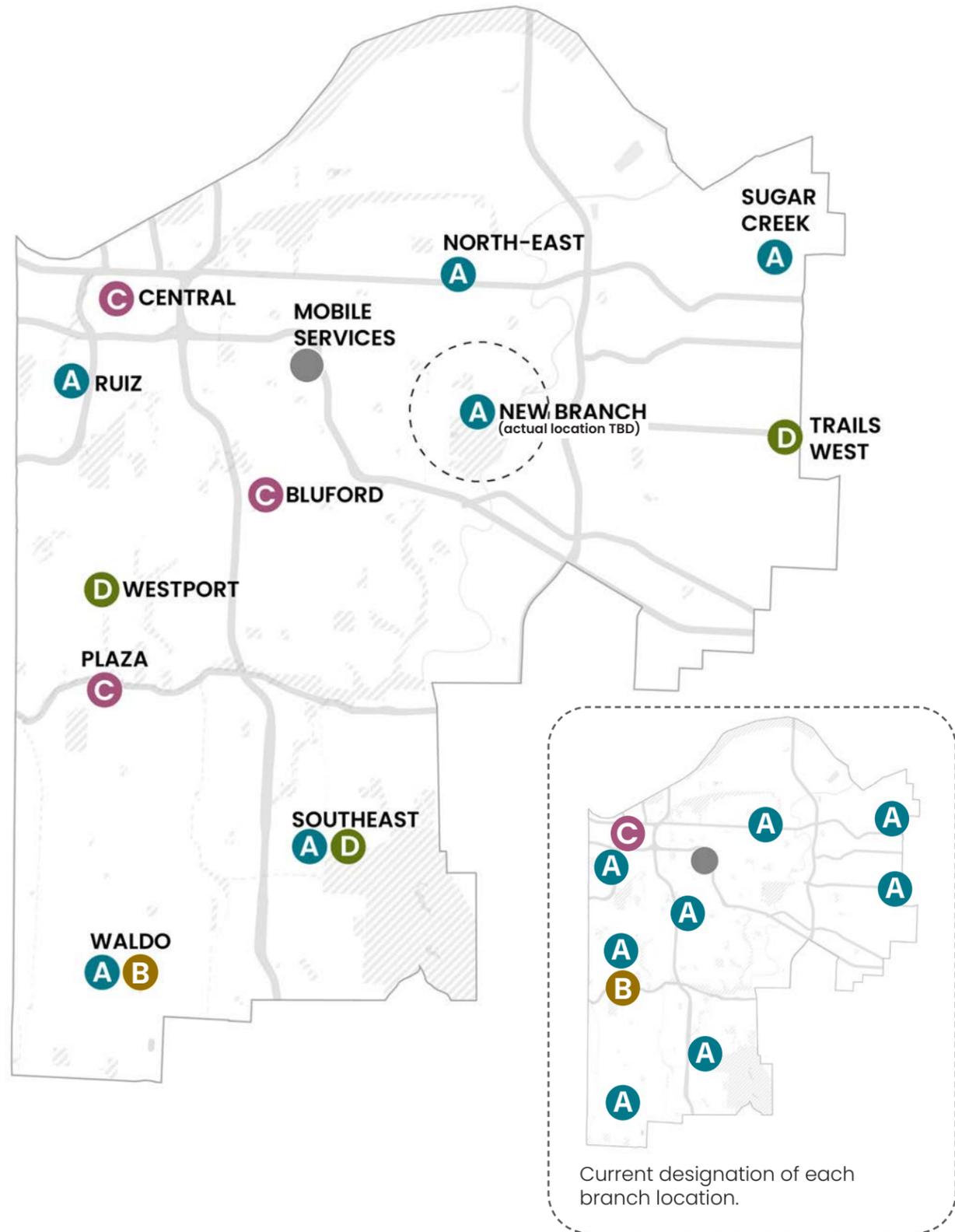
## PROGRAM FOCUSED INNOVATION LIBRARY

Library is focused primarily on **programming and partnerships** rather than the physical collection. Unique programming will attract patrons from across the Kansas City Public Library service area and beyond.

### services include:

- express library: holds pick-up, catalog access, copy/print/fax, telephones, short-term computers
- thematic collection focused on materials that are relevant to planned programming.
- space to support unique programming focus

ABCD Framework: Proposed designation of each branch location



## Foster Community Pride Through Inclusive, Accessible Culture Hubs

The library plays a key role in creating, celebrating, and preserving the rich cultural heritage of Kansas City. Library buildings provide places to create culture (Digital Media Lab), celebrate culture (Truman Auditorium), and preserve culture (Missouri Valley Special Collections). Kansas City Public Library Signature Events are highly regarded and well attended by residents inside and outside of the service area. However, the location of these events is not readily accessible to all Kansas City residents.

During community engagement, community members consistently expressed a desire to participate in civic, arts, and cultural activities at their neighborhood library branches. While existing facilities can accommodate some programs, space limitations restrict the library's ability to significantly expand creative programming and community events.



### RECOMMENDATION:

Transform the Lucile H. Bluford Branch and Plaza Branch into inclusive, accessible, Culture Hubs providing equitable access to the Kansas City Public Library's programming, offering expanded space for exhibitions, Signature Events, hands-on creative programming, and community-led programs.



# Expand or Relocate Library Services to Areas with the Most Need

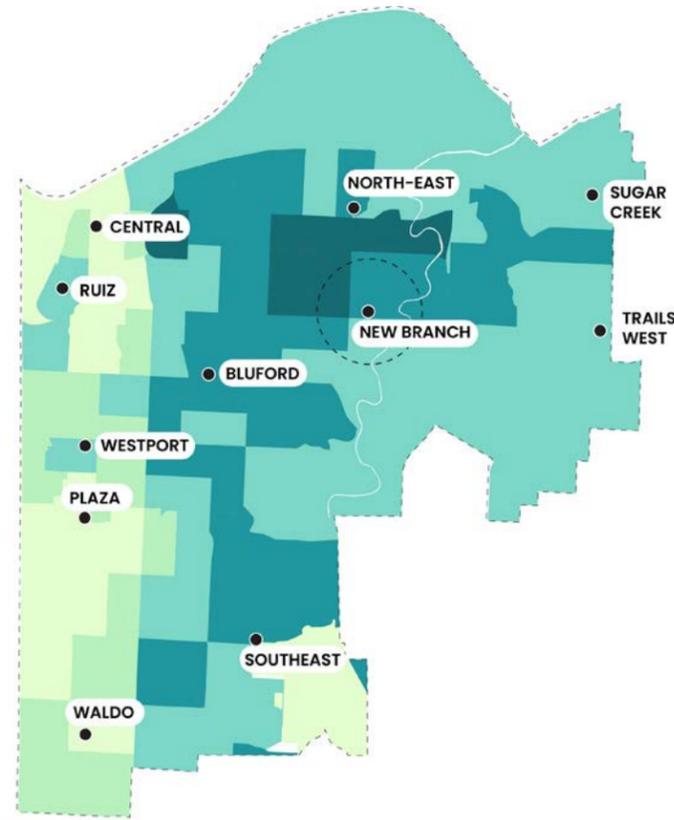
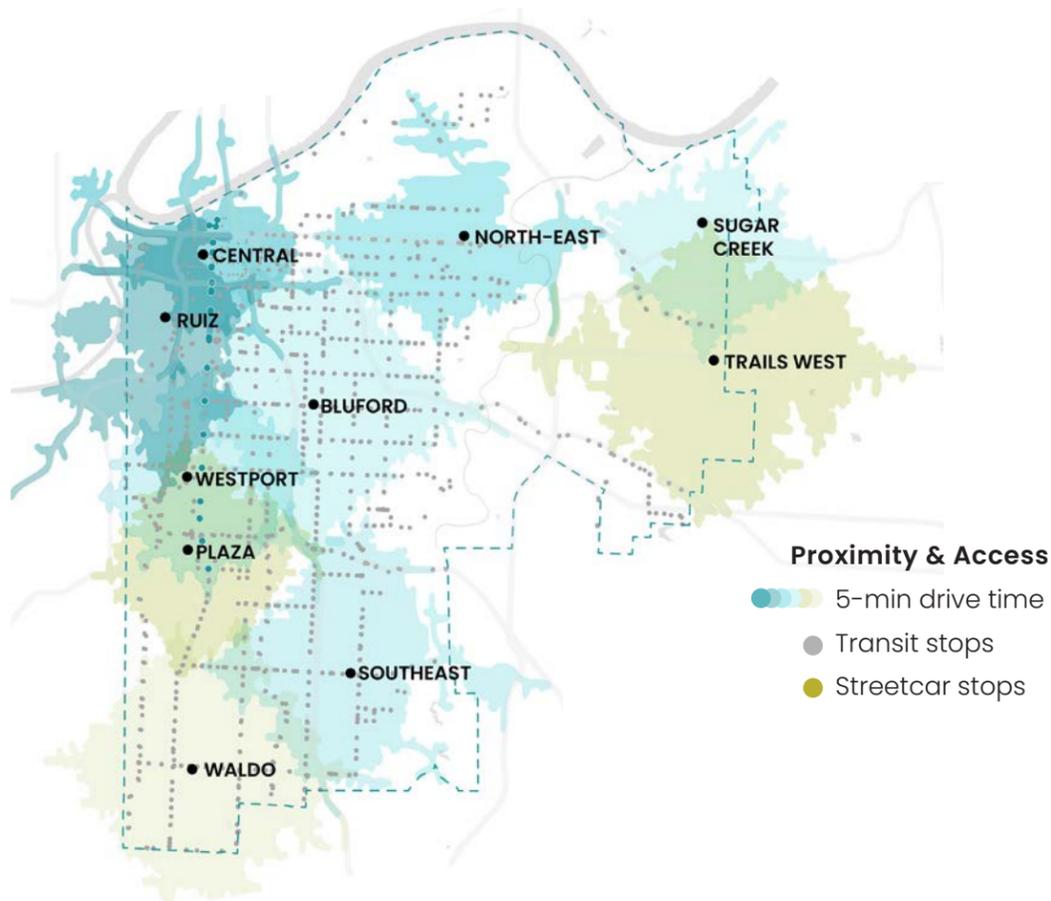


A majority of the Kansas City Public Library service area is within a 5-minute drive of a library branch. A majority of the west side and portions of the east side have high patron attraction scores indicating widespread use of the library.

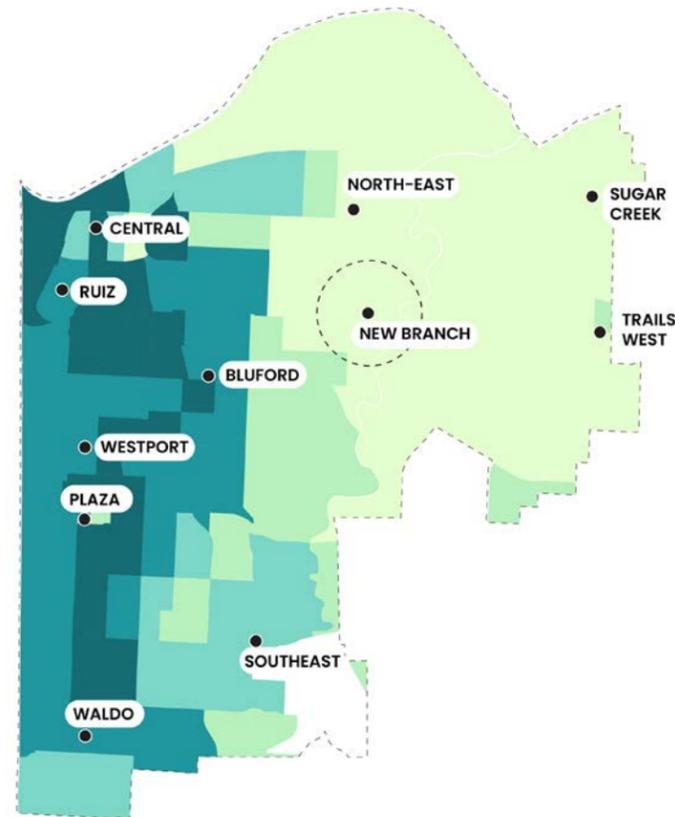
However, there is a gap in library service and access on the east side between the Lucile H. Bluford Branch and the North-East Branch. This neighborhood has lower than average patron attraction scores, access to internet, and income; and higher than average community needs, unemployment rates, and residents younger than 18. A new neighborhood library branch location in this area will expand access to library services to those with the highest need.

**RECOMMENDATION:**

**Open a neighborhood library branch on the east side of Kansas City to address low library use and high community need.**



The Need Index indicates areas where additional library services and engagement will be most impactful for residents. Values are based on 2017-2021 American Community Survey data on access, income, employment, education, language, and age.



Patron Attraction Score indicates the level of market penetration currently achieved for the selected tract compared to the Kansas City Public Library District. This score focuses on users aged 25 to 44, which the data tells us is the largest cohort of library users. A low score indicates a lower market penetration.

## Reimagine the Trails West Branch

The Trails West Branch, located in Independence, has been part of the Kansas City Public Library System since 1989. Since that time, Mid-Continent Public Library opened the South Independence Branch, expanded the North Independence Branch, and began serving the Independence School District. Mid-Continent Public Libraries provide comprehensive library services and programming to the surrounding areas, and both are within a five-minute drive of the Trails West Branch.

Residents living near the Trails West Branch are twice as likely to be active Mid-Continent Public Library users as they are Kansas City Public Library users. Differentiation is key for the Trails West Branch to attract and retain users from across the Kansas City Public Library service area. Continuing to operate as a neighborhood library in this location is not the best use of the library's resources and is not recommended.

Opportunities for reimagined library services are:

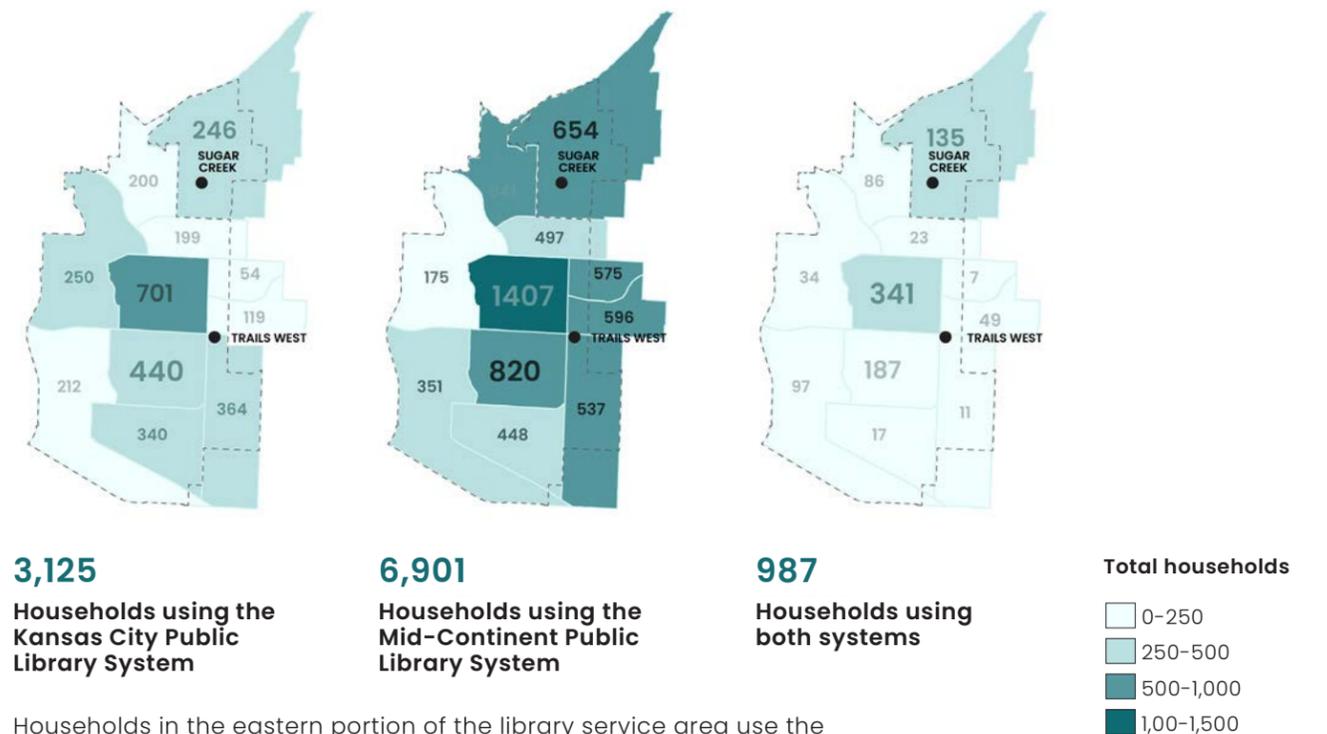
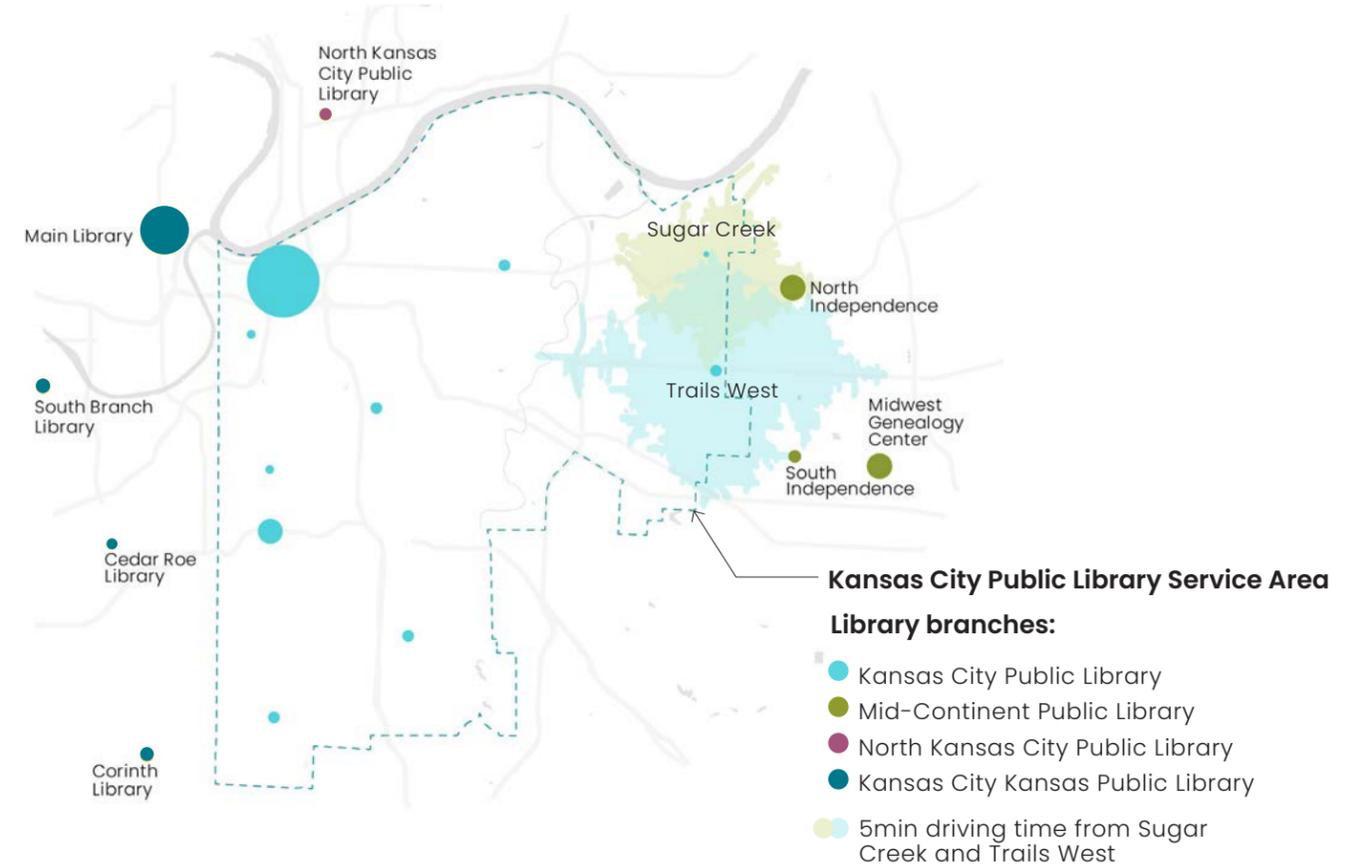
- Relocate to a new shared location in western Independence and explore different service models. Co-locating with a partner organization will provide opportunities for expanded access for services and lower operating costs.
- Increase access to Mobile Services with additional bookmobile and lobby stops.
- Relocate Trails West Branch to an area of need further west in the Kansas City Public Library service area, continuing as a neighborhood library model.

**RECOMMENDATION:**  
Reimagine library services at the Trails West Branch to attract and retain users.



### Surrounding Library Systems

Dot sizes indicate the size of the library building at each location



Households in the eastern portion of the library service area use the Mid-Continent Library System more frequently than the Kansas City Public Library.

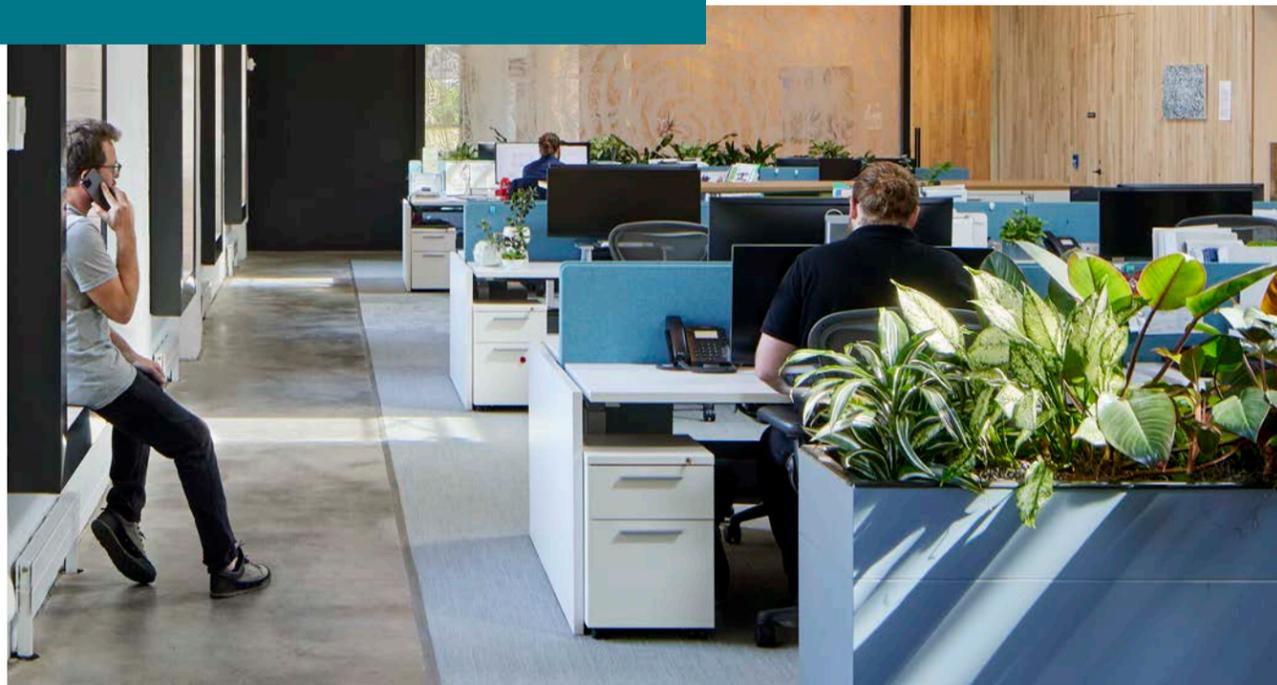
## Explore Library Services with a Centralized Library Operations Hub

Many Kansas City Public Library facilities were designed before the shift towards hands-on learning, digital literacy, and integrated partner spaces. One strategy for existing buildings to better meet community demand for additional programming and partner space is to reduce the footprint dedicated to collections. By relocating a portion of the collection at each branch to the Library Operations Hub, space can be reallocated to study rooms, program rooms, and partner spaces.

### RECOMMENDATION:

**Integrate Collections, Mobile Services, and other system-wide staff into a centralized Library Operations Hub. To efficiently serve each branch location and Mobile Services stops this facility should be located centrally within the service area; either as a stand-alone facility or adjacent to a library branch.**

“This plan makes a ton of sense - gets people working in better locations grouped with folks who do related work, it frees up space in our libraries to do all the other things we want to provide, and logistics and workflows get way easier”  
- KCPL staff survey



### Westport

relocating 75% of the collections to the Library Operations Hub would free up 450 sf, which is enough space to house:

- 1-6 person study rooms, or
- small business incubator, or
- partner space

### Trails West

relocating 25% of the collections to the Library Operations Hub would free up 950 sf, which is enough space to house:

- all-ages program room, or
- partner space, or
- maker space

### Southeast

relocating 25% of the collections to the Library Operations Hub would free up 1,000 sf, which is enough space to house:

- 1-6 person study room
- dedicated teen area

### Waldo

relocating 35% of the collections to the Library Operations Hub would free up 1,750 sf, which is enough space to house:

- larger play and learn area
- dedicated teen area
- 1-6 person study room

### Plaza

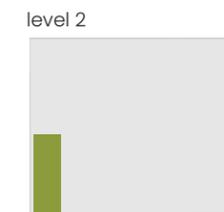
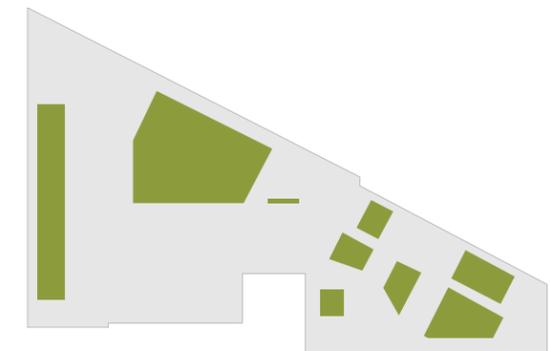
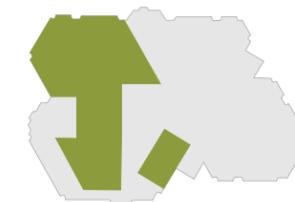
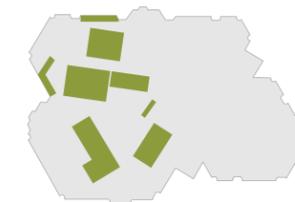
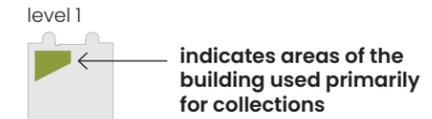
relocating 35% of the collections to the Library Operations Hub would free up 6,000 sf, which is enough space to house:

- 1-6 person study rooms
- meeting rooms
- all-ages program room
- dedicated partner space

### Central

relocating 50% of the collections to the Library Operations Hub would free up 9,250 sf, which is enough space to house:

- efficient and collaborative staff space
- all-ages program room
- dedicated partner space
- 1-6 person study rooms



**A recent 33% reduction in the Westport Branch collection resulted in a 35% increase in circulation**



**Kansas City Public Library’s Mobile Services is already operating successfully as a library operations hub** for the Bookmobile, Books To Go, Lobby Stops, and KC Library by Mail programs. This could be expanded to include more of the physical collection. Materials move between the Central Library and branches every day via courier. This would still happen, but the courier would be based out of the Library Operations Hub and the overall volume of material being moved would be greater.

Key benefits include:

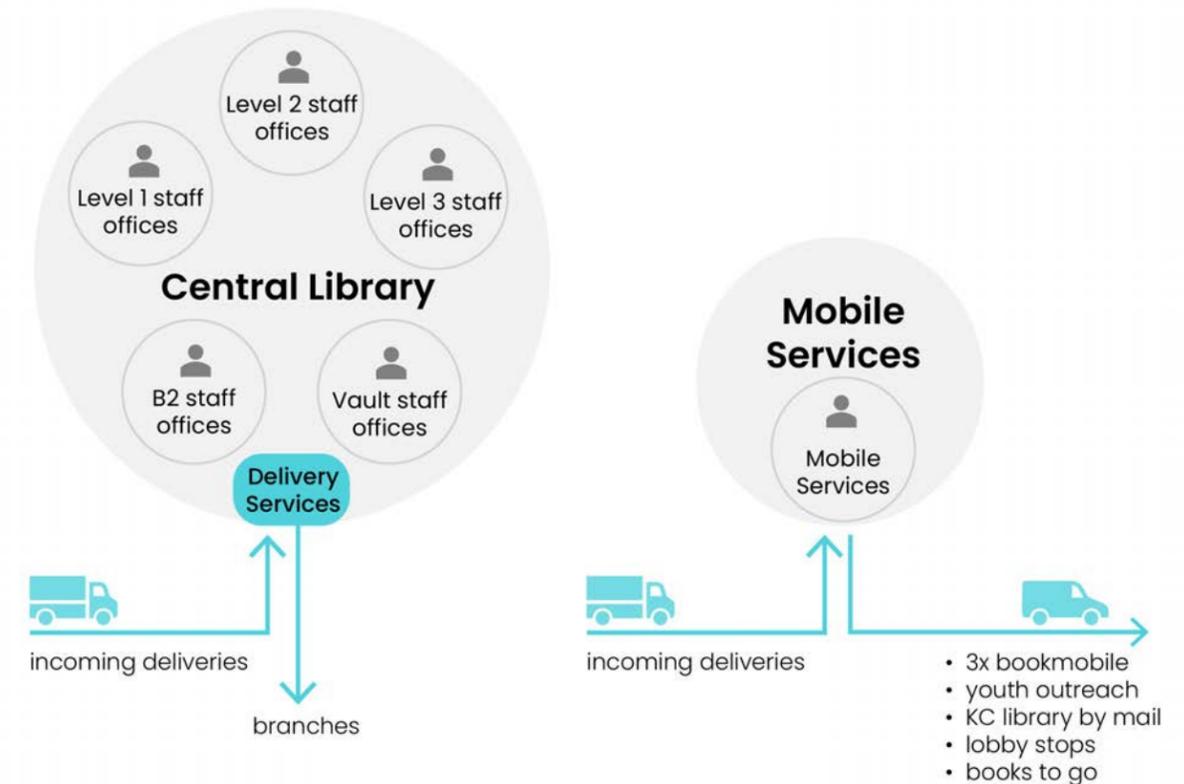
- Additional space for programming and services in all libraries.
  - o Between 450 – 6,000 SF of additional space could be gained at each branch library.
  - o Approximately 9,250 SF of additional space could be reclaimed at Central Library.
  - o A portion of the archives collection could be relocated to the Library Operations Hub, alleviating space constraints for the Missouri Valley Special Collection.
- Potential increases in circulation through a more focused collection.
- A Library Operations Hub allows for adoption of advanced intelligent materials management system that effectively and efficiently moves materials around the system. This provides fresher collections in each location that meet the needs of each branch.
- Workflows already happening at the Central Library can move to the Library Operations Hub and happen more efficiently.
  - o Shipping & receiving of collections materials in a purpose-built space at the Library Operations Hub will be more efficient. Moving these materials out of the Central Library will relieve space constraints for Information Systems and Facilities deliveries.
  - o Collections staff will work within a single, well-designed workroom that supports distinct workflows, collaboration, and efficient materials movement. Currently, staff are distributed across multiple spaces at the Central Library with little space for collaboration or efficient materials movement.
  - o System-wide Youth and Family Engagement staff will have a shared home base for collaboration with staff who work in branch locations. Relocating staff workstations from the Central Library would also relieve overcrowding in the Central Youth Services workroom.

It is critical to identify the appropriate collection size for each branch. Patrons at certain branches may be unable to wait for held items or prefer to read materials in-house. Maintaining a sufficient collection to ensure these patrons can find the materials they are seeking without delay is crucial.

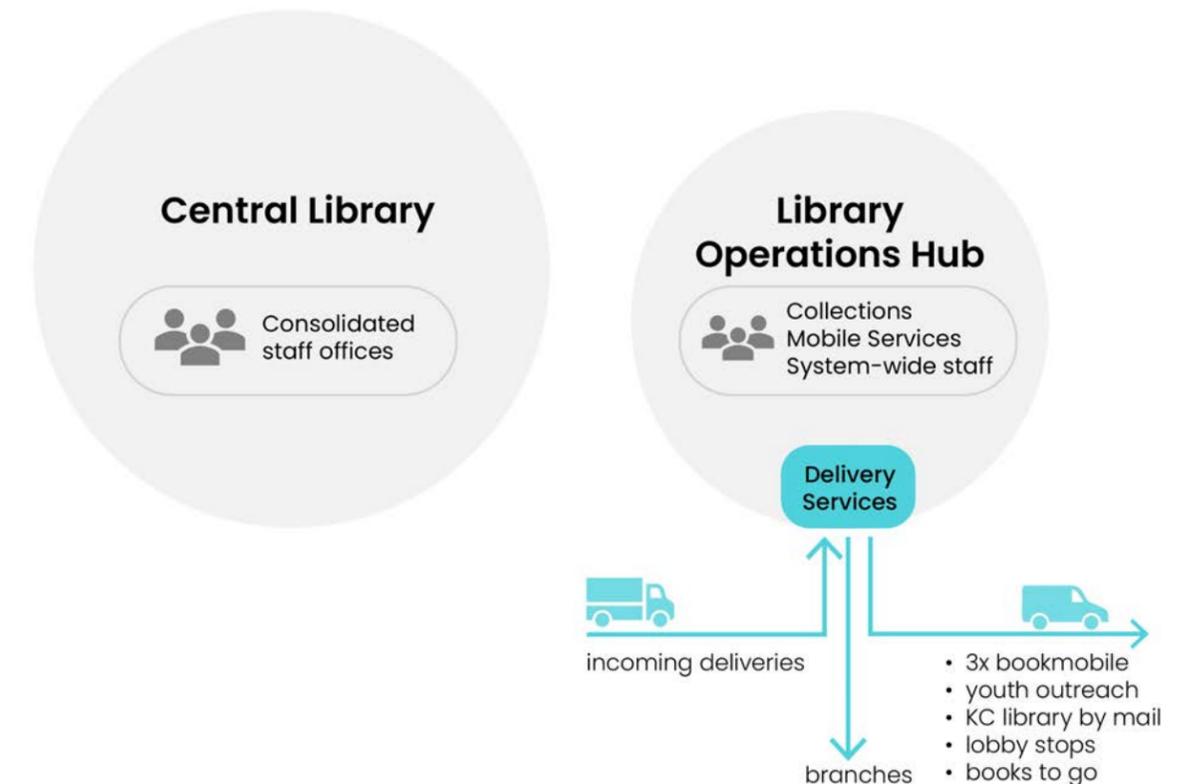


Refer to the recommendations for Mobile Services, New Branch and the Lucile H. Bluford Branch for additional information. Refer to Appendix C for examples of operations centers used by other library systems.

**Current operational model**



**Recommended operational model**





## MAPS & DATA

Demographics

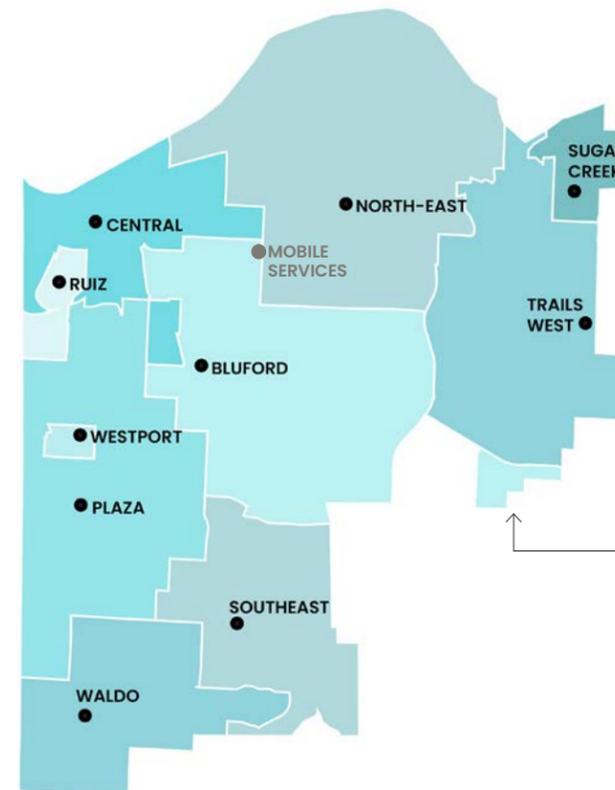
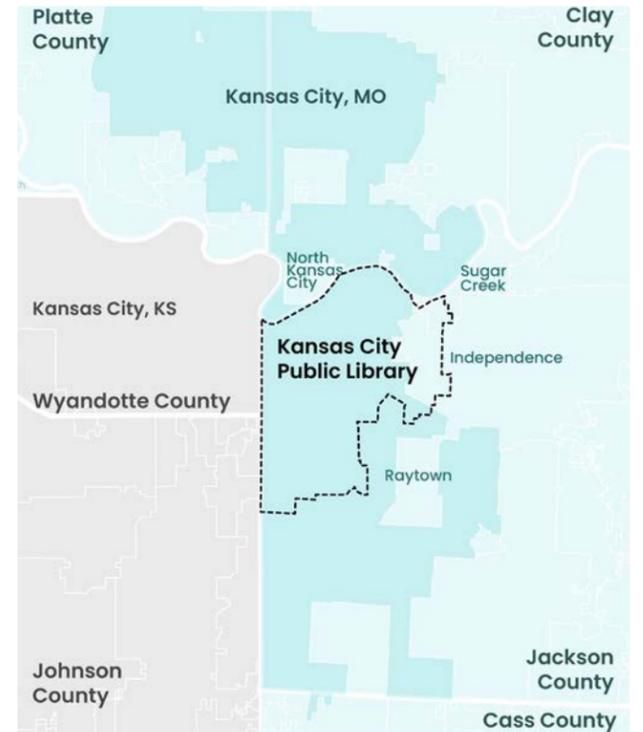
Library Use Data

## Demographics

Kansas City Public Library serves 250,000 residents with 143,356 (FY2025) active cardholders and roughly 1.3 million visits. The library is surrounded by multiple other library systems including:

- Mid-Continent Public Library: 34 branches
- Kansas City Kansas Public Library: 5 branches
- Johnson County Library: 14 branches
- North Kansas City Public Library: 1 branch

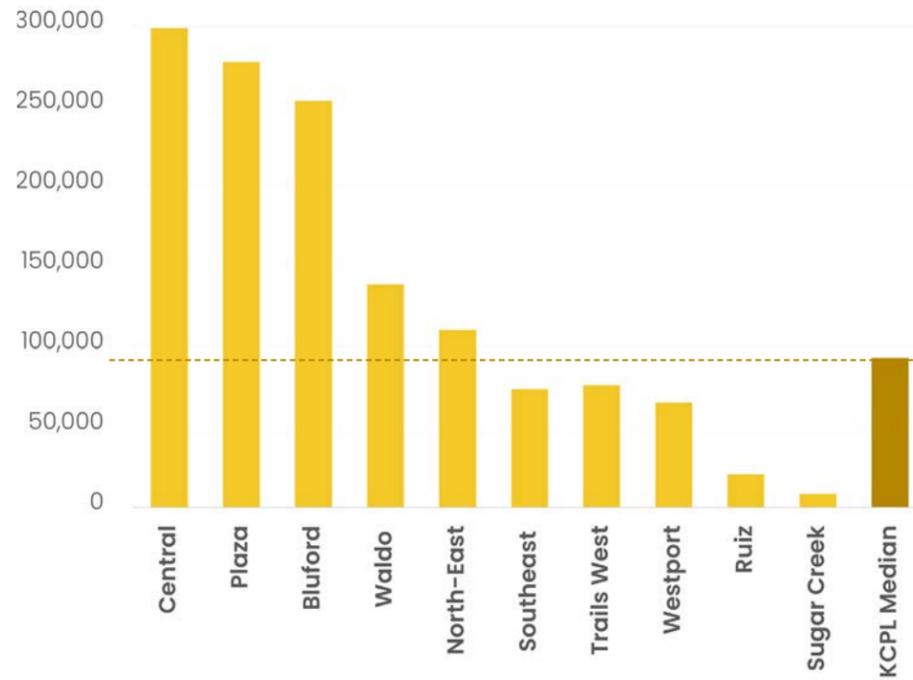
The city is projected to grow by approximately 10 percent over the next decade. Within the Kansas City Public Library system, Plaza has the largest service population, followed by Bluford and North-East. These branches also encompass the largest defined service areas. In contrast, Westport, Ruiz, and Sugar Creek function as small neighborhood libraries with correspondingly smaller service populations and more compact geographic areas.



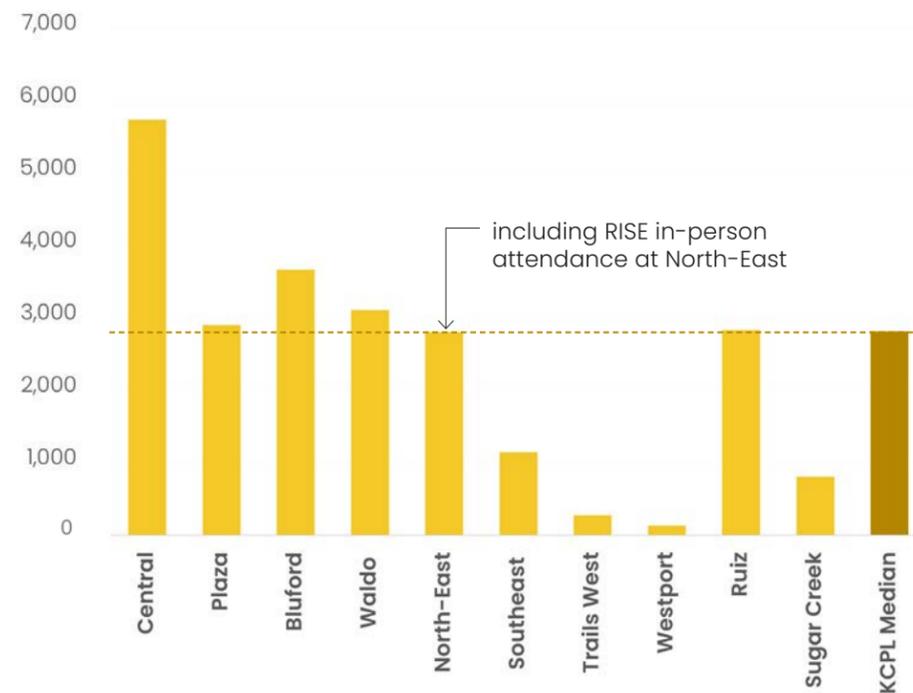
**Map of Branch Boundaries**

Branch service boundaries are determined by patron usage patterns and geographic proximity reflecting where residents most frequently access library services. Mobile Services is not a public location and does not have a service area.

Visits per Branch, by Door Count (2023-2024)



Program Attendees by Branch (2024-2025)



**1,334,112**  
In-person library visits (FY2025)

**4,185,295**  
online visits to digital branch and KCLibrary.org

**25,866**  
Live in-person program attendance (FY2025)

**24,339**  
Signature Event total views online (FY2025)

**62,822**  
Youth program participants (FY2025)

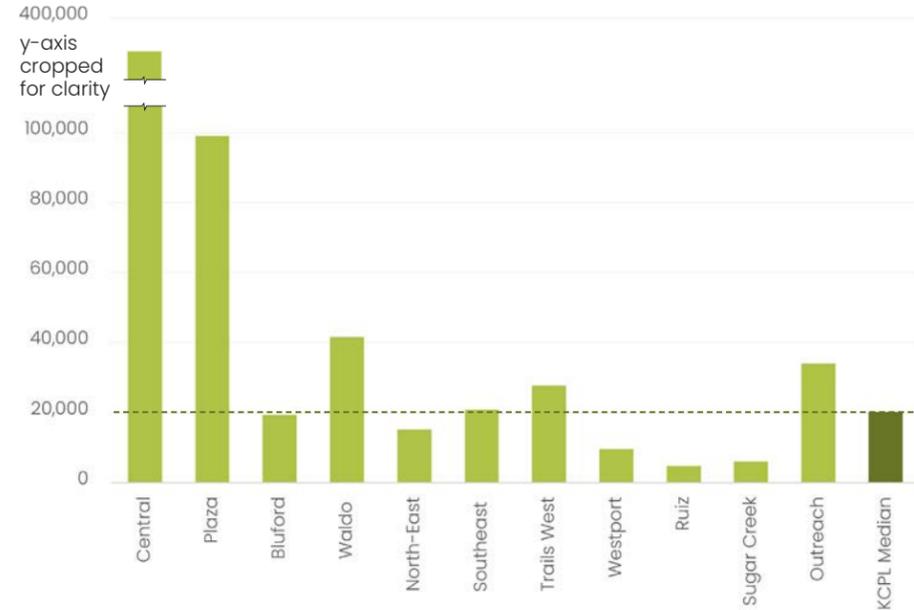


Central, Plaza, and Bluford record the highest overall visits, with Bluford notable for having the greatest visits per square foot. Ruiz and Sugar Creek see the lowest overall visits, while Westport receives visit volumes similar to Southeast and Trails West despite its compact size. Bluford and Ruiz host the most events, with many of Bluford's offerings focused on health and wellness through NikkiFit fitness programs. Central draws the largest total attendance, reaching over 5,700 participants.



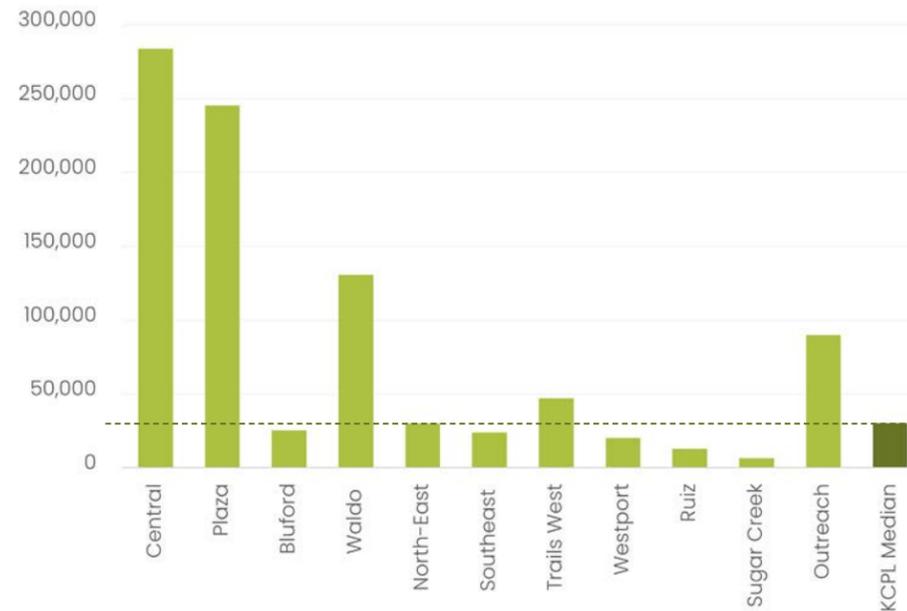
MAPS & DATA

2024 Collection Size



Central holds the vast majority of Kansas City Public Library's physical collection, with Plaza and Waldo as the next largest collections.

2023- 2024 Physical Material Circulation (excluding library of things)



Central, Plaza, and Waldo drive the highest circulation in the system. 62% of total circulation is digital materials, 38% is physical materials.

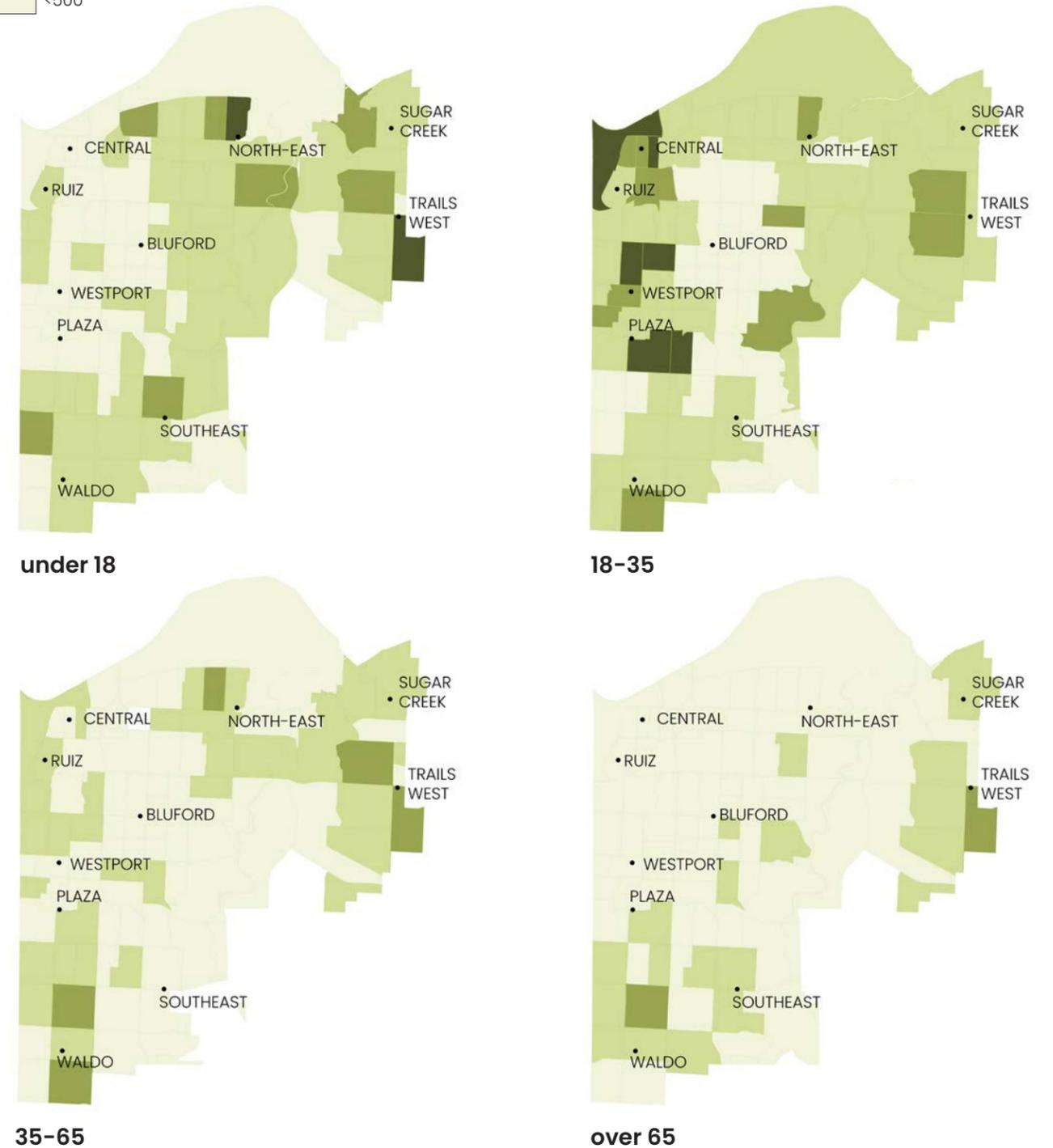
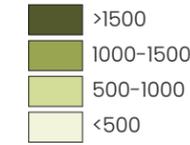


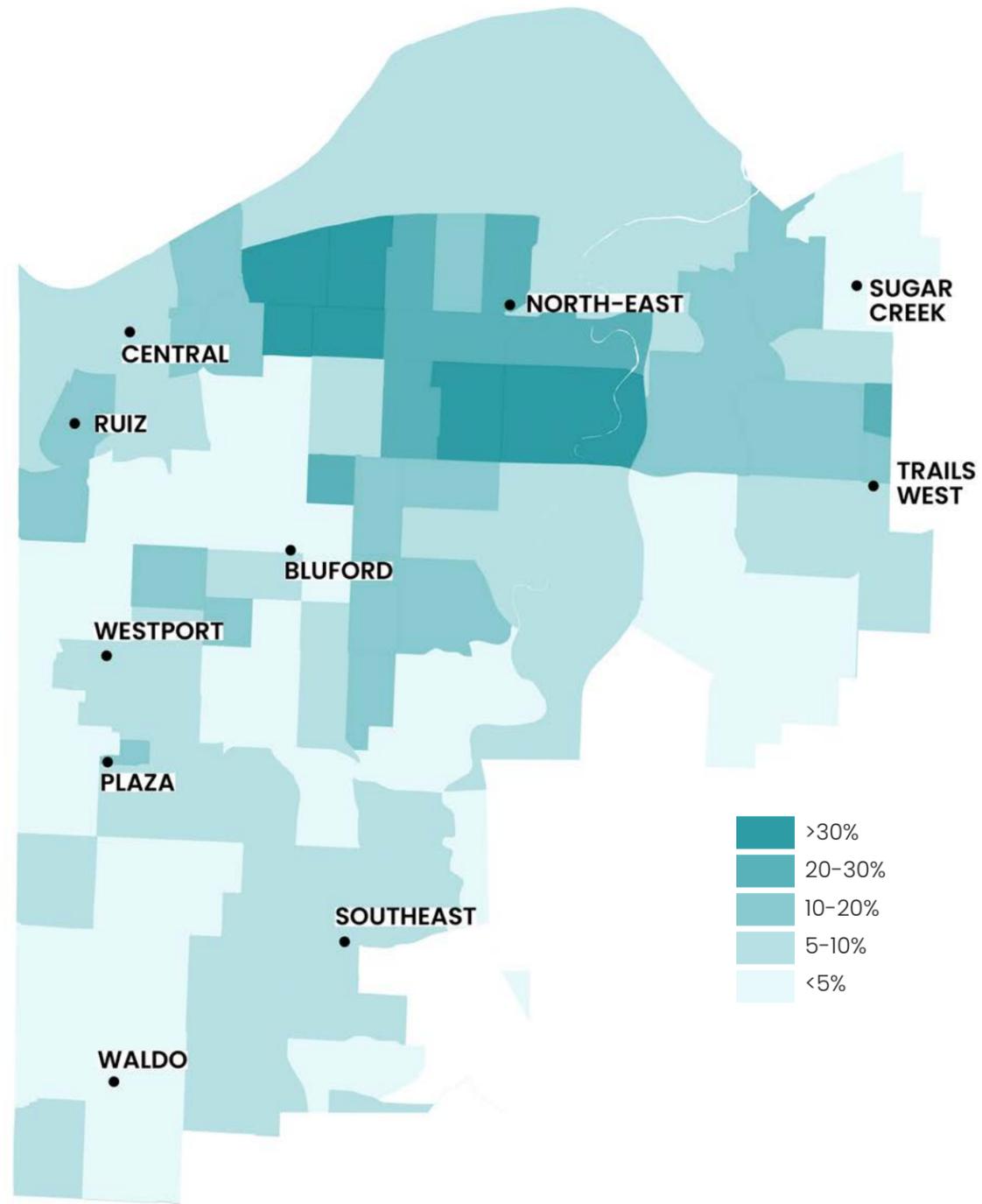
- 62% circulation is digital materials
- 890,956 books borrowed (FY25)
- 1,648,683 eBooks, audiobooks, music, videos & podcasts borrowed (FY25)

MAPS & DATA

Population by Age Group (U.S. Census Bureau 2024)

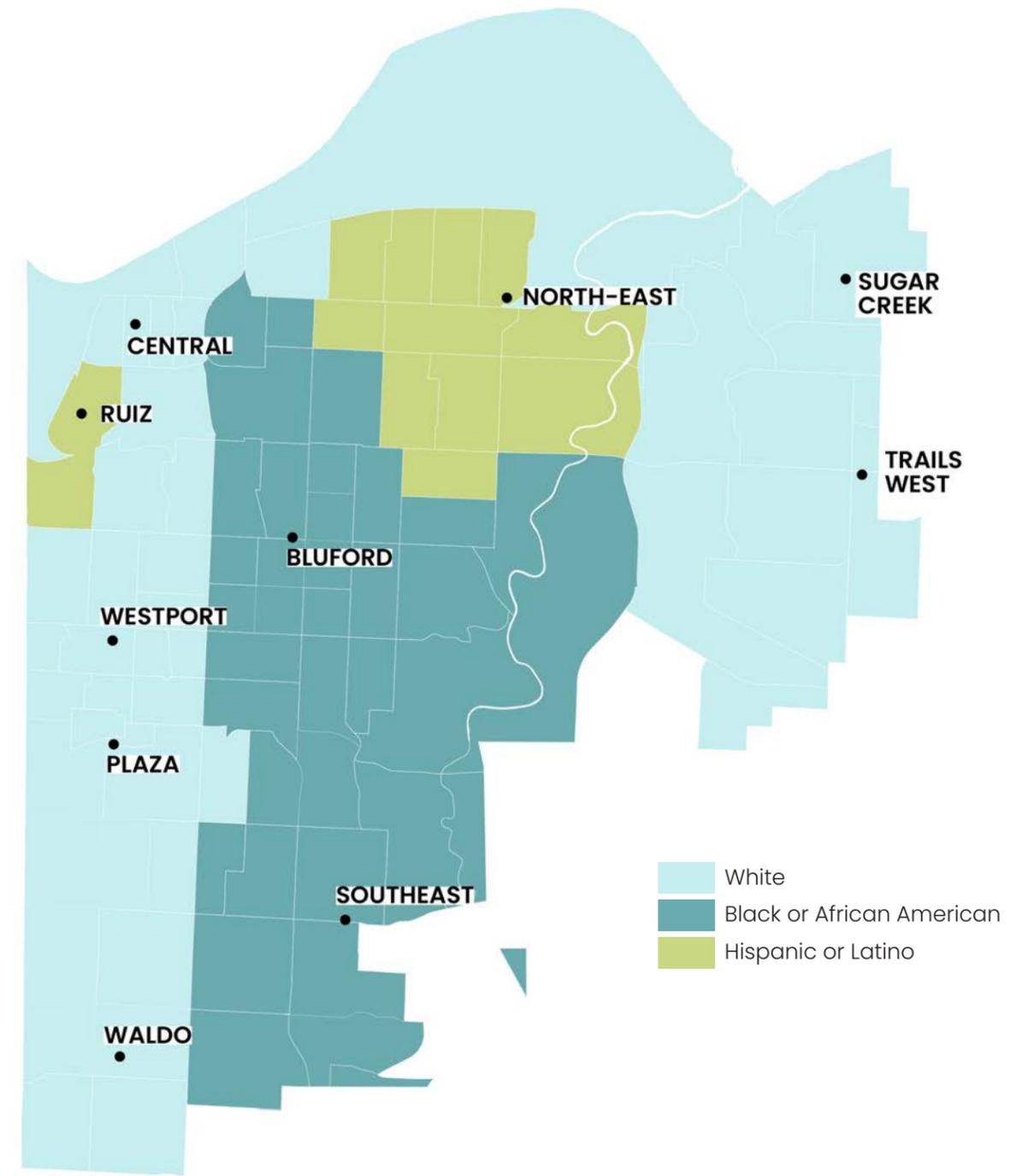
Population count



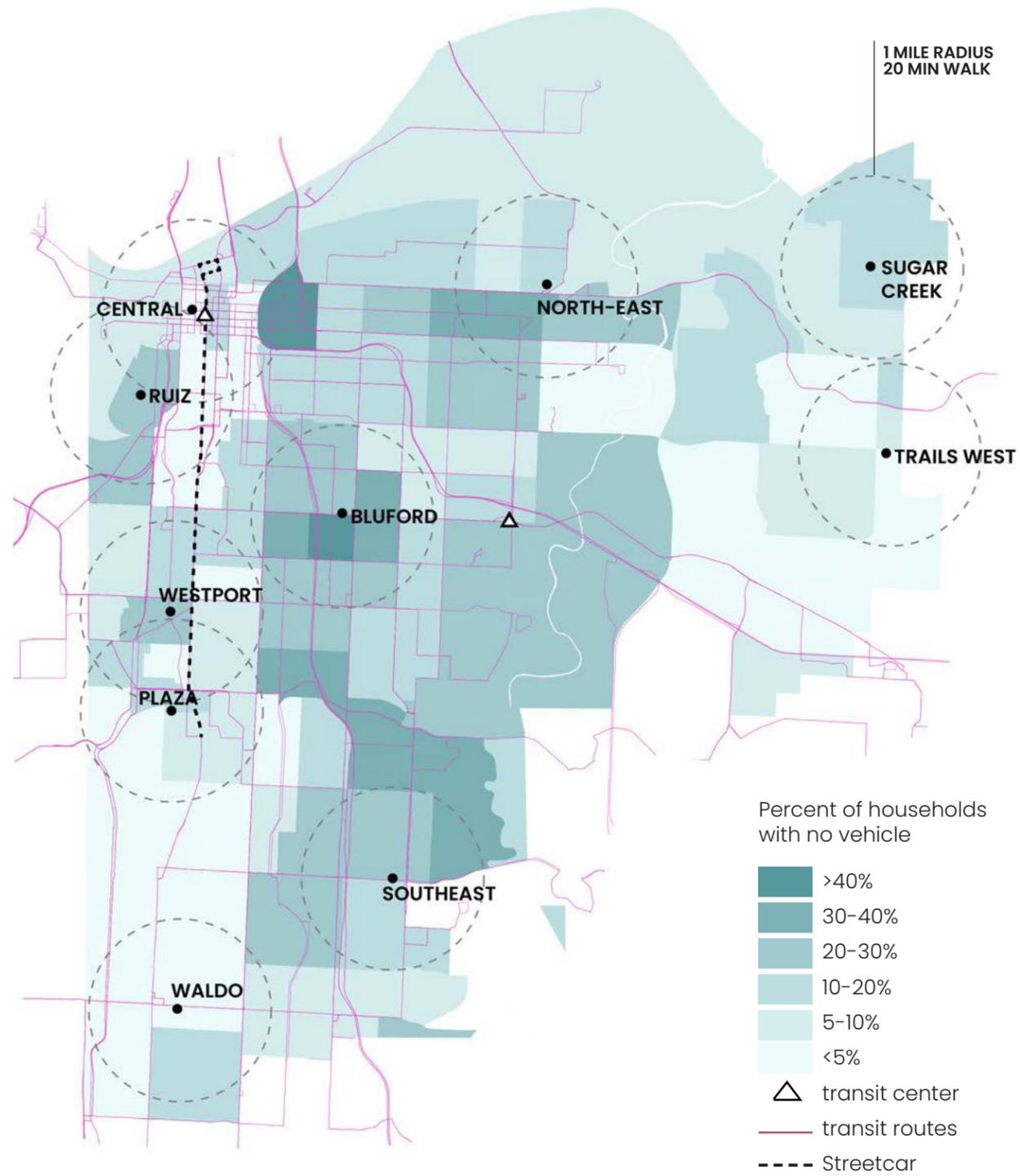


**Percent of Foreign Born (including non-U.S citizens and naturalized U.S citizens), 2024**

The area around North-East has the highest and fastest-growing immigrant population in the city, predominantly Latino/Hispanic. Citywide, about 9.1% of Kansas City residents are first-generation.

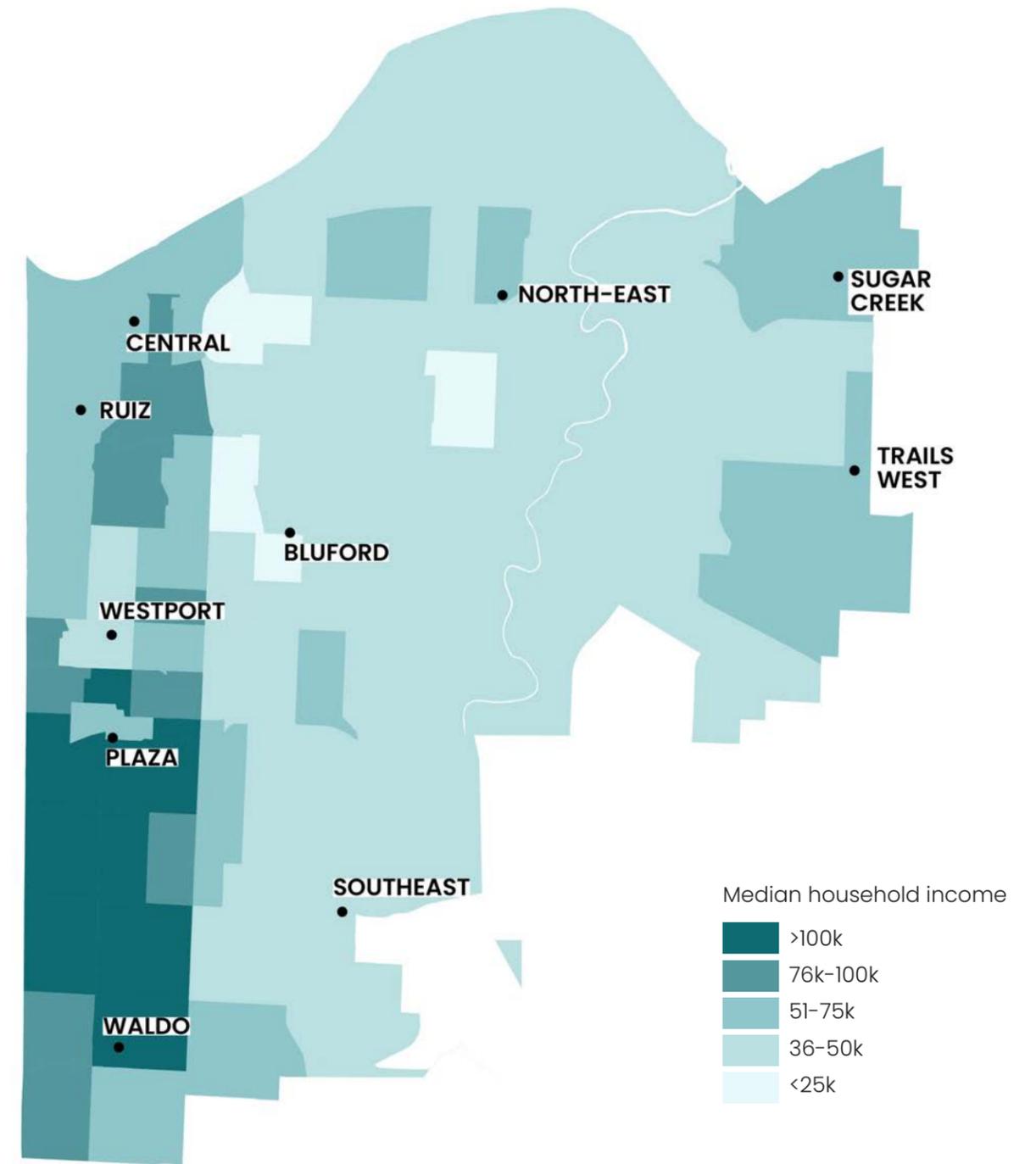


**Predominant Race (U.S. Census Bureau 2024)**



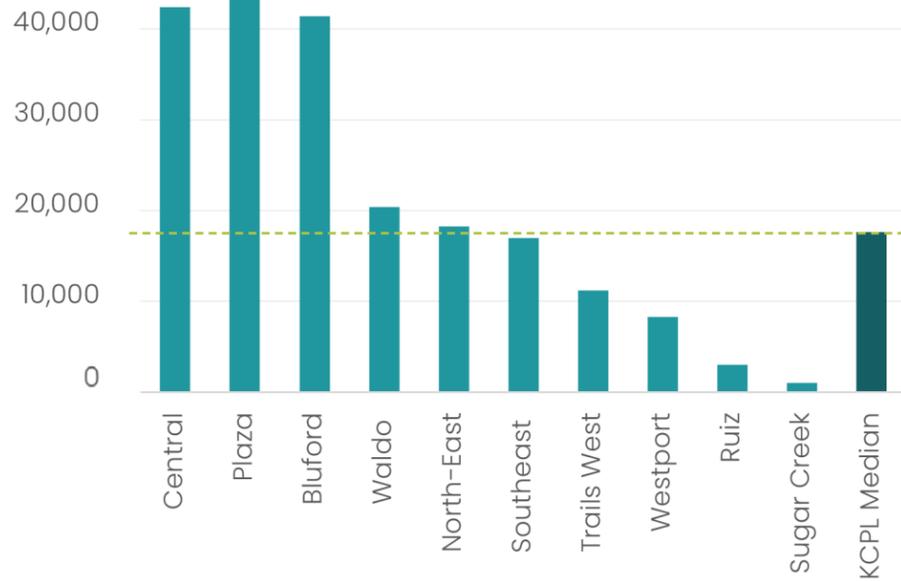
**Access** (U.S. Census Bureau 2024)

With the new Streetcar, Central, Plaza, and Westport are now more accessible by transit. Neighborhoods around Bluford, Southeast, and North-East have some of the highest shares of households without access to a vehicle. Trails West is served by limited bus routes. There is no nearby public transportation to Sugar Creek.



**Median household income** (U.S. Census Bureau 2024)

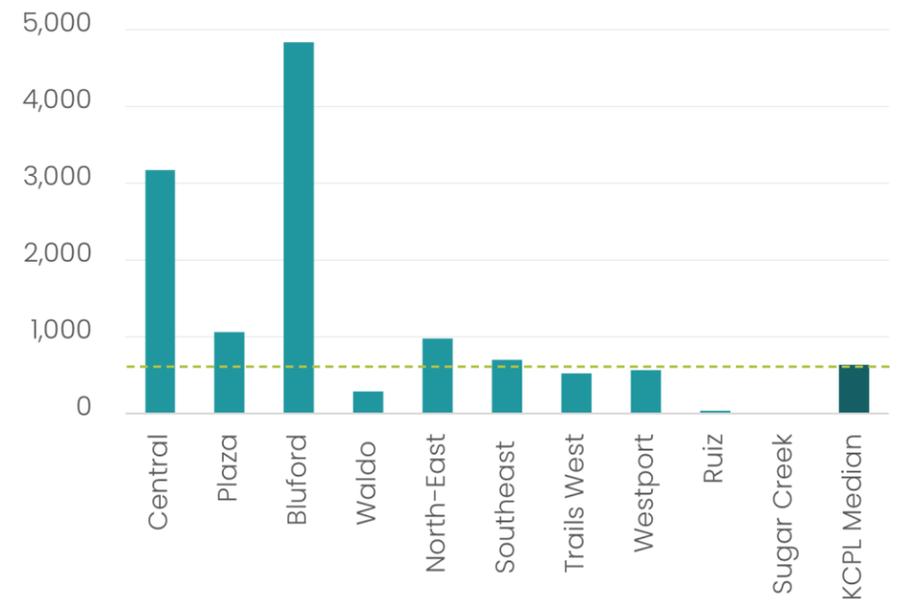
Total Computer Usage by Branch (2023-2024)



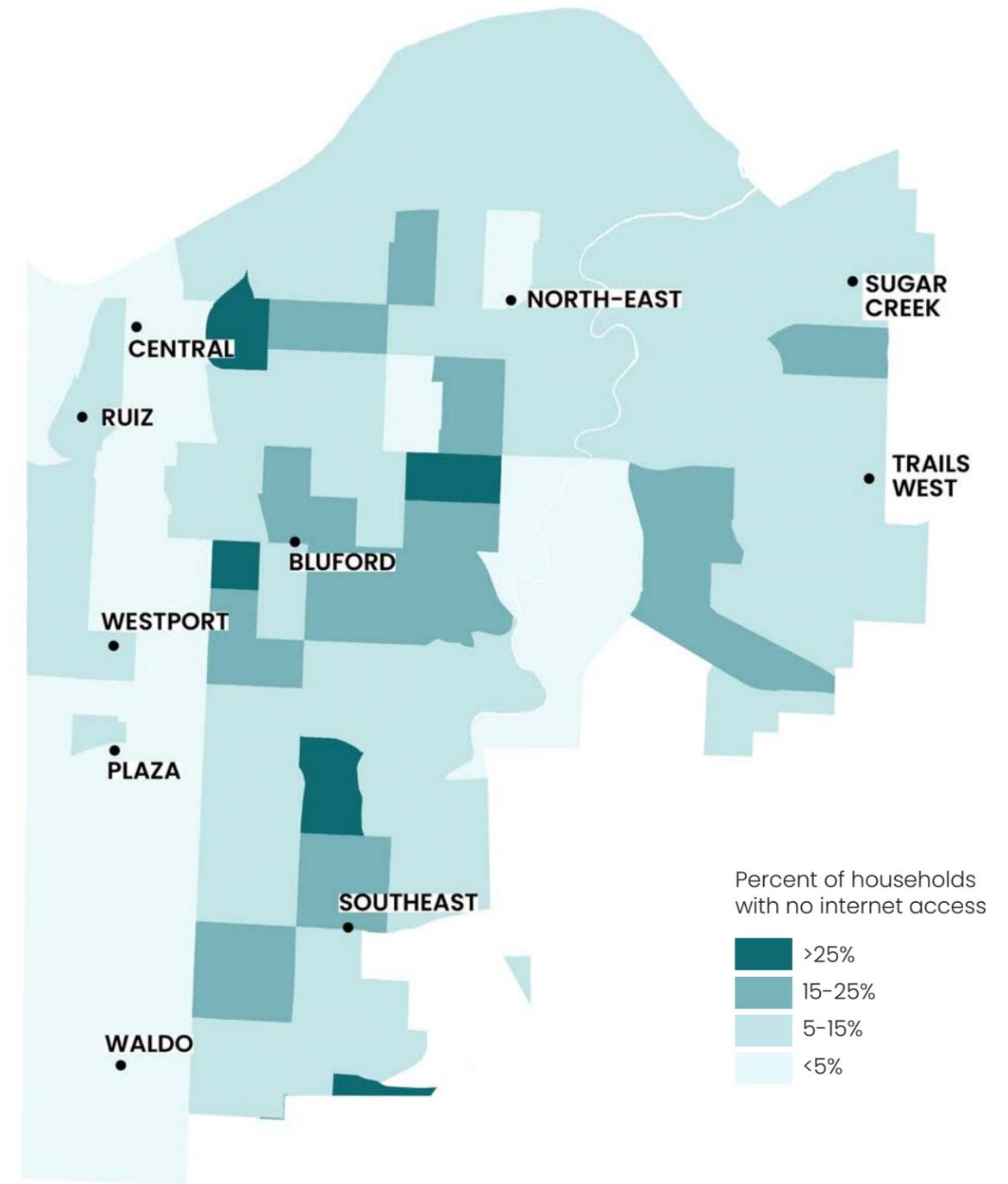
**160,033**  
Free, on-site  
Wi-Fi Sessions  
(FY2025)

**752**  
Laptops  
borrowed  
(FY2025)

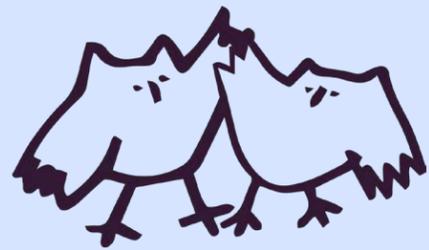
Total Outgoing Public Phone Calls by Branch (Sep 2025)



The data highlights a digital and economic divide between east and west side of the library district. Neighborhoods around Bluford, Southeast, North-East branches have the highest rates of households without internet and some of the lowest median incomes. Areas near Plaza, and Waldo branches are more affluent with higher rates of internet access. Computer sessions are heaviest at Central Library, Plaza, Bluford branches and public phones are used most frequently at Bluford and Central Library.



Internet Access (U.S. Census Bureau 2024)



## STAKEHOLDER INPUT

Community Engagement

Community Partners

Library Staff and Leadership

## Engagement Summary



**82**

Library Staff Involved in the Planning Process

**9**

Board of Trustees Involved in the Planning Process

**4,788**

Community Survey Responses

(in collaboration with Strategic Plan effort)

**45**

Local Organizations Engaged

**19**

Open, Public Sessions

**231**

Community Conversations

## Community Engagement

Community engagement efforts for the Comprehensive Facilities Plan were linked with the efforts of the Strategic Plan to avoid confusion and engagement-fatigue for the community. A community survey and open house events took place in the summer of 2025 as part of the Strategic Planning process. The Comprehensive Facilities Planning team led additional engagement in the fall of 2025 to reach out to groups who were underrepresented in the survey responses: non-library users, teens & tweens, east side families, and immigrants & refugees. Outreach included one-on-one conversations at: multiple bookmobile stops,

Guadalupe Centers Citizenship Clinic, a community health resource event, Heartland Book Festival, Coffee & Conversations at Central, Coffee + Connection at Bluford, and Loteria Night at the North-East Branch.

In early 2026, the team held outreach events at 10 community sites across the library service area and engaged with patrons at the Westport and Trails West branches. Engagement sites were selected to reach a broad cross section of the community with events at local grocery stores, Youth Commission meetings, and the MLK Day Nature Walk.

Each round of engagement built upon the findings of the prior round to uncover community needs. The following themes emerged from community input and have shaped the comprehensive plan recommendations:

- Community members view the library as a place for resources, and a community hub. Books, study space, internet access, and events draw people to the library. Connection and a peaceful atmosphere keep people coming back.
- There is a desire for expanded access: more open hours, bilingual staff and materials, refreshed spaces, and increased awareness of current offerings.
- Community members want the library to be a vibrant hub for accessing library services, engaging in creative pursuits and cultural exploration, building life skills, and fostering community connections.
- Library spaces should balance solitude with social energy. Many come to the library for peace and quiet, others come to engage in community.
- The library has a role in fostering community pride, with programs and services that celebrate Kansas City and its residents.



## Community Partners

MSR Design led meetings with community organizations and city leaders to gather insights into how the library could enhance partnerships in the future. The following themes emerged from these conversations:

- There is a general lack of awareness of library services and programs, both across the system and at specific branches.
- The website is the front door for many library users. Physical spaces and offerings should be well-represented online.
- Promote library offerings to community groups that use library spaces by having staff actively highlight relevant services before and after events, and by encouraging groups to stay longer in the library to explore the collection and other offerings.
- The library isn't top of mind for millennials looking for a place to work or relax, showing relevance to this group would bring them in.

The following library spaces would best support partner organization needs:

- Flexible multipurpose spaces
- Spaces for interactive learning and creative pursuits
- Small groups (2-6) meeting rooms
- Small business incubator / free or low-cost co-working spaces
- Spaces for large events (meeting rooms with adjacent pre-event space and outdoor gathering spaces).



example of a large meeting room



example of flexible multipurpose room

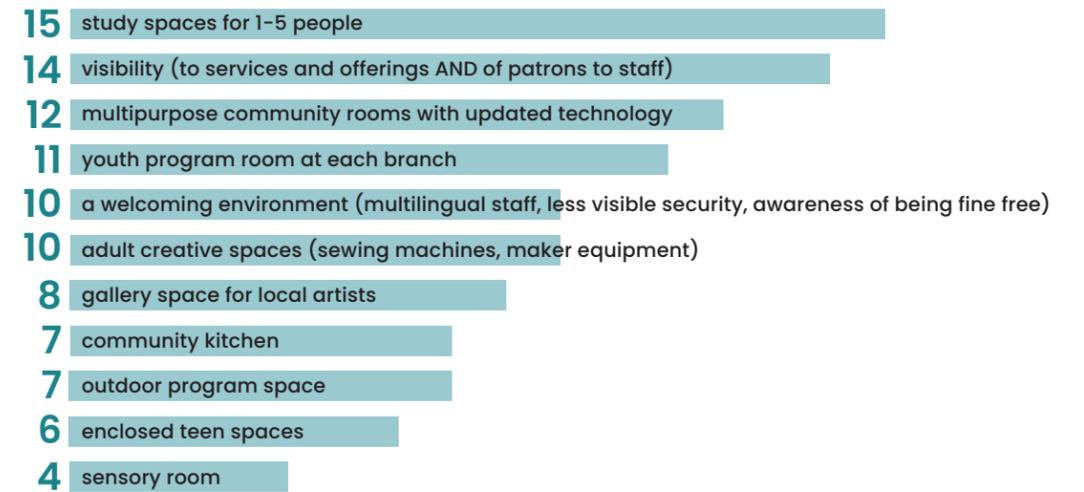
## Library Staff and Leadership

The planning process included input and guidance from over 82 library staff members and 9 Library Board of Trustees. Library staff provided foundational knowledge and key insights during site tours and operations meetings. The Library Board of Trustees, Staff Advisory Committee, and Site Managers group provided critical input throughout the process. A Steering Committee made up of library staff and leadership guided the analysis of our findings and shape of the final recommendations.

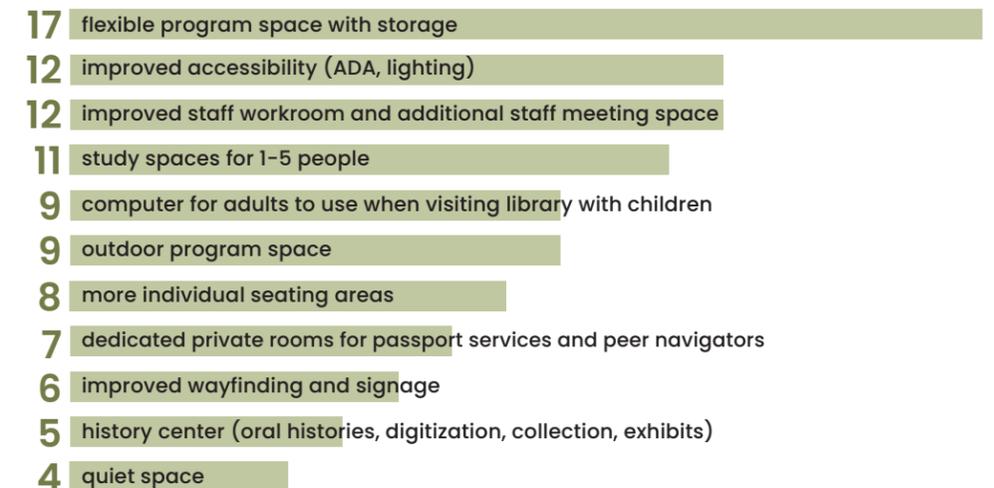
**A common experience between branches.** Library staff and leadership defined a clear vision for the common experience between branches and the services that are needed in all locations, regardless of building size or location. This input became the foundation for the facilities framework.

### What are the most impactful spaces and programs for the ENTIRE system?

#### input from staff advisory committee:



#### input from site managers



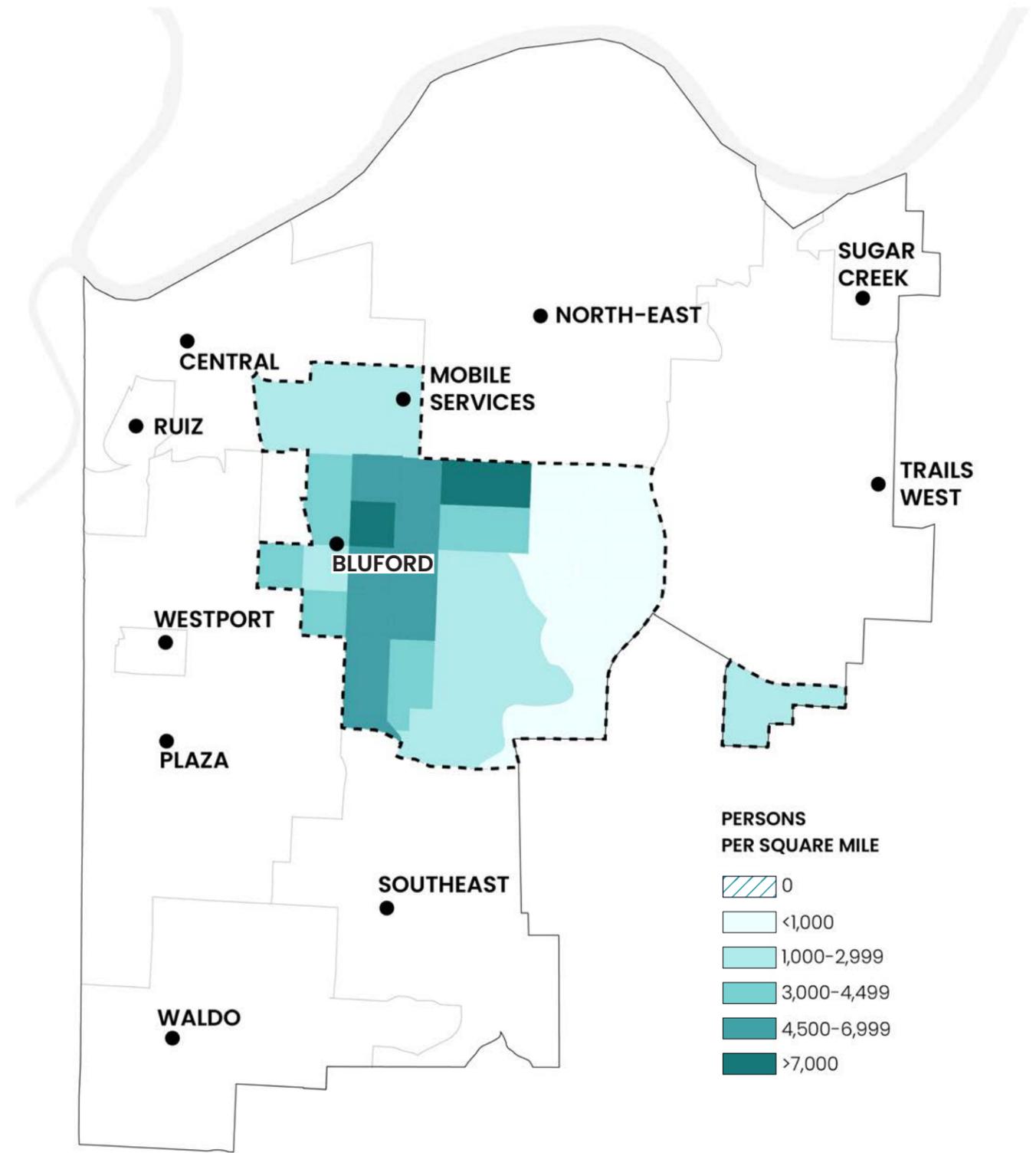


Kansas City Public Library

# Lucile H. Bluford Branch

## Branch Information

<b>14,200</b>	Square Feet
<b>19,480</b>	Collection Size
<b>14,581</b>	Annual Circulation
<b>253,360</b>	Annual Visits
<b>3,669</b>	Annual Program Attendance

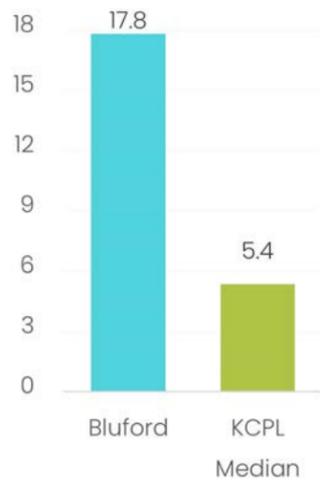


Population Density Map of Lucile H. Bluford Branch Area

# Library Service Assessment

The Lucile H. Bluford Branch sits at one of the busiest intersections in the city, in a neighborhood that has been historically underserved. Despite its small size, Bluford is one of the busiest branches in the library system, with the highest visits per square foot, very high public phone use, and computer usage comparable to the Central Library. Many patrons choose to read and spend time in the building rather than check materials out, underscoring Bluford's role as a community anchor.

Visits Per Square Foot



Annual Circulation



Program Attendance



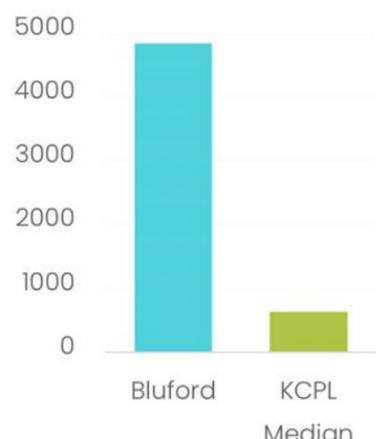
Meeting Room Usage



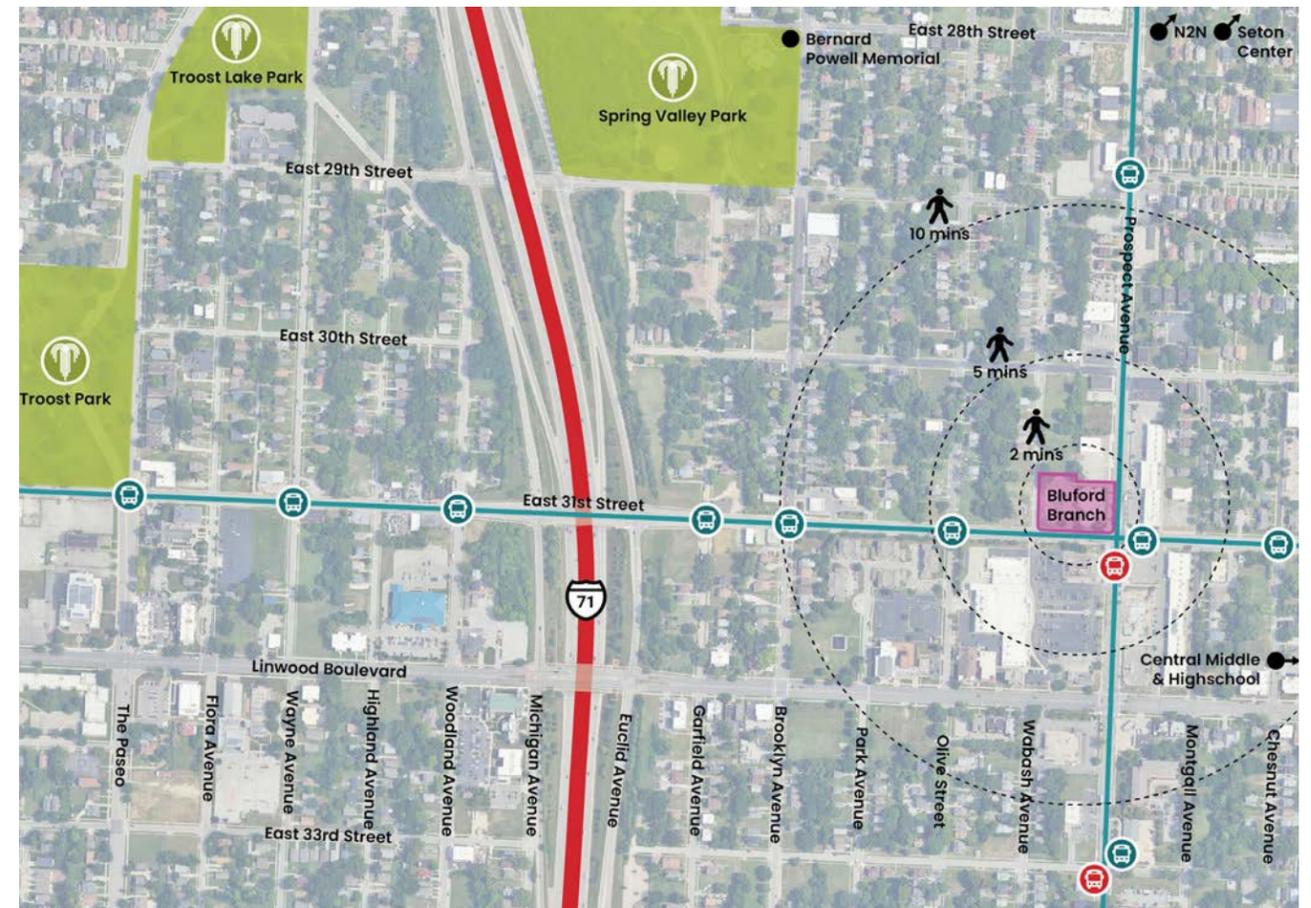
Computer Use



Public Phone Usage

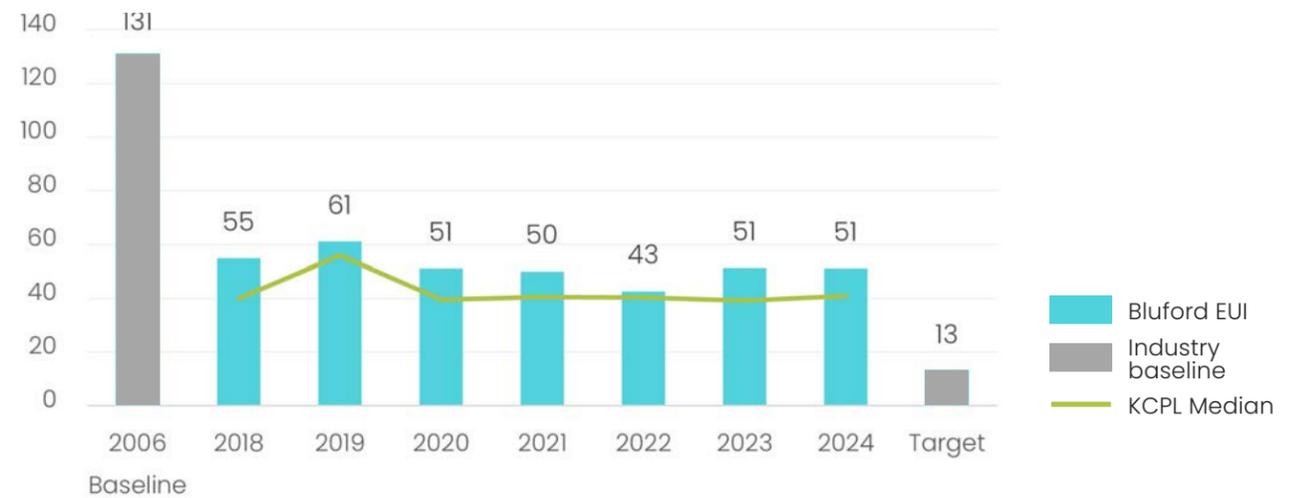


Neighborhood Map



EUI Analysis (2018-2024)

\*EUI (Energy Use Intensity) - A building's annual energy use per unit area. A lower EUI indicates a more energy-efficient building.



**BLUFORD BRANCH**

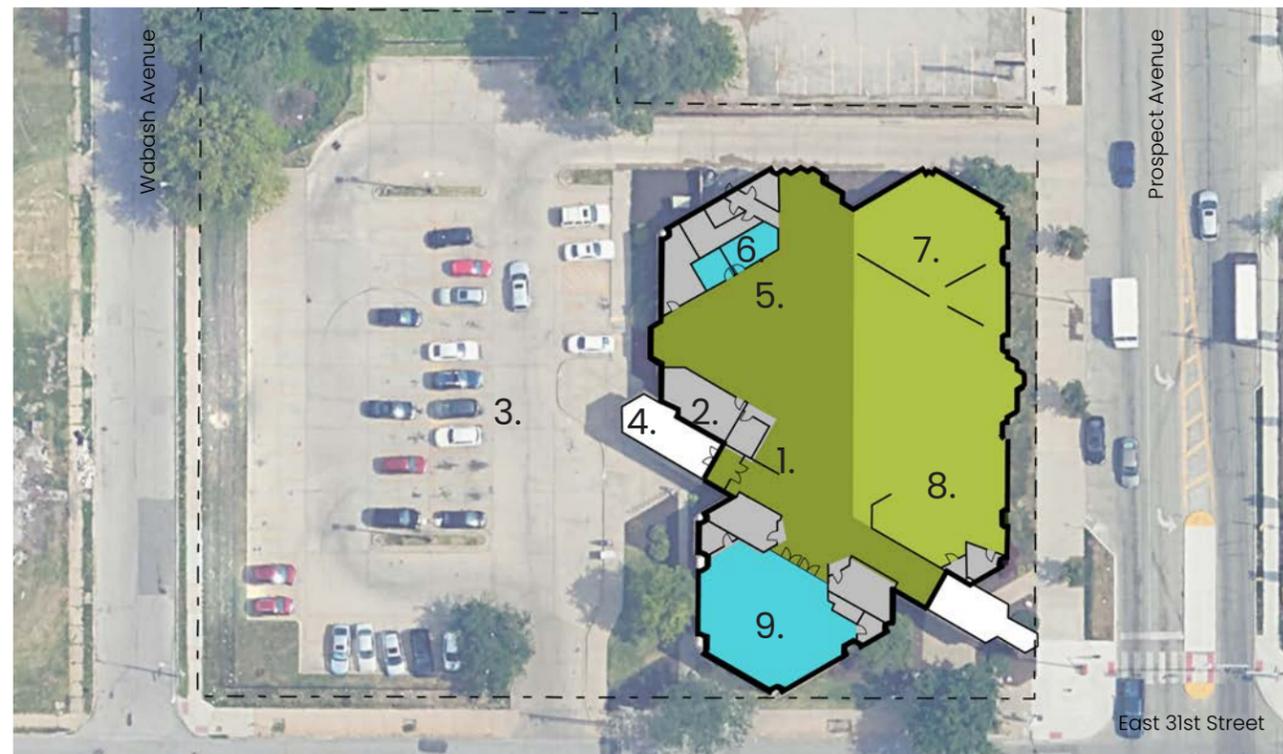
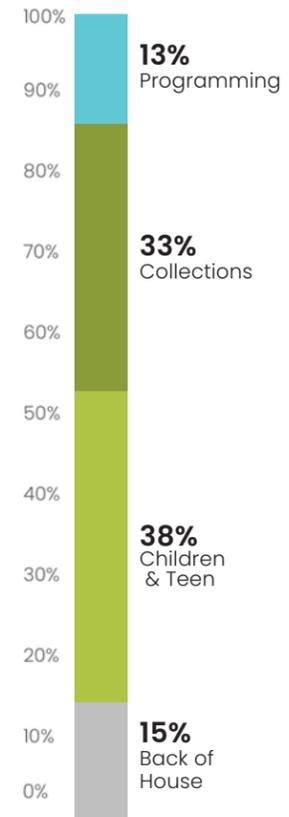
**Existing Space Challenges**

The library's most urgent challenge is safety and security, particularly from activity taking place on the public sidewalks outside of the building which can discourage patrons from using the library.

1. Library staff are providing a significant number of services in a small footprint. There are five service points in the building (reception, computers, children's, teens, security). The library could be significantly larger and still operate effectively with this quantity of service points.
2. Staff workroom is inadequate for the quantity of staff working in this branch
3. No space for outdoor programming and parking lot is often at capacity.
4. Canopies invite loitering by non-library users and discourage patrons from using the library.
5. Insufficient quantity of computers, study tables, charging points for patrons.
6. Limited space for small group study and meetings.
7. The teen area was renovated in 2010 to be semi-enclosed, but greater separation is needed to reduce incidents between teens and adults.
8. Larger children's space is needed to accommodate multi-generational families who go to the library to spend time reading and playing together. The children's collection is well-used and needs more room to be displayed and browsed.
9. Meeting and conference rooms are almost always booked, forcing staff to turn down community groups looking for space.

- Programming
- Collections
- Children & Teen
- Back of House

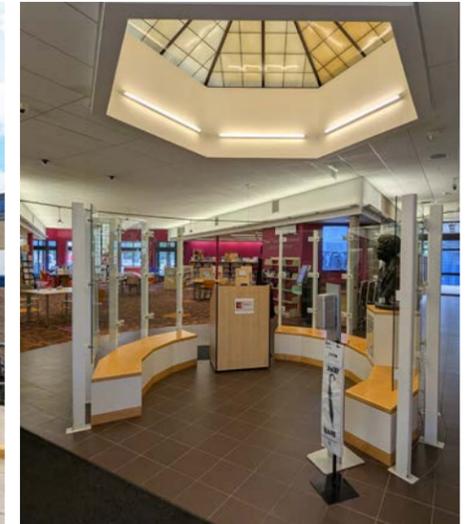
**Space Use Allotment**



**BLUFORD BRANCH**



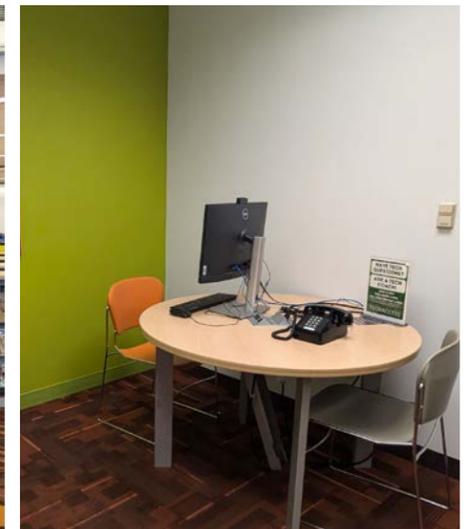
Canopies invite loitering by non-library users



The security staff desk by entrance



Low shelving provides clear sightlines across the library



Meeting room with public phone



Children's play area used for storytime and family reading



Service desk, one of five in the small space

# C Culture Hub | new building

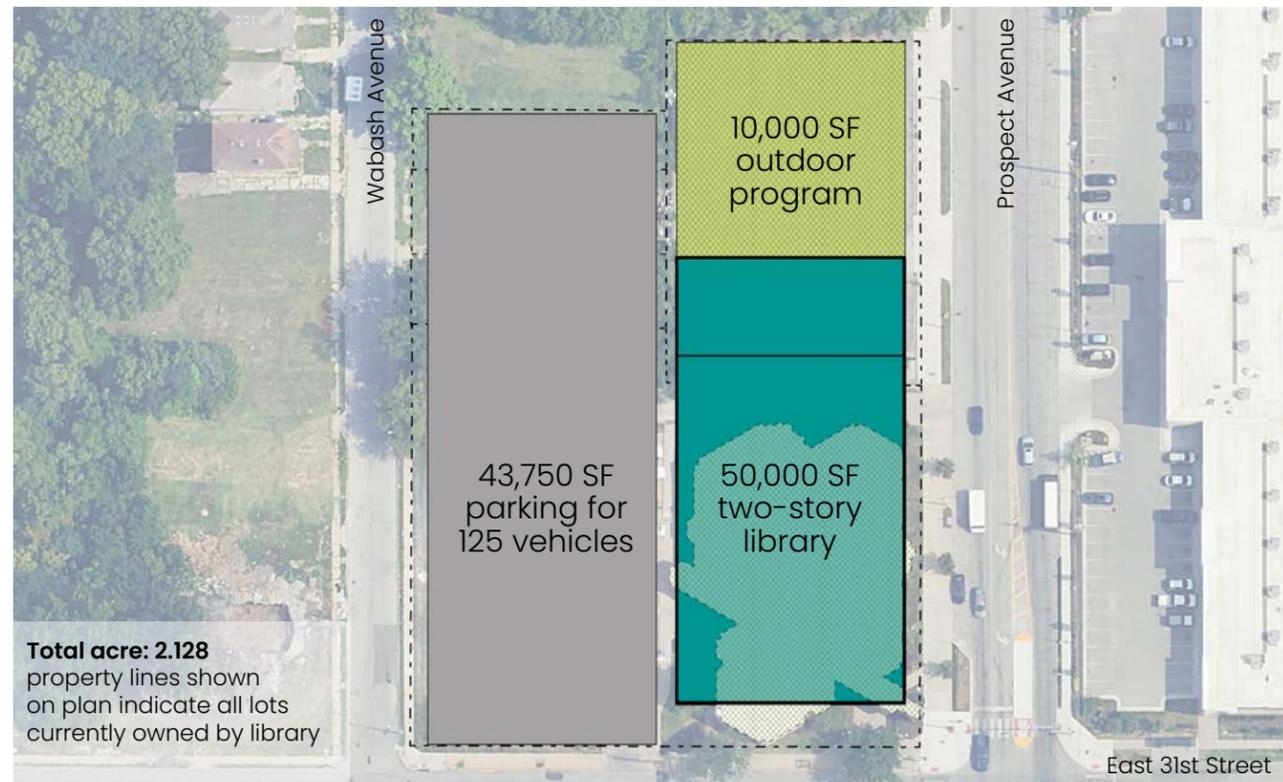
## How can this branch become a vibrant cultural hub?

Demolish the existing building and construct a new two-story, 50,000 SF library on all library owned lots at this location. The site sits in an area the City has targeted for new housing and reinvestment through the ProspectUs Plan along Prospect Ave; the library can be a key partner in this effort.

- A 300-person event room with pre-event and storage space to host regular Signature Events, health & wellness programs, job fairs, and community events.
- An 80-person multipurpose room with pre-event and storage space for community events.
- A dedicated program room for hands-on learning and STEAM programming.

- Dedicated spaces for community partners to provide consistent programs and services to library patrons.
- Gallery space for rotating art, exhibitions, and local history displays.
- Dedicated children's, teen, and tween spaces. Including more room for large families, larger play & learn spaces, and additional study space for quiet focus.
- Efficient staff workroom with adequate space for quiet focus and collaboration.
- Outdoor program space for health and wellness activities, fitness classes, crafts, and community gatherings.

- New Building
- Parking
- Outdoor Space



dedicated children's, teen and tweens area



large 300 community gathering space, hosting Signature Events regularly



program room for hands-on learning



gallery space for rotating art or local history displays



space for community partners



multipurpose room for community events

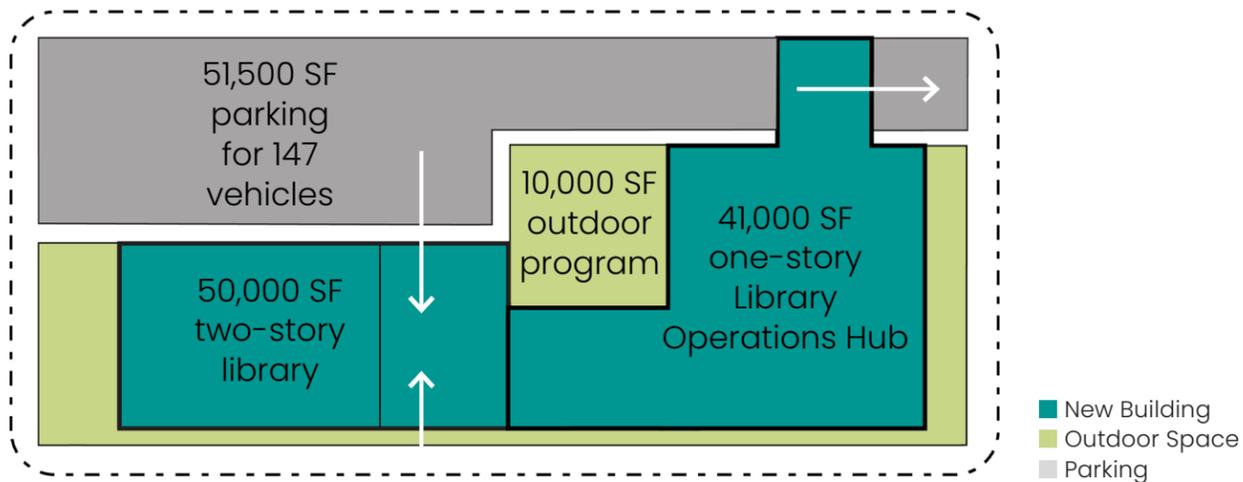
# C Culture Hub + Library Operations Hub

## How can this branch become a vibrant cultural hub?

Construct a new two-story 50,000 SF library and 41,000 SF Library Operations Hub on a 3.8-acre site close to the current location. The existing site sits in an area the City has targeted for new housing and reinvestment through the ProspectUs Plan along Prospect Ave; the library can be a key partner in this effort.

- A Library Operations Hub containing: shipping and receiving for collections, sorting, collection storage, archival storage, library van parking, and staff workrooms for Collections, Mobile Services, and Youth and Family Engagement staff.
- A 300-person event room with pre-event and storage space to host regular Signature Events, health & wellness programs, job fairs, and community events.
- An 80-person multipurpose room with pre-event and storage space for community events.
- A dedicated program room for hands-on learning and STEAM programming.
- Dedicated spaces for community partners to provide consistent programs and services to library patrons.
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- Efficient staff workroom with adequate space for quiet focus and collaboration.
- Outdoor program space for health and wellness activities, fitness classes, crafts, and community gatherings.

## 3.8 acre site



dedicated children's, teen and tweens area



large 300 community gathering space, hosting Signature Events regularly



program room for hands-on learning



efficient staff work space at the Library Operations Hub



space for community partners



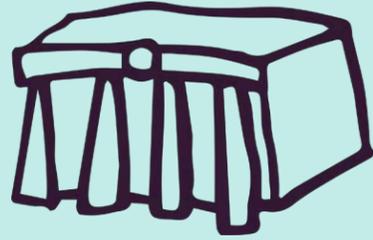
gallery space for rotating art or local history displays



holds pick up



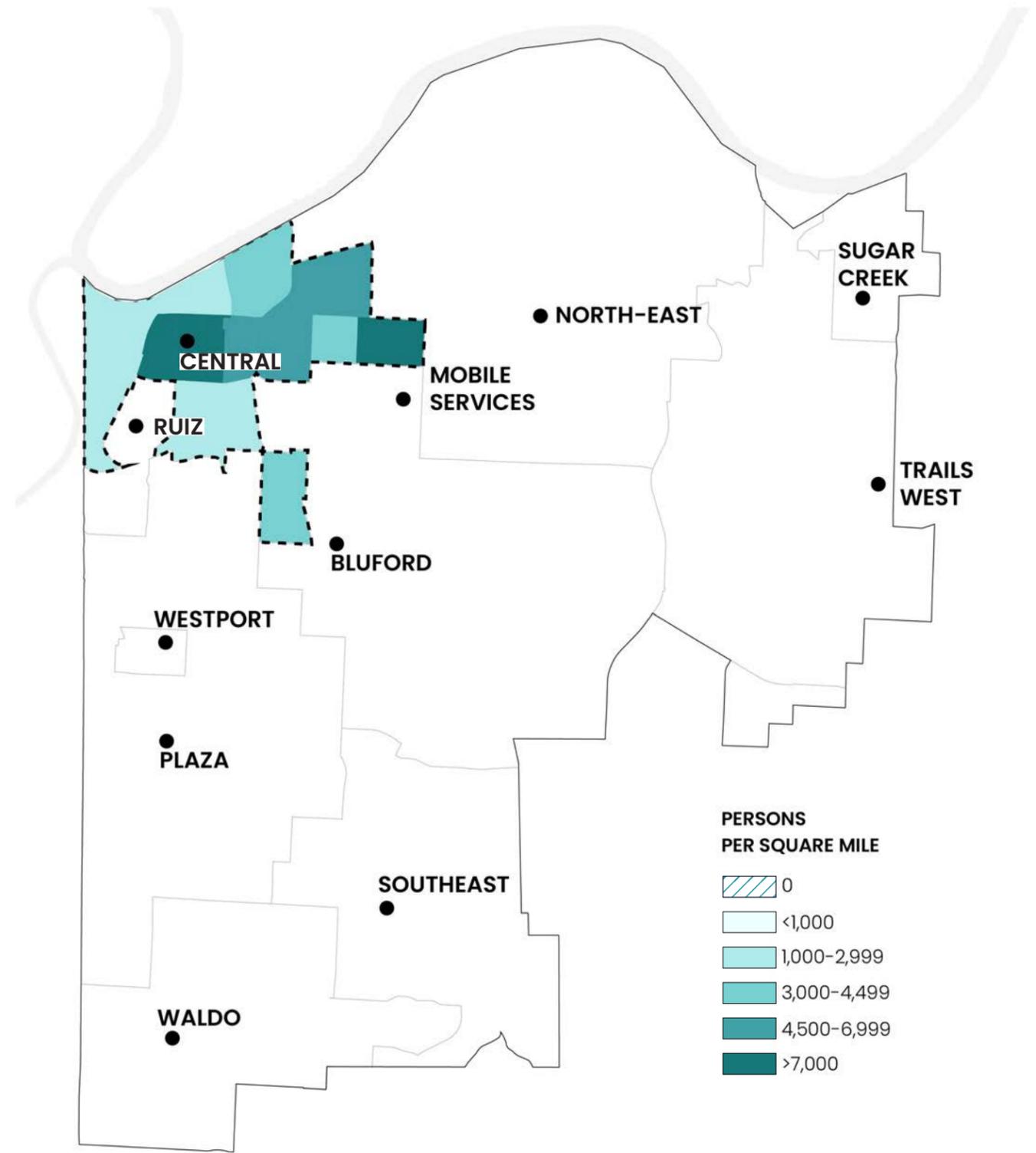
automated materials handling systems



Kansas City Public Library  
**Central Library**

Branch Information

<b>175,000</b>	Square Feet
<b>367,234</b>	Collection Size
<b>153,211</b>	Annual Circulation
<b>298,764</b>	Annual Visits
<b>5,741</b>	Annual Program Attendance



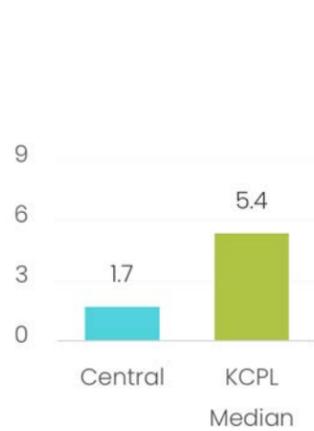
Population Density Map of Central Library Area

# Library Service Assessment

Central Library is Kansas City Public Library's civic flagship with the highest program attendance and some of the strongest circulation in the system. Signature events, exhibitions, and the Missouri Valley Special Collections draw patrons from across the metropolitan area, making Central a destination for learning, culture, and public life. Use of the collection, computers, and public phones at Central are higher than average; indicating its important role in providing day-to-day library services as well as cultural events.

Located in the heart of downtown Kansas City, Central is close to major employers, housing, and cultural venues and is easy to reach by transit. The Library Parking Garage provides convenient parking for patrons.

Visits Per Square Foot



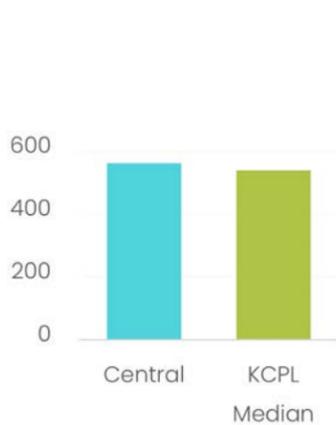
Annual Circulation



Program Attendance



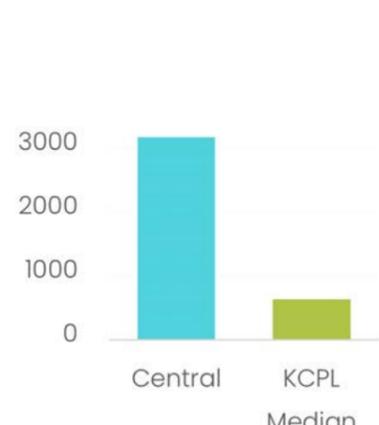
Meeting Room Usage



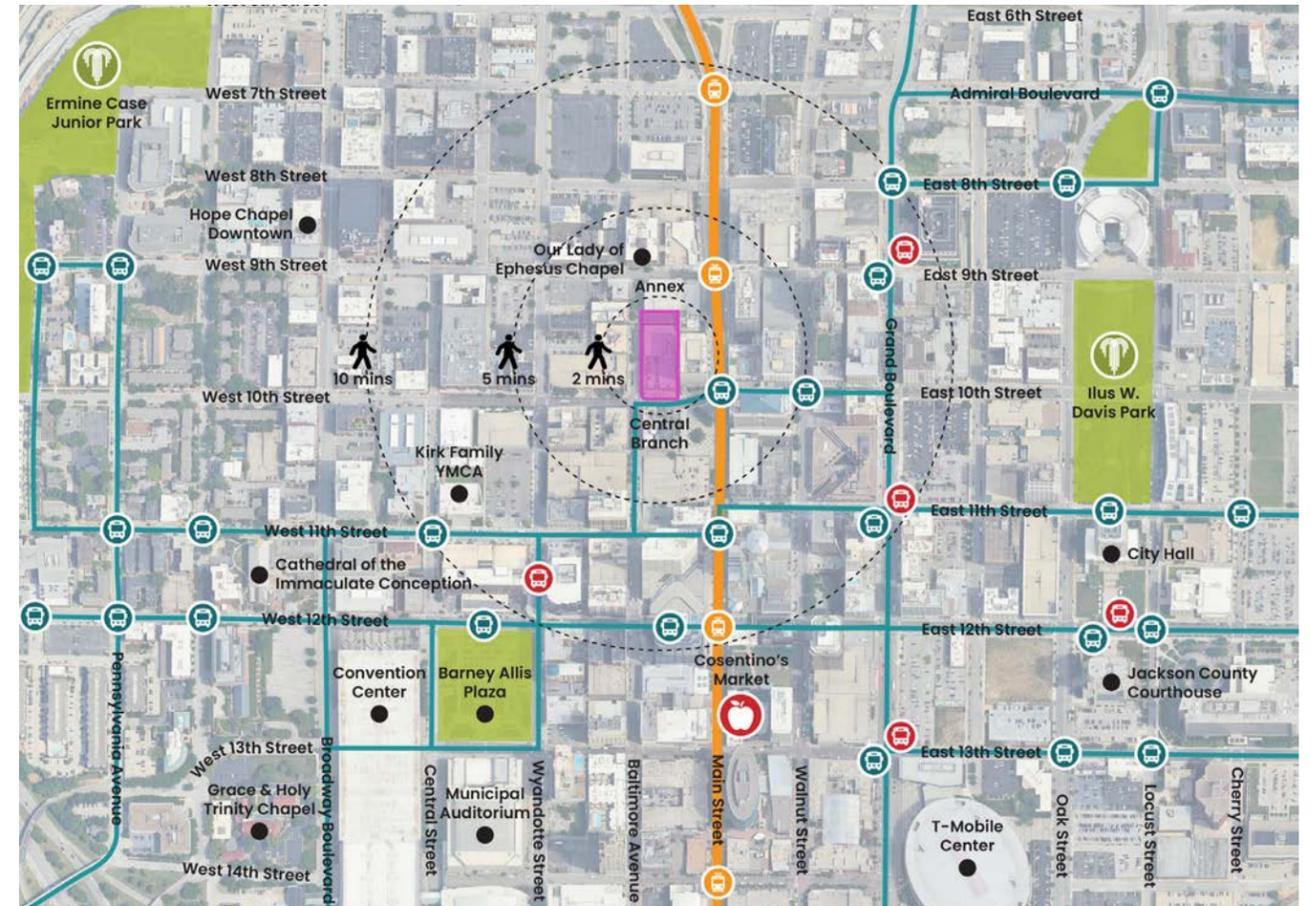
Computer Use



Public Phone Usage

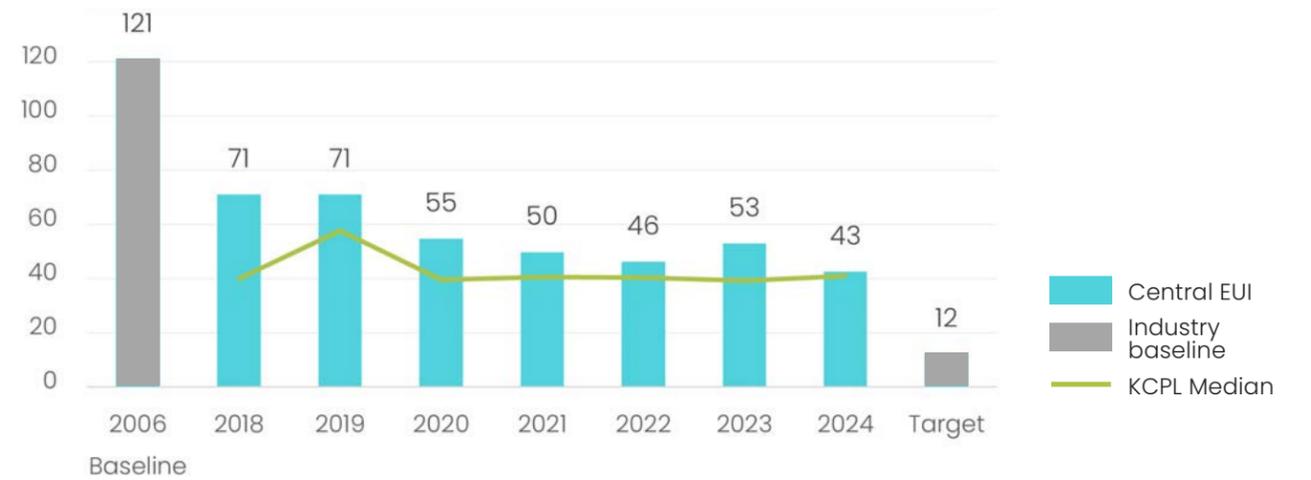


Neighborhood Map



EUI Analysis (2018-2024)

\*EUI (Energy Use Intensity) – A building's annual energy use per unit area. A lower EUI indicates a more energy-efficient building.

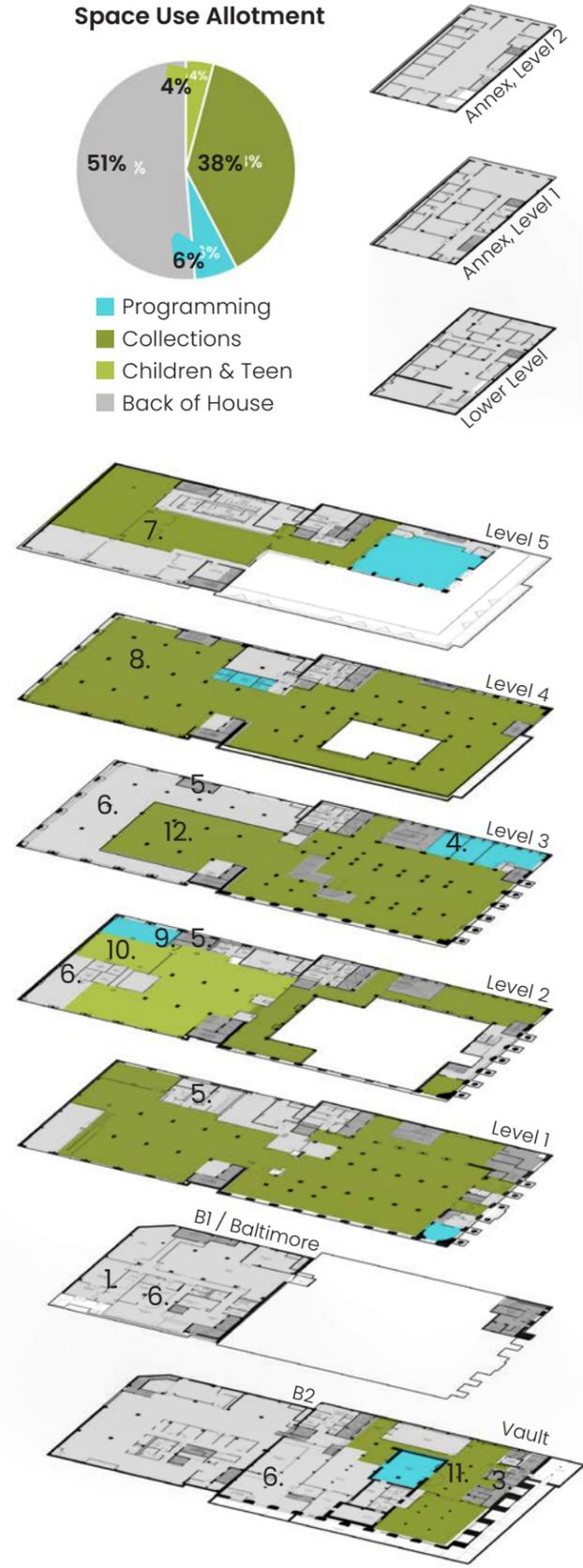
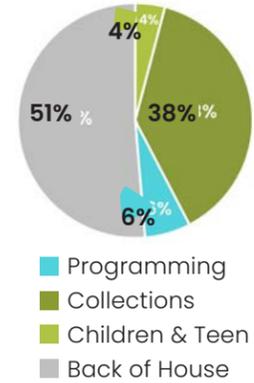


Recent HVAC upgrades have reduced Central Library's energy to the low 40s kBtu/sf (EUI), bringing it close to the current Kansas City Public Library median but above the industry target of 12.

Existing Space Challenges

1. Materials flow is inefficient: receiving and shipping areas are too small for quantity of materials moving through the building, the service ramp is hard to maneuver, exterior service entrance is difficult for people and vehicle access.
2. The freight elevator is the only elevator providing ADA access to portions of the building. Sharing a single elevator uses creates long waits for both staff and patrons.
3. Accessible entrance along 10<sup>th</sup> Street is a security blind spot.
4. No meeting spaces for groups of 15 - 40 people, limited rooms that support hands-on learning programming.
5. Public restrooms need reconfiguration; patrons reported that current layouts feel uncomfortable and sometimes unsafe. Insufficient fixtures cause frequent maintenance issues.
6. Staff workrooms are disjointed and provide little space for collaboration or efficient materials flow.
7. Archives lack a dedicated research room where patrons can work with materials in a quiet, supervised setting.
8. Unstaffed collection areas on Level 4 experience safety and vandalism issues.
9. Children's area program room is too small and lacks access to a sink.
10. Teen space is too small for the collection, teen lounge, and programming.
11. Public spaces at the Vault level are underutilized and would benefit from more active displays and programming.
12. 3North public space should have fewer pieces of lounge furniture and additional charging stations.
13. Annex: accessibility at exits, restrooms, and staff kitchens should be improved. Materials flow in and out of the building is difficult for Information Systems equipment.

Space Use Allotment



unstaffed level 4 collections areas



recently remodeled 3North space



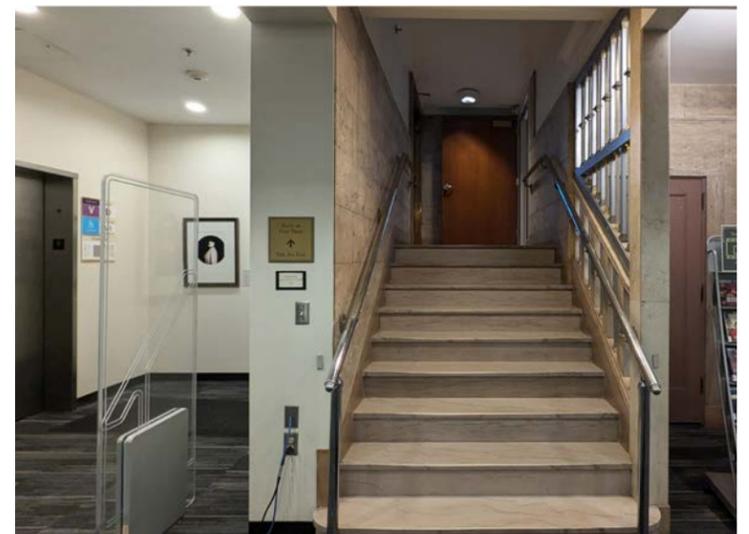
children's 16-person program room



receiving and shipping areas are too small



limited accessibility into Children's area without using freight elevator



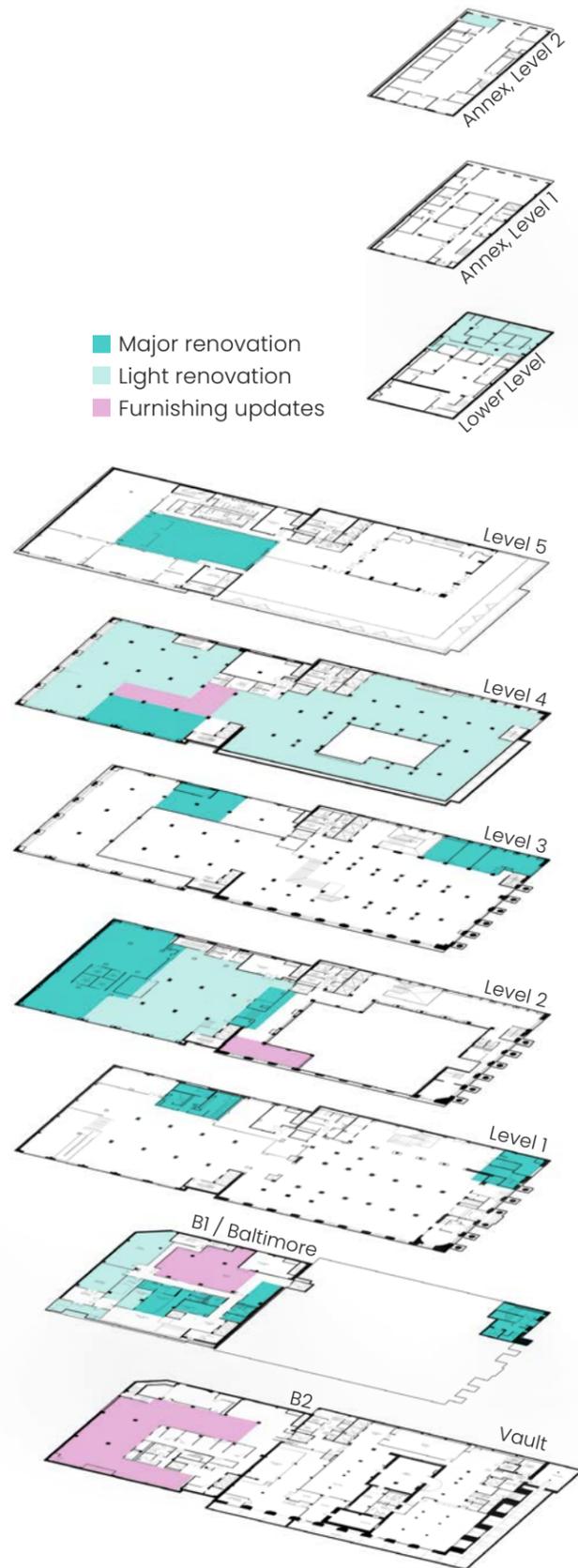
limited sightlines to accessible entrance at 10th street

# Culture Hub

## How can the Central Library become an even more vibrant cultural hub?

Renovate portions of the Central Library building to fix functional issues and to make it easier to provide desired library services:

- Improve materials flow in/out of building: reconfigure shipping, receiving, and sorting areas on B1 to make movement of materials more efficient. Dedicate additional space to accommodate collections, facilities, and Information Systems materials.
- Less-congested vertical circulation: look for opportunities to separate public and staff use of the freight elevator.
- More meeting and program spaces: reconfigure space to create a dedicated program room for hands-on learning, a larger program room for youth, and meeting space for groups of 15 - 100.
- Improve public restrooms: reconfigure public restrooms for increased accessibility and safety, add single-user restrooms on Level 1 and 3.
- Improve access: reconfigure ADA entrance along 10th Street for increased access and visibility, provide ramp access to Youth Services area
- Efficient staff workrooms: where possible, consolidate staff workspaces to make communication and collaboration more efficient.
- Space for research: expand climate controlled archival space, create separate rooms for researchers accessing the Missouri Valley Collection and library visitors dropping in to casually browse the collection.
- Annex emergency egress: improve accessibility at emergency egress doors in the Annex.



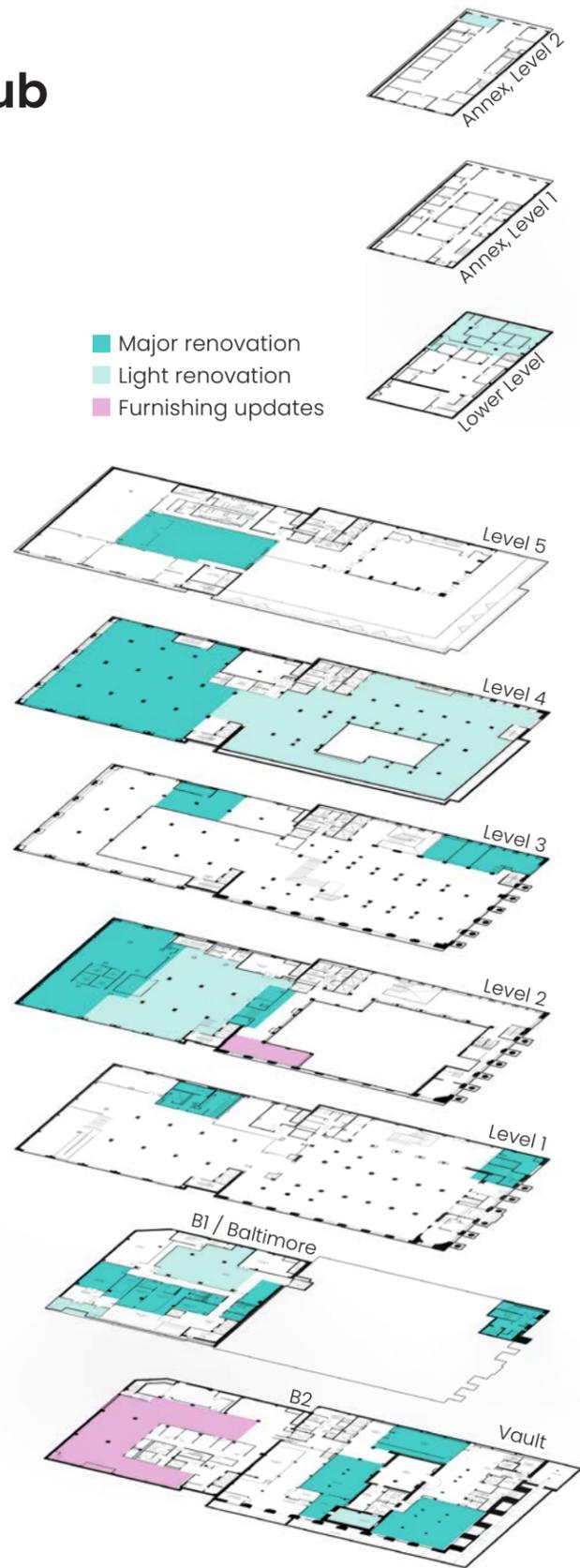
# C Culture Hub + offsite Library Operations Hub

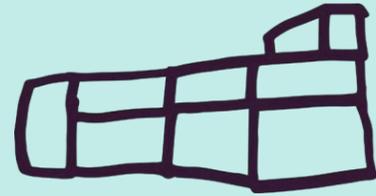
## How can the Central Library become an even more vibrant cultural hub?

Renovate portions of the Central Library building to fix ongoing functional issues and to make it easier to provide contemporary library services. Relocate some library operations to a new Library Operations Hub and renovate the vacated spaces to improve efficiency and staff workflows.

- more contiguous public space at lower level: remove staff workroom located between public elevators and ADA entrance to enhance sightlines across public space. New open space can be used for collection display, exhibits, or seating.
- less congested receiving area: with a majority of the collection moving through the Library Operations Hub the existing spaces can handle the reduced load without major changes.
- larger program or staff space on Level 4: relocating a majority of the nonfiction collection to the Library Operations Hub frees up approximately 7,000 SF\* for new program space or reconfigured and consolidated staff space.
- relocate staff offices and storage from lower level of Annex: Information Systems staff and storage move to the BI of Central Library where the flow of equipment is more efficient.

\*if the north side of level 4 was dedicated to staff use there is the potential to consolidate all staff into the Central Library and move out of the Annex entirely.

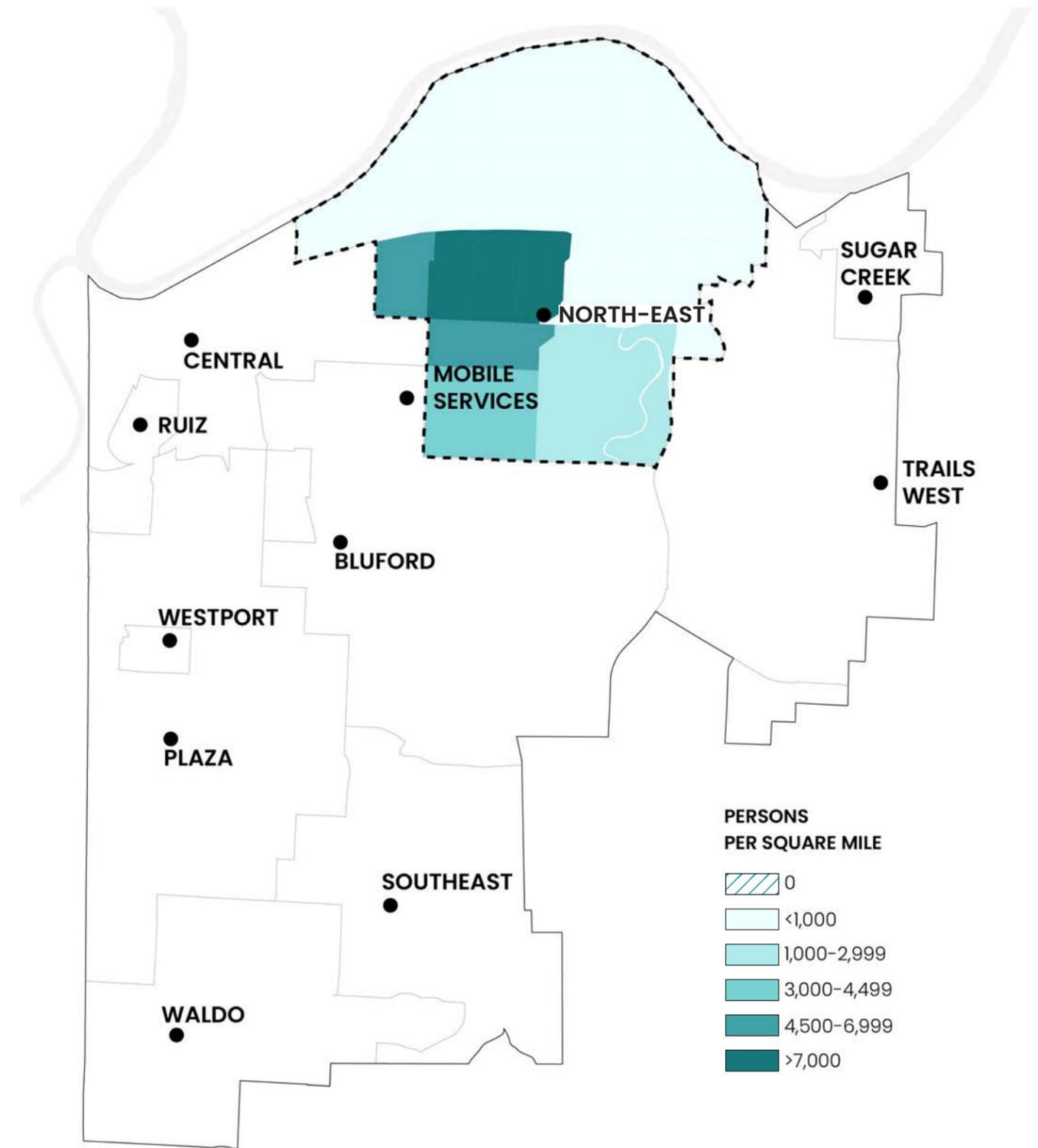




## Kansas City Public Library North-East Branch

### Branch Information

<b>15,000</b>	Square Feet
<b>15,246</b>	Collection Size
<b>22,407</b>	Annual Circulation
<b>110,361</b>	Annual Visits
<b>652</b>	Annual Program Attendance
<b>2,150</b>	Annual RISE participants @ North-East Branch



Population Density Map of North-East Branch Area

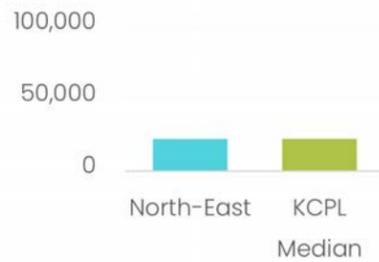
# Library Service Assessment

North-East Branch serves one of Kansas City's most diverse neighborhoods; there is a higher percentage of children than average, nearly 40 percent of residents are foreign born, and 30 percent of households do not have access to a private vehicle. The North-East Branch is home to RISE (Refugee and Immigrant Services & Empowerment), bringing language, legal, and resettlement support close to where people live. In FY2025 RISE served 6,440 people and offered 459 classes. This branch was remodeled fully in 2022. The updated building is a model for how hands-on learning space, improved sightlines, less dense collection, upgraded restrooms, and dedicated partner space can transform the 1980's library buildings.

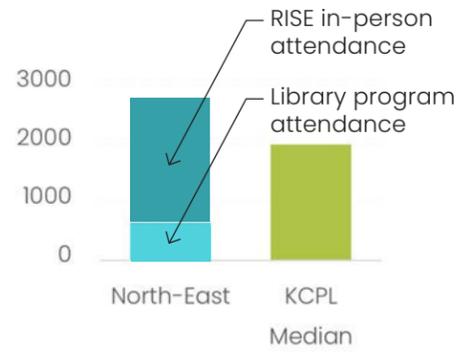
Visits Per Square Foot



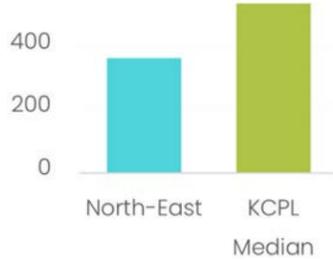
Annual Circulation



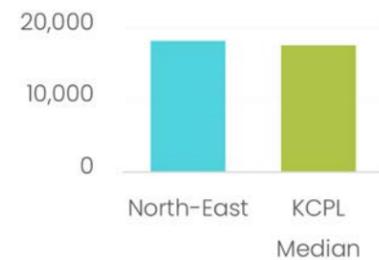
Program Attendance



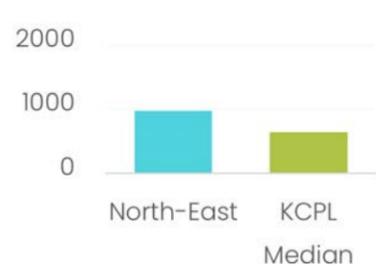
Meeting Room Usage



Computer Use



Public Phone Usage

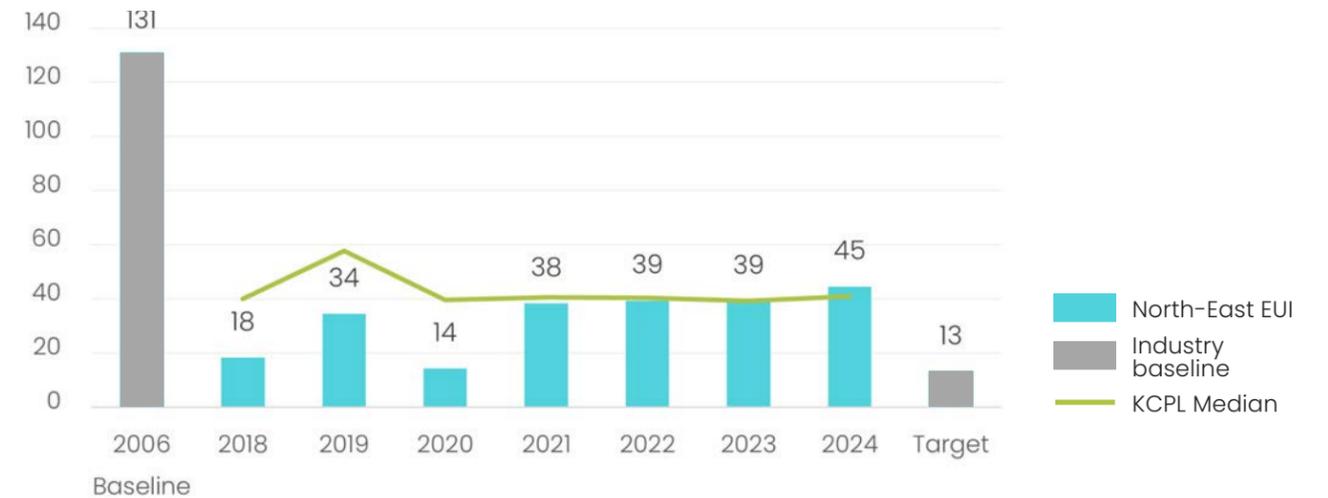


Neighborhood Map



EUI Analysis (2018-2024)

\*EUI (Energy Use Intensity) - A building's annual energy use per unit area. A lower EUI indicates a more energy-efficient building.

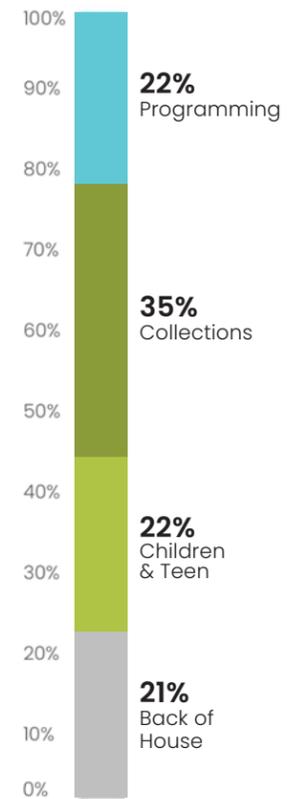


Existing Space Challenges

The recent updates mean the building is generally in good condition, but several issues remain.

1. Child-sized craft room furniture does not work well for teens and adults, more storage is needed for tables and chairs.
2. The new furniture materials are not easily cleanable.
3. Limited space on site for outdoor programming.

Space Use Allotment



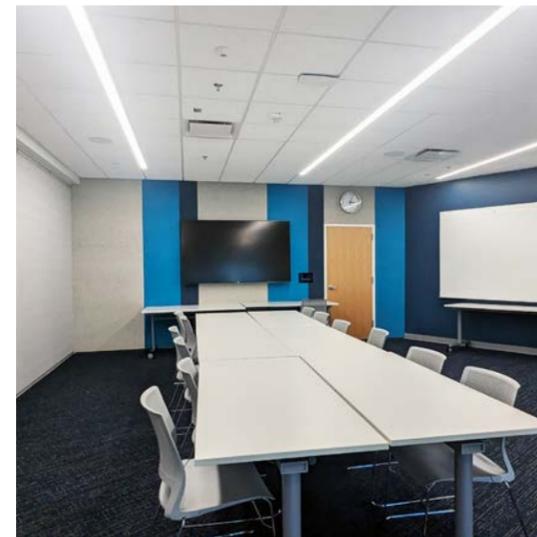
- Programming
- Collections
- Children & Teen
- Back of House



Craft room furniture is small for teens / tweens



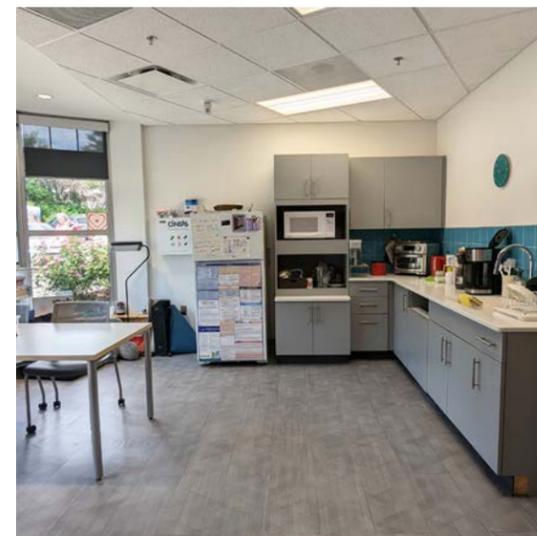
Library entrance



Updated meeting room



Low shelves and numerous book displays



Break room has adequate daylighting and separate staff and carrier entry



Teen's area furniture is hard to clean

# A Neighborhood Library

## What will help this branch strengthen its role as a neighborhood library?

- Complete remaining deferred maintenance, including roof and window glazing leaks.
- Implement system-wide signage updates
- Plan for a furniture refresh in 10 years, prioritizing durable and easy-to-clean pieces.



No proposed scope on floor plan



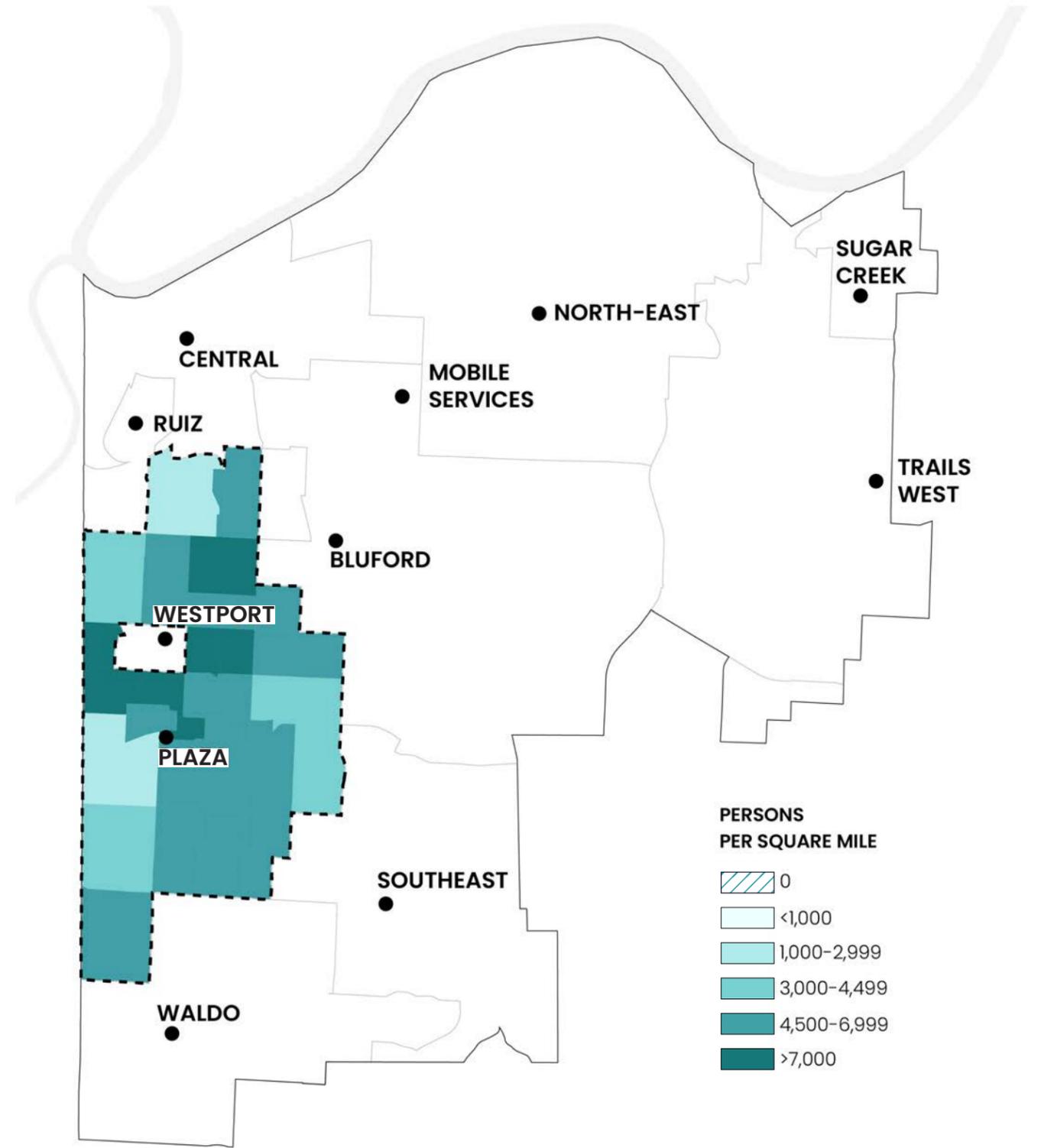
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# Kansas City Public Library Plaza Branch

## Branch Information

<b>52,000</b>	Square Feet
<b>99,138</b>	Collection Size
<b>231,243</b>	Annual Circulation
<b>277,699</b>	Annual Visits
<b>2,902</b>	Annual Program Attendance

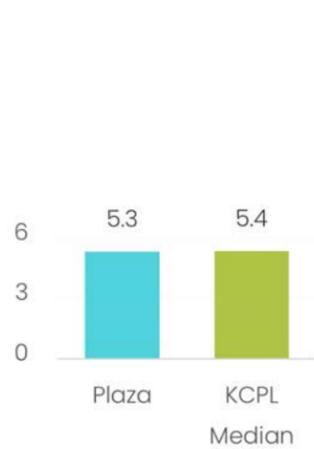


Population Density Map of Plaza Branch Area

# Library Service Assessment

Plaza Branch sits in one of the most visible and fast-changing parts of Kansas City, with the new Streetcar line and Country Club Plaza redevelopment expected to bring even more people to the area. This branch has some of the highest circulation and computer use in the system, and its meeting rooms are reserved heavily throughout the week. The Truman Auditorium on the lower level is a popular destination for patrons from across the Kansas City metropolitan area attending Signature Events. However, limited visual and physical connection between the levels doesn't allow for those attending Signature Events to interact with other library services and vice versa; limiting the library's ability to function as a culture hub.

Visits Per Square Foot



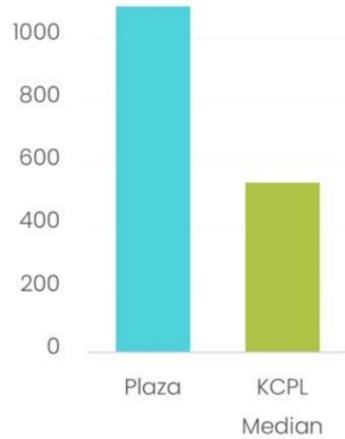
Annual Circulation



Program Attendance



Meeting Room Usage



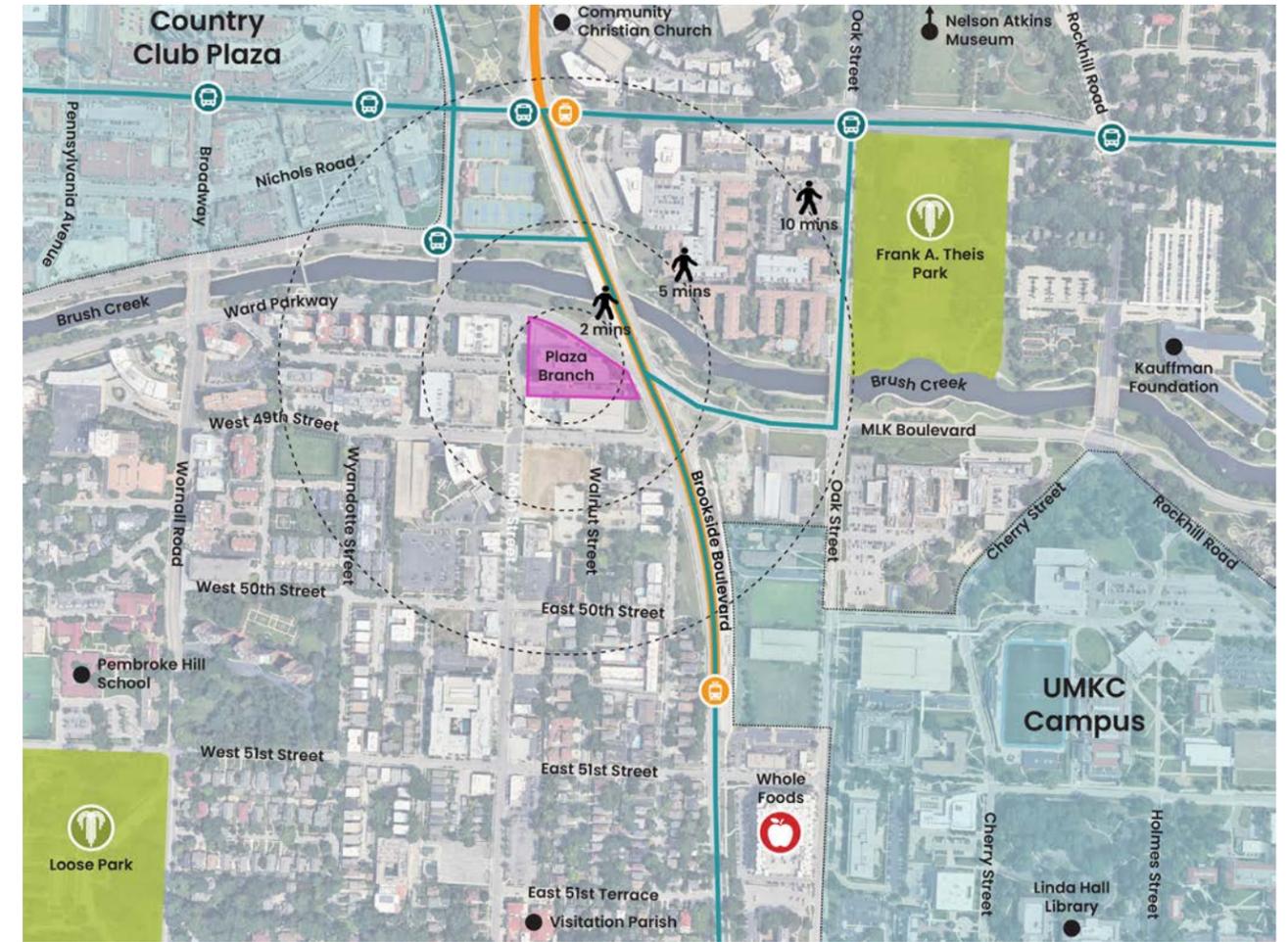
Computer Use



Public Phone Usage

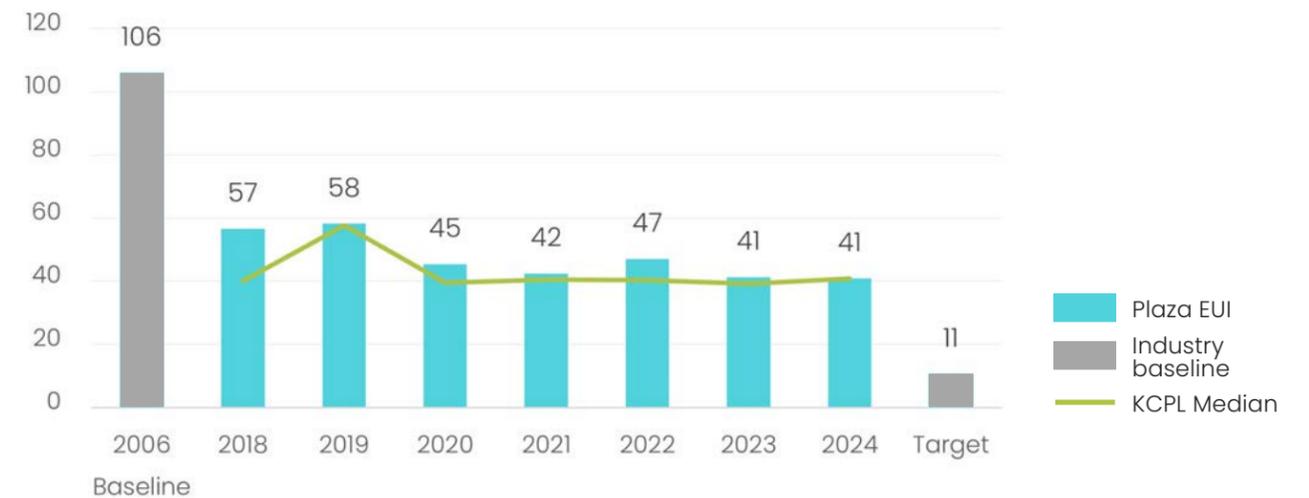


Neighborhood Map



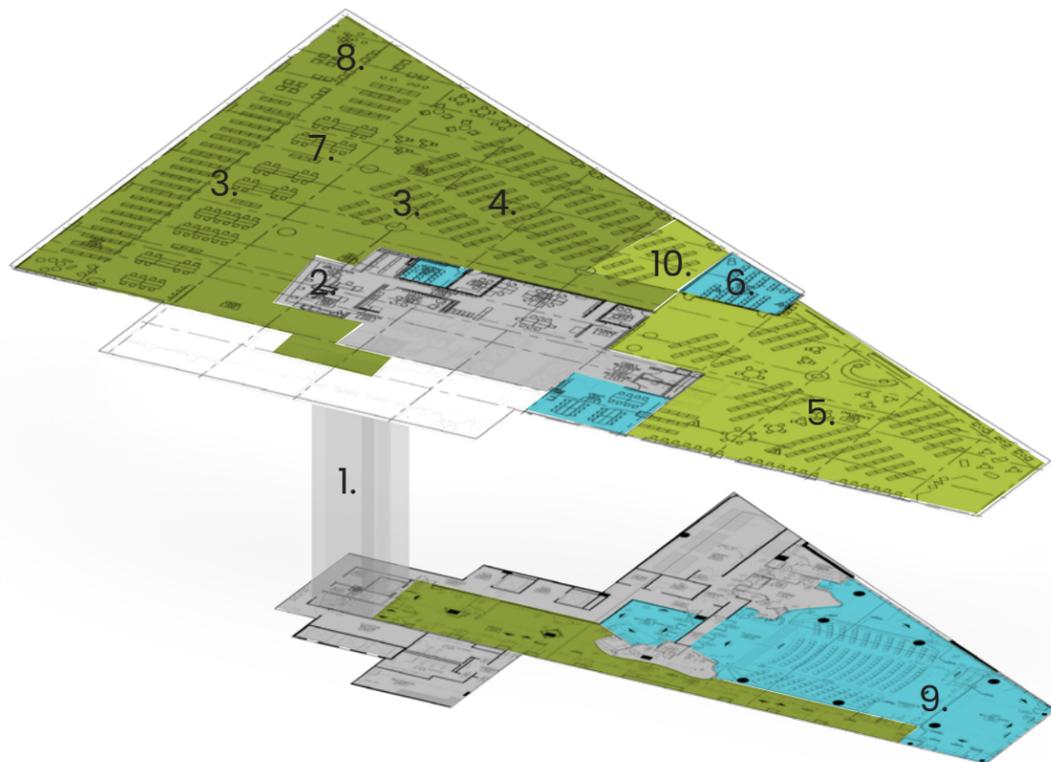
EUI Analysis (2018-2024)

\*EUI (Energy Use Intensity) - A building's annual energy use per unit area. A lower EUI indicates a more energy-efficient building.

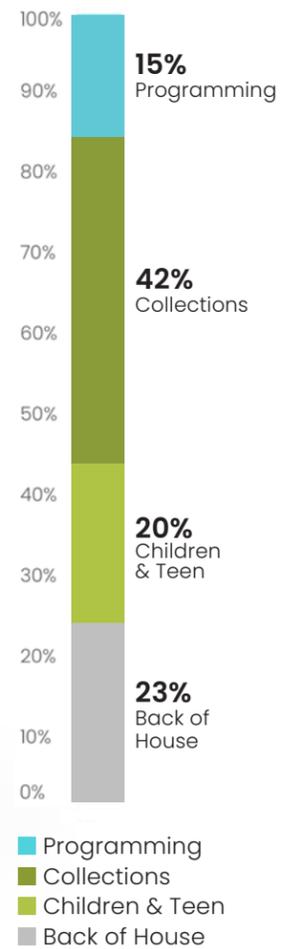


Existing Space Challenges

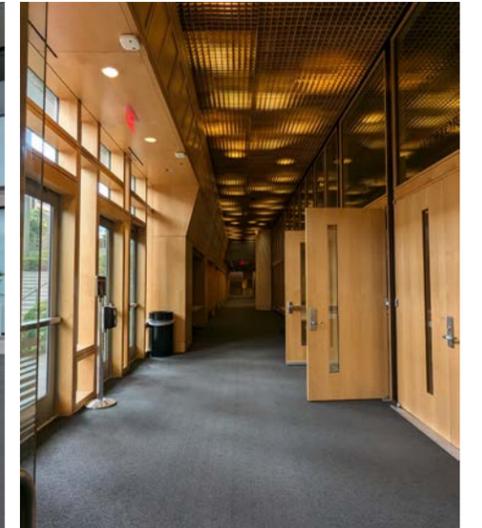
1. Main level and lower level have limited visual and physical connection. Patrons attending events on the lower level do not interact with other library services and vice versa.
2. Service desk and AMH space are congested and have insufficient separation from patrons.
3. Staff and patrons noted the lighting levels are too low, especially in stack areas.
4. Tall shelving creates poor sightlines.
5. Children's area is a draw for families across the service area and would benefit from a storytime room that is acoustically separate from other spaces.
6. Meeting room needs storage and better acoustic treatment.
7. More, smaller tables are needed. Patrons do not sit next to one another at large tables.
8. Insufficient power and data throughout the library; this limits where catalog stations, computers, and seating can be placed.
9. Truman Auditorium issues: Movable walls do not provide meaningful sound separation between spaces; limiting simultaneous use. The AV system is outdated.
10. Teen space is open to adult collection areas, an enclosed space for programming would be well-used.



Space Use Allotment



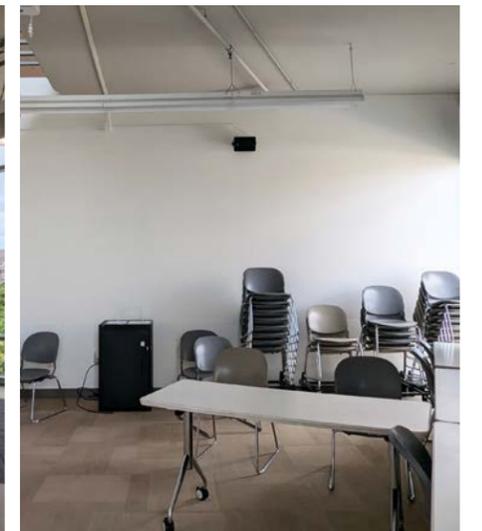
Additional wayfinding signage needed at parking garage



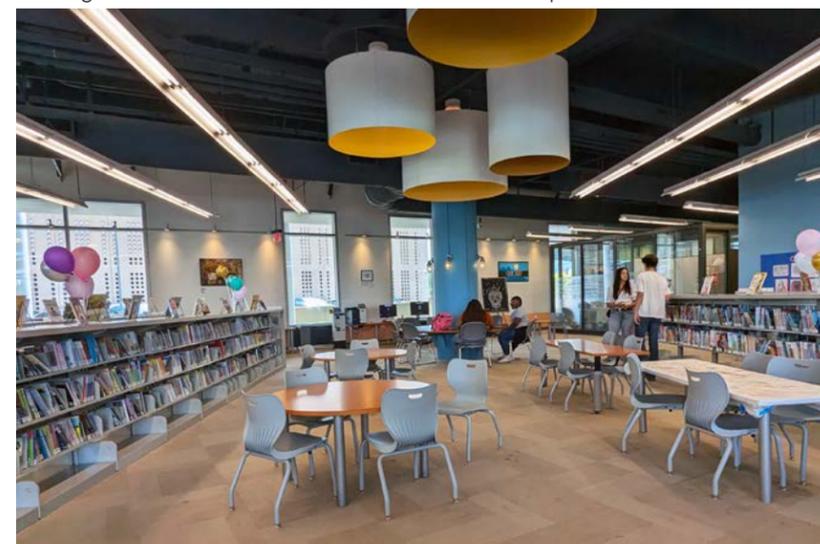
Lower level feels disconnected from level 1



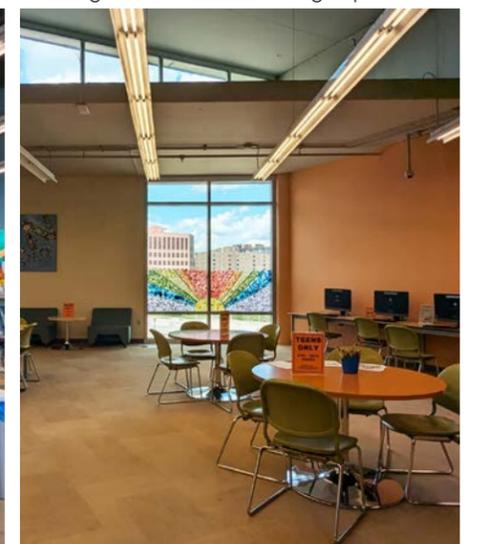
Seating area lacks access to electrical outlets and spaces for individual focus



Meeting room needs a storage space



Busy children's area needs additional acoustic treatment

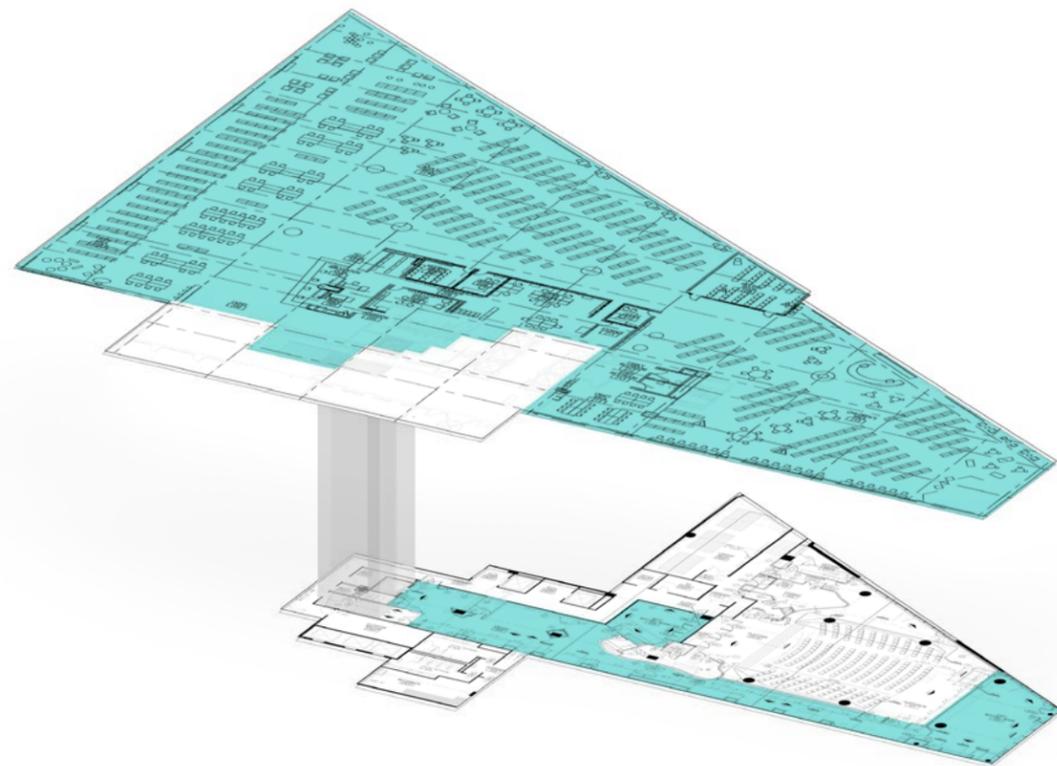


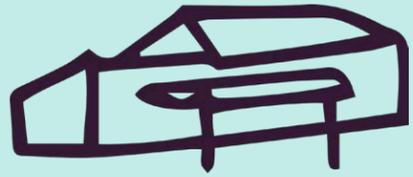
Teen space

# C Culture Hub

## What does the Plaza Branch need to be a vibrant culture hub?

- Reconfigure the main and lower levels so the building functions as one branch, and converting underutilized areas into active public and program space or display.
- Reconfigure service desk.
- Replace lighting, add power, add data to public areas.
- Add 1–6 person study / meeting rooms.
- Add all-ages program room and storage.
- Add Storytime room in Children’s area and create zones for play and quiet focus.
- Refresh patron seating with a mix of study tables, soft seating, and small group areas.
- Create more defined teen area that is a visible and appealing destination for teens.
- Add dedicated partner space for use by community partners.
- Replace Truman Auditorium movable wall with acoustically rated partition and upgrade AV system.
- Should a Library Operations Hub becomes operational there will be an opportunity to reduce the amount of space dedicated to collections and provide additional space for programming, seating, and staff.



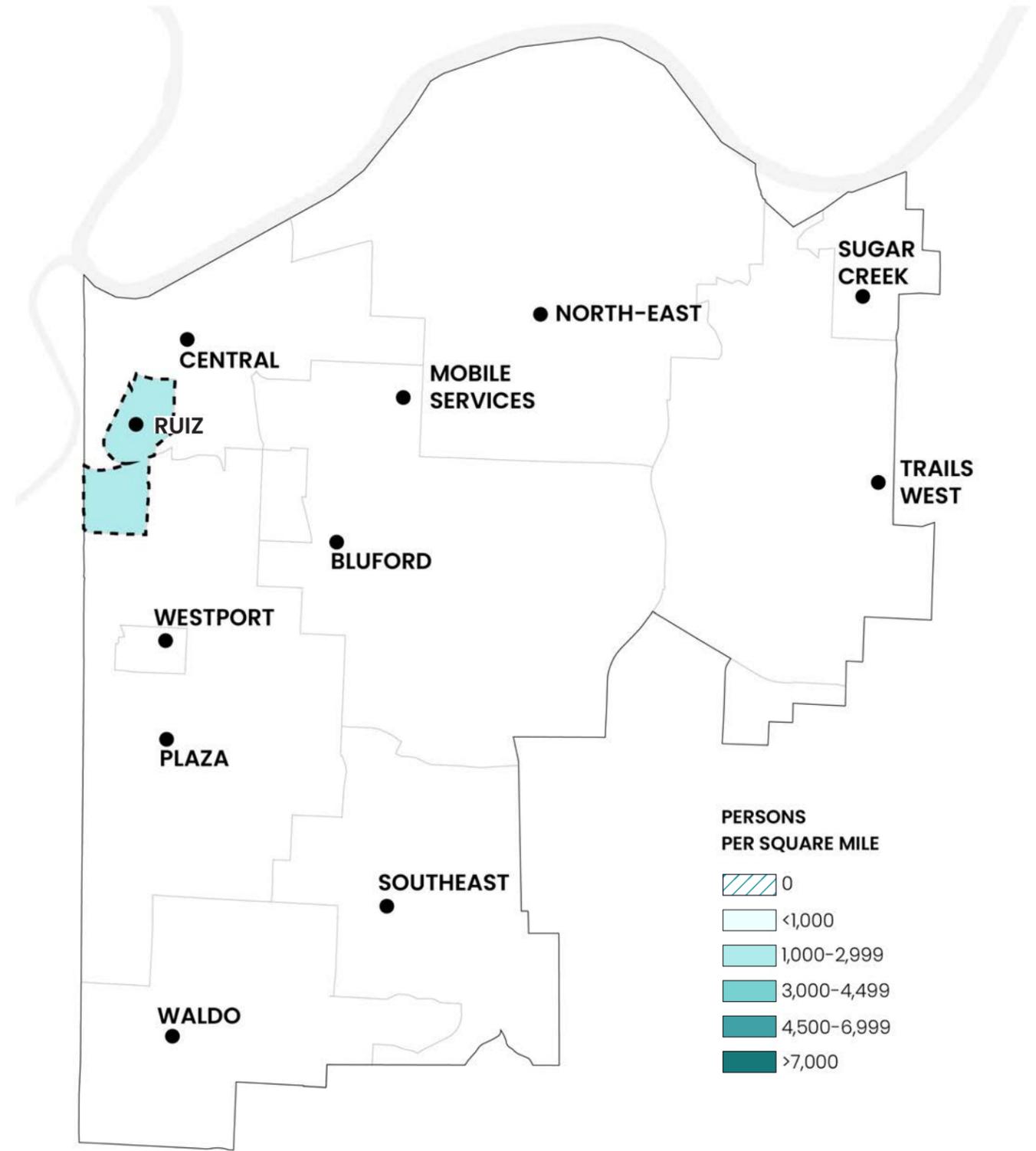


Kansas City Public Library

# Irene H. Ruiz Branch

## Branch Information

<b>4,000</b>	Square Feet
<b>4,808</b>	Collection Size
<b>7,572</b>	Annual Circulation
<b>20,891</b>	Annual Visits
<b>2,830</b>	Annual Program Attendance



Population Density Map of Irene H. Ruiz Branch Area

# Library Service Assessment

The Irene H. Ruiz Branch is a beloved, small neighborhood library known for its Seed Library and community connections. The Library has a strong relationship with the neighborhood association and the Tony Aguirre Community Center across the street. It hosts popular outdoor events, including a festival that draws 300–400 people each year, but the small building limits the size of indoor programs. The Seed Library and passport services (up to 300 per month) are major draws.

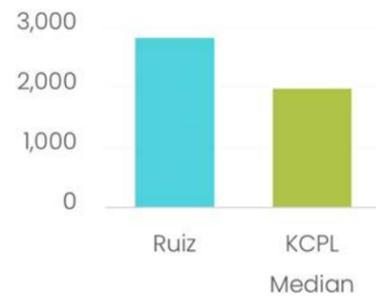
Visits Per Square Foot



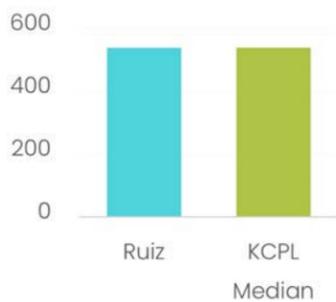
Annual Circulation



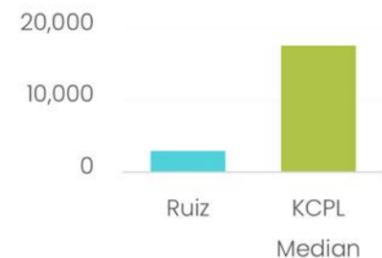
Program Attendance



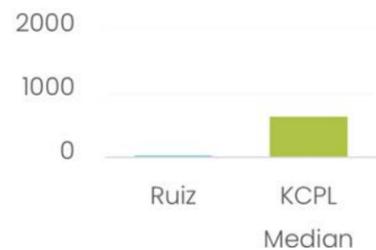
Meeting Room Usage



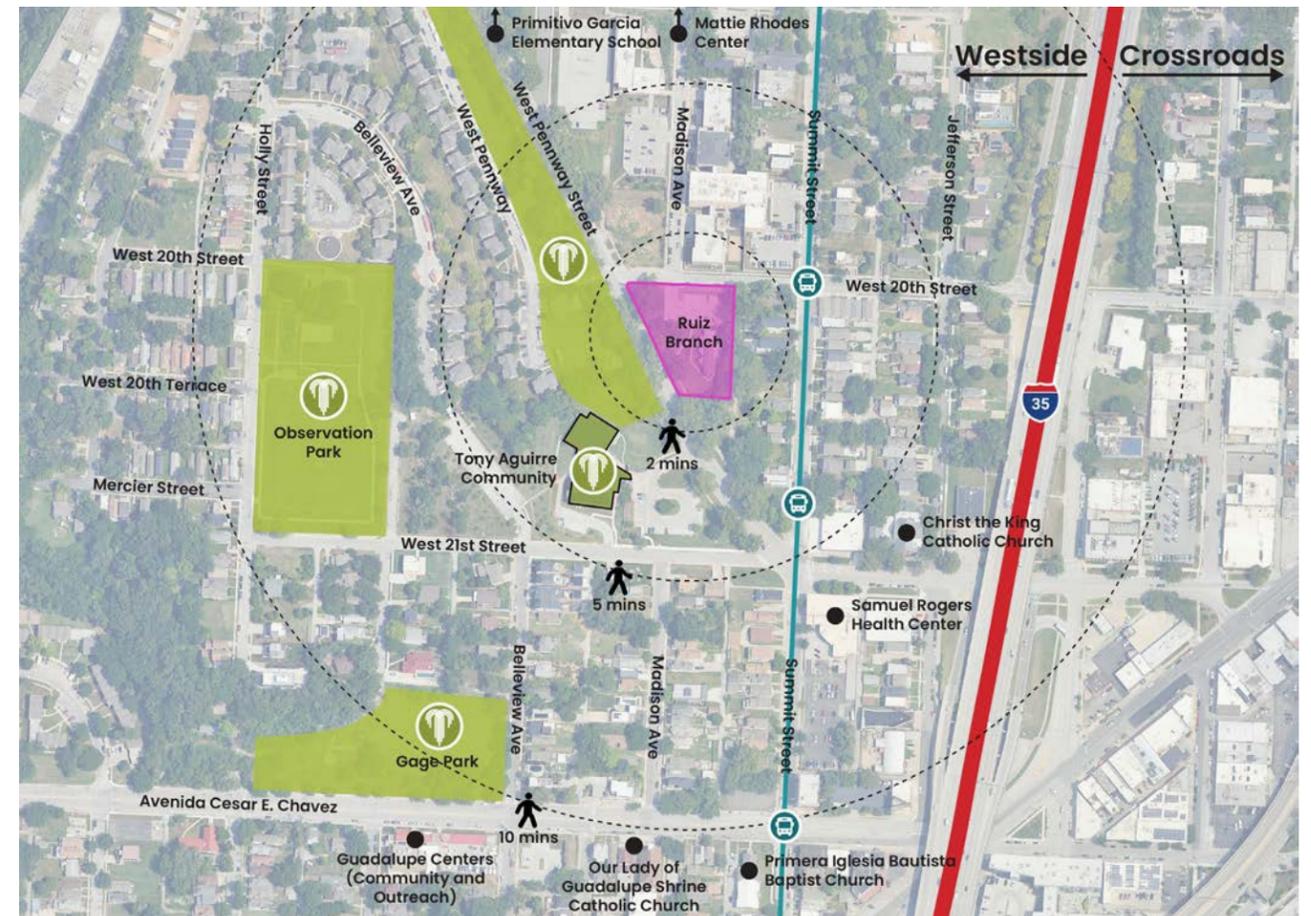
Computer Use



Public Phone Usage

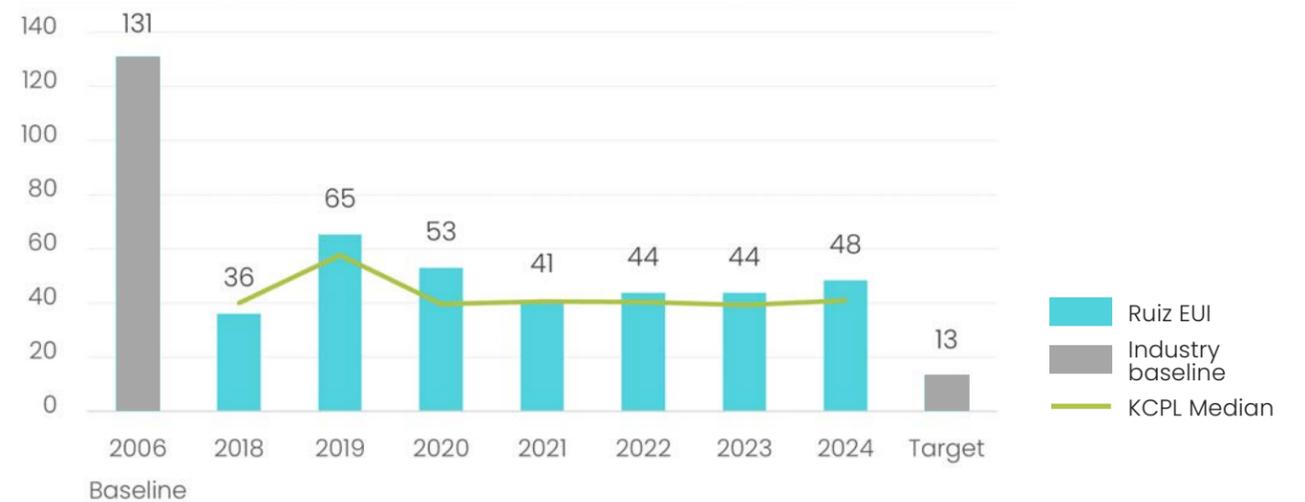


Neighborhood Map



EUI Analysis (2018-2024)

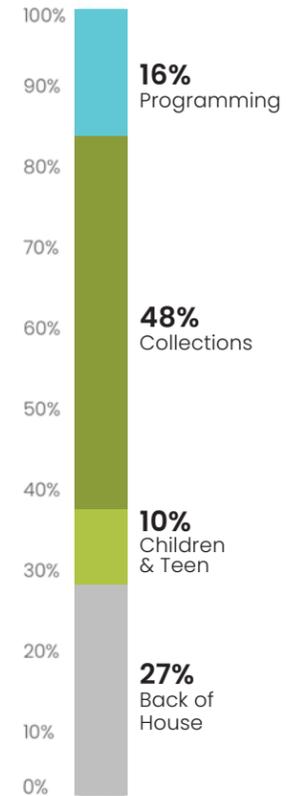
\*EUI (Energy Use Intensity) - A building's annual energy use per unit area. A lower EUI indicates a more energy-efficient building.



Existing Space Challenges

1. The program room functions as a seed library, meeting room, passport service, and children's play area. Heavy use of the space limits library programming and use by outside groups. Yoga classes and movie nights take place in the middle of the main library space.
2. The staff area is congested.
3. Exterior signage is difficult to see, many people do not realize the building is a library.
4. Restrooms are outdated not ADA accessible.
5. Limited space for new book display and collection.
6. Limited space for equipment.
7. Lack of AV equipment limits ability to hold meetings

Space Use Allotment



- Programming
- Collections
- Children & Teen
- Back of House



Quiet seating area



Outdoor native planting



Program room + Seed Library + passport processing + children's play



Themed book display



Children's play area by seed library



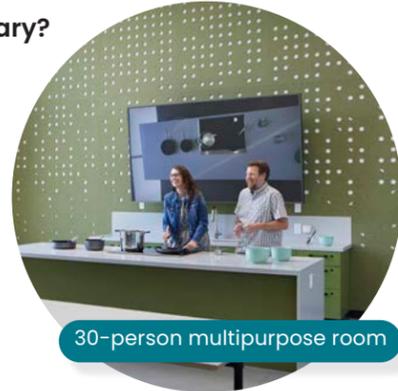
Computer area

# A Neighborhood Library | addition

## What will help this branch strengthen its role as a neighborhood library?

Demolish 1,600 SF and construct a 2,888 SF addition. The addition will create space for:

- Create dedicated space for Seed Library.
- Add 30-person multipurpose room.
- Add 1-6 person study / meeting rooms.
- Upgrade restrooms.
- Create approximately 2,800 SF of outdoor program space for library events and Seed Library programming.
- More visible exterior signage.



- New Building
- Major Renovation
- ▨ Demolition
- Outdoor Space

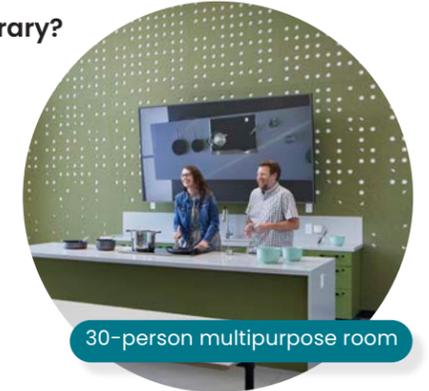


# A Neighborhood Library | new building

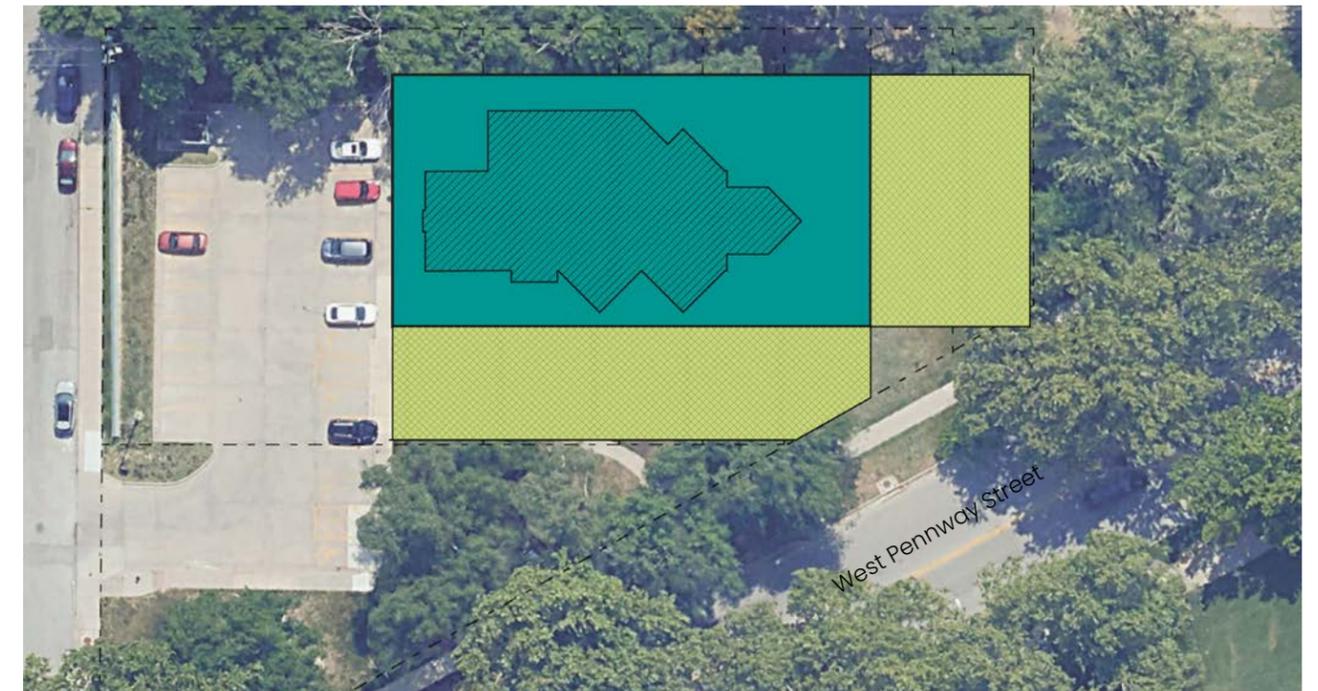
## What will help this branch strengthen its role as a neighborhood library?

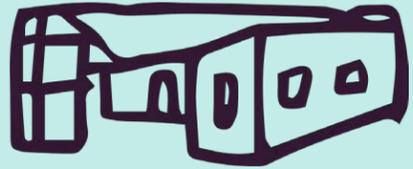
Demolish existing building and construct one-story 10,000sf library. The new building will create space for:

- Create dedicated space for Seed Library.
- Add 50-person multipurpose room.
- Add 1-6 person study / meeting rooms.
- Upgrade restrooms.
- Improve staff workspace.
- Develop approximately 4,000 SF of outdoor program space for library events and Seed Library programming.
- More visible exterior signage.
- Add dedicated teen area.



- New Building
- Major Renovation
- ▨ Demolition
- Outdoor Space



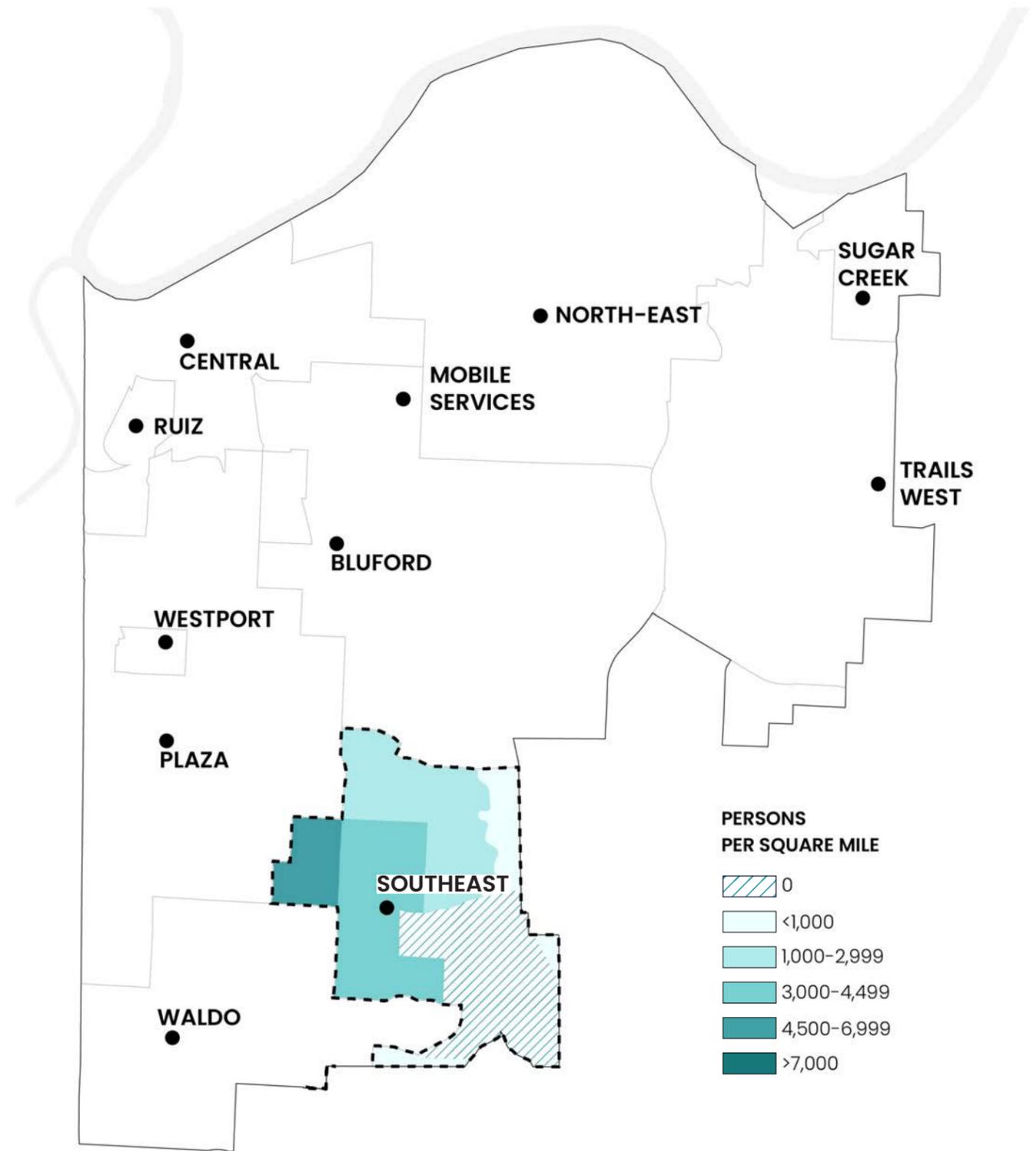


## Kansas City Public Library Southeast Branch

### Branch Information

<b>14,200</b>	Square Feet
<b>20,924</b>	Collection Size
<b>13,830</b>	Annual Circulation
<b>73,950</b>	Annual Visits
<b>1,143</b>	Annual Program Attendance

### SOUTHEAST BRANCH



Population Density Map of Southeast Branch Area

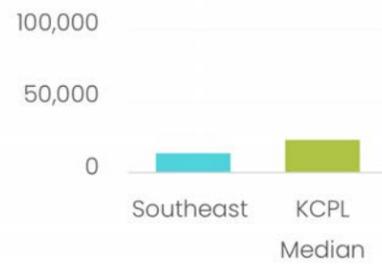
# Library Service Assessment

Southeast Branch is located near multiple schools, the Southeast Community Center, and Swope Park. About 36 percent of households do not have access to a car and there are more teens than other Kansas City Public Library service areas. The Digital Media Lab is a major draw, attracting teens and kids from across the service area and making Southeast an important after school hub. Program attendance is lower than average in this location, likely due to the lack of a large meeting space.

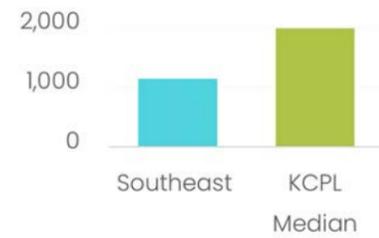
Visits Per Square Foot



Annual Circulation



Program Attendance



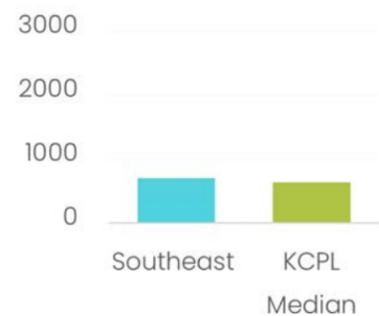
Meeting Room Usage



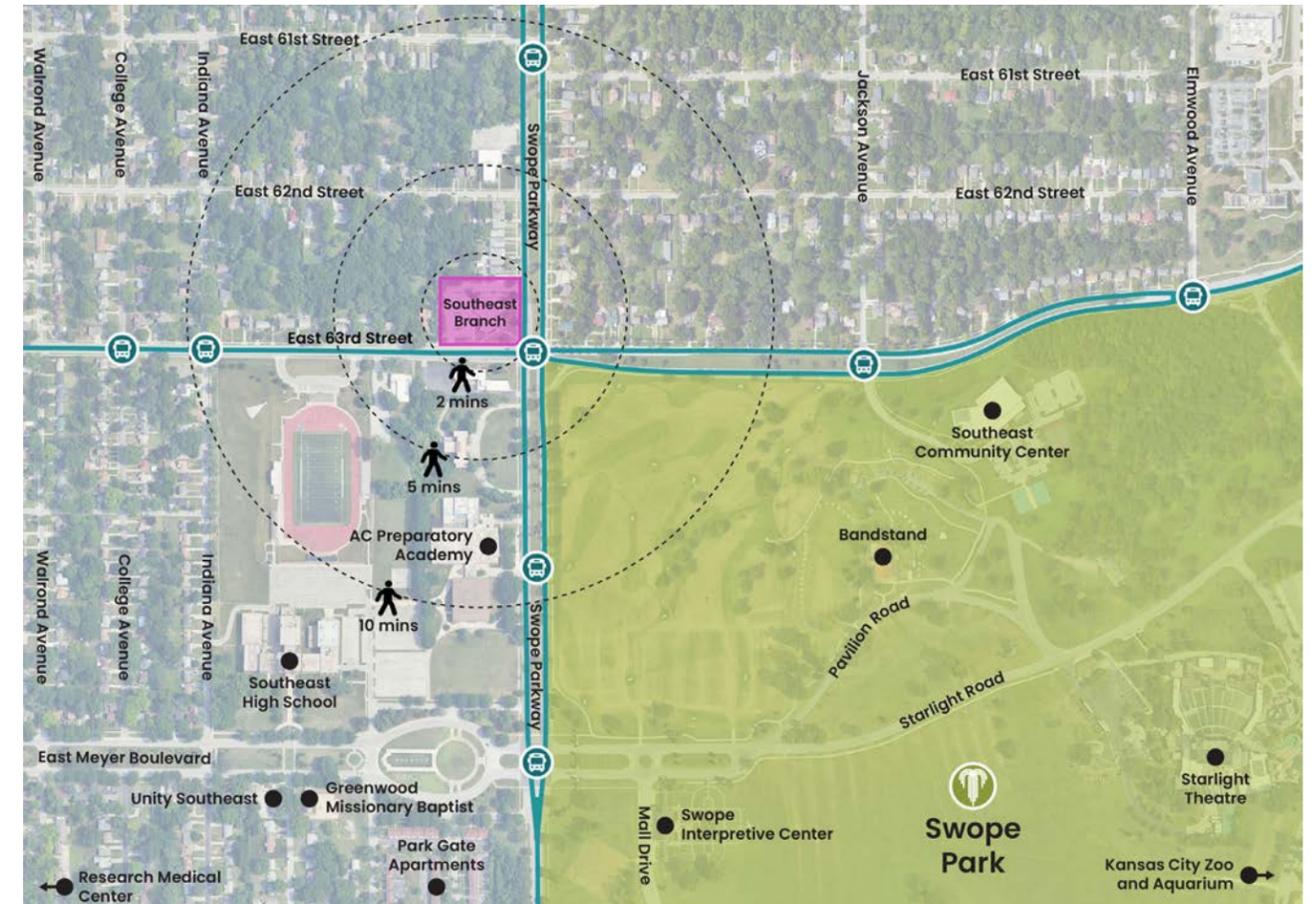
Computer Use



Public Phone Usage

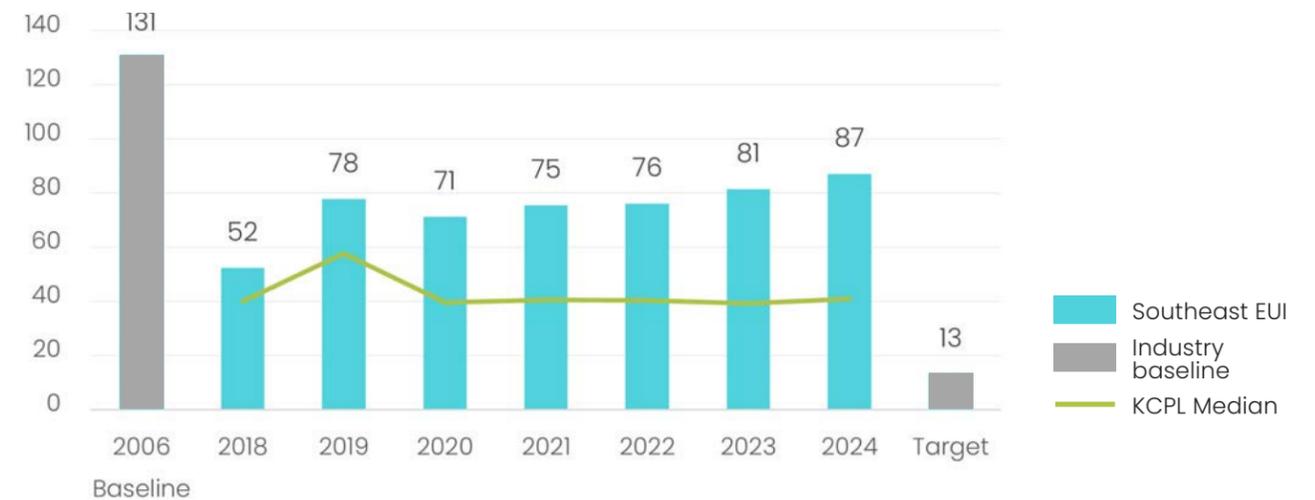


Neighborhood Map



EUI Analysis (2018-2024)

\*EUI (Energy Use Intensity) - A building's annual energy use per unit area. A lower EUI indicates a more energy-efficient building.

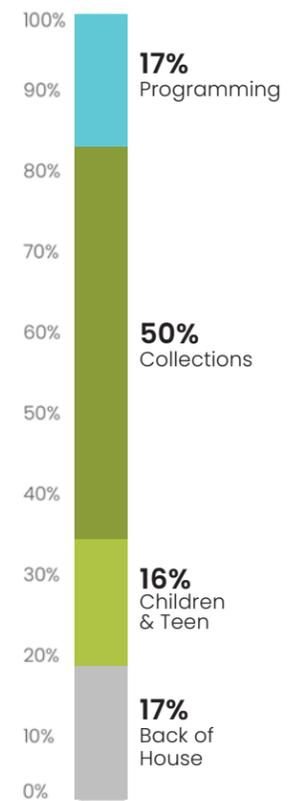


Existing Space Challenges

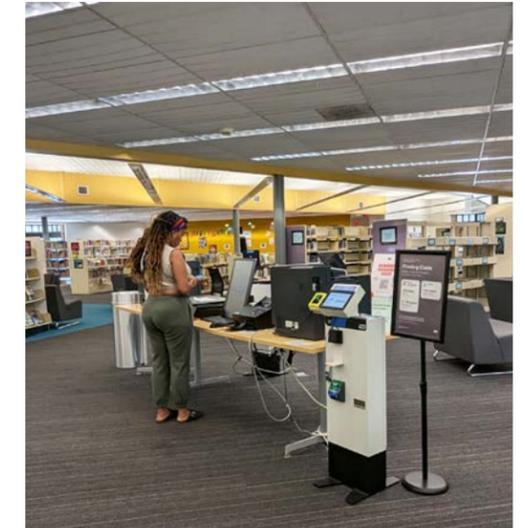
1. The Digital Media Lab is undersized. Additional staff space, storage space, and program space is needed. Limited ventilation means some activities must be moved outside.
2. Children's and teen areas need a wider variety of furniture and more intentional activation to support how young people use the space.
3. The large meeting room was converted to the Digital Media Lab and the branch no longer has an adequate program space. The 16-person room is too small for many group meetings. Adult programming (yoga, poetry readings, etc.) takes place in open library space.
4. Staff work areas are congested and do not provide enough space for daily tasks.
5. Storage is at capacity in nearly every room, leaving little room for program supplies or future growth.
6. Ongoing HVAC problems are a challenge and affect comfort throughout the day.
7. Enclosed study rooms are popular and always in use by patrons and library partners. Additional rooms are needed.
8. Access to the site is difficult for vehicles and pedestrians because of the size of adjacent streets and traffic median configurations.

- Programming
- Collections
- Children & Teen
- Back of House

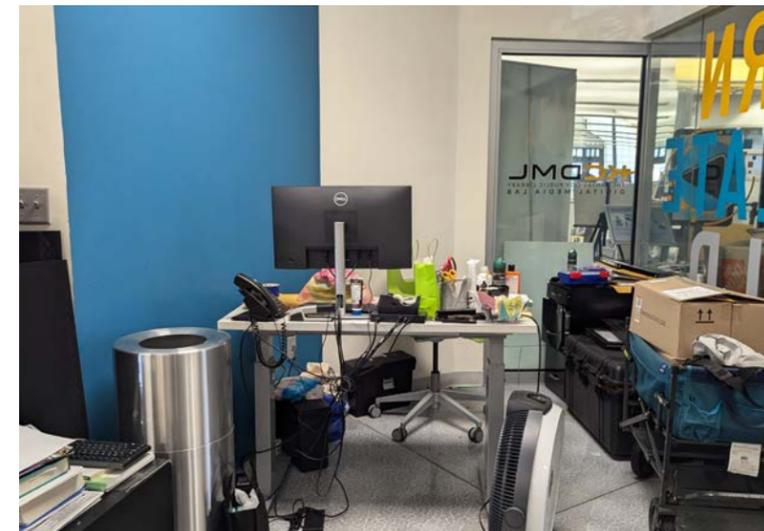
Space Use Allotment



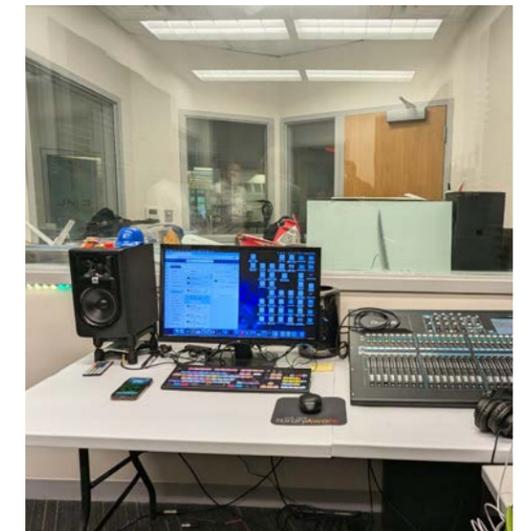
Enclosed study rooms are always in use



Printing station



Digital Media Lab lacks enclosed storage



Audio production room



Children's area play and learn space



Staff workroom lacks storage

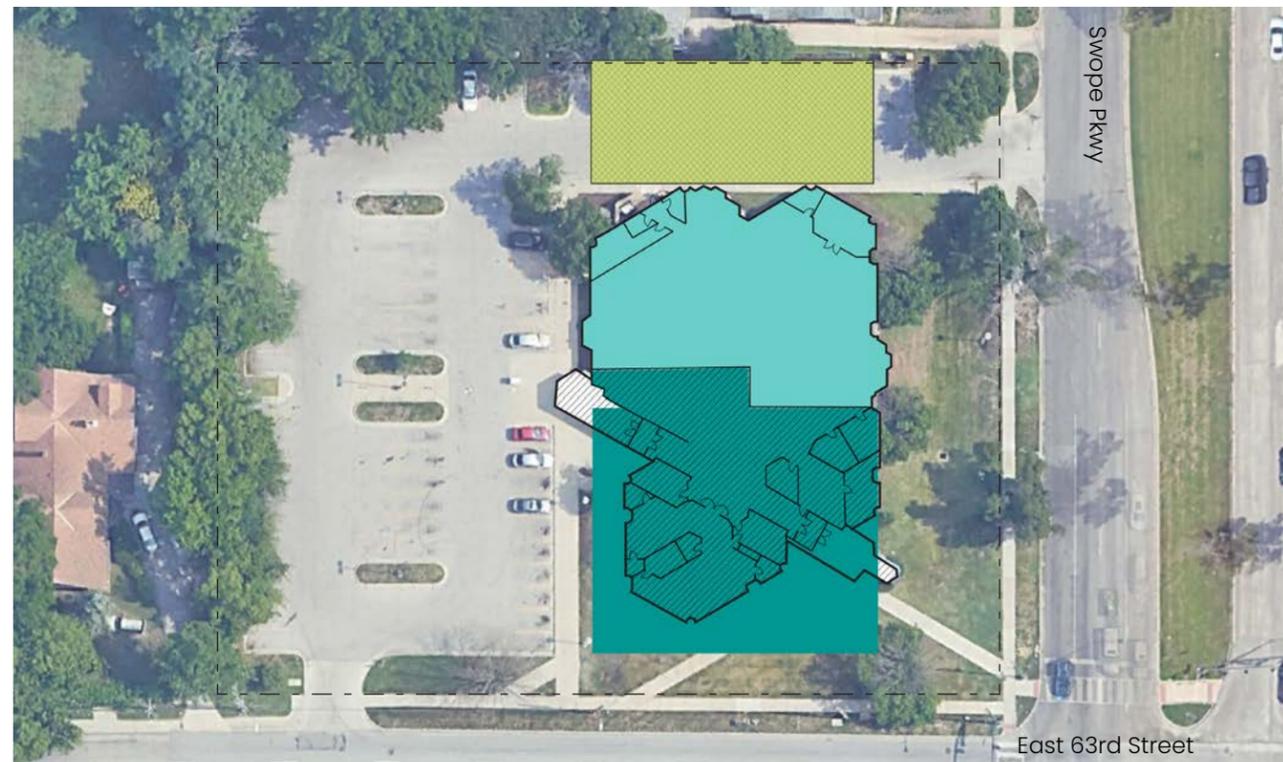
# A Neighborhood Library | addition

## What will help the Southeast Branch strengthen its role as a neighborhood library?

Demolish approximately 6,500 SF of the existing building and construct an 11,200 SF addition. The addition will create space for:

- Expanded Digital Media Lab to accommodate programming for all-ages.
- Expanded children's play & learn area.
- 30-person multipurpose room.
- Multiple 1-6 person study / meeting rooms.
- Dedicated teen area.
- Reconfigured staff workspaces.
- HVAC upgrades to improve comfort and energy performance.
- 5,600 SF of outdoor program space.

- New Building
- Major Renovation
- ▨ Demolition
- Outdoor Space



larger children's area



dedicated teens & tweens



expanded Digital Media Lab



multipurpose room



holds pick-up



computers, copy /print/ fax/ telephone



space for quiet focus



1-6 person small meeting / study rooms

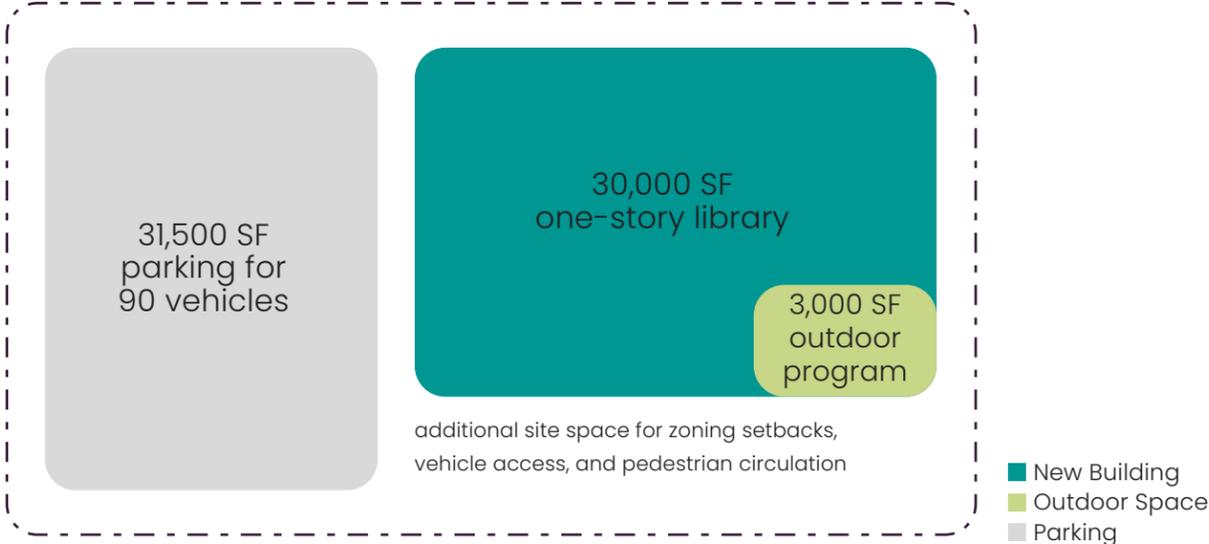
# D Program Focused Innovation Library

## How can the Southeast Branch transform into an all-ages innovation center?

On a new site, construct a one-story 30,000 SF library with an expanded Digital Media Lab model; an all-ages innovation center with tech-focused job skill building and partnership spaces and programming to expand access. The new building will include:

- All-ages Digital Media Lab spaces.
- Dedicated partner space for partners offering tech-focused programming and job skills building.
- 200-person meeting room with storage and pre-event space to host fix-it clinics, robotics competitions, job fairs, and community meetings.
- Access to technology: computers, audio recording equipment, video recording equipment, graphic design software, 3D printers.
- Children’s space with a STEAM-focused play and learn area.
- 1–6 person study and meeting rooms.
- Express library offerings (holds pick up, catalog access, copy/ print/ fax, telephones, and short-term computer use).
- A thematic collection focused on materials that support library programming.
- Welcoming service points where patrons can connect with library staff.
- Clean, safe, and accessible public restrooms
- 3,000 SF outdoor program space.
- 90-car parking lot.

**2.2 acre site**  
(92,000–100,000 SF)



STEAM focused children’s area



multipurpose room



expanded Digital Media Lab



access to technology



holds pick-up



computers, copy /print/ fax/ telephone



thematic collection



1–6 person small meeting / study rooms

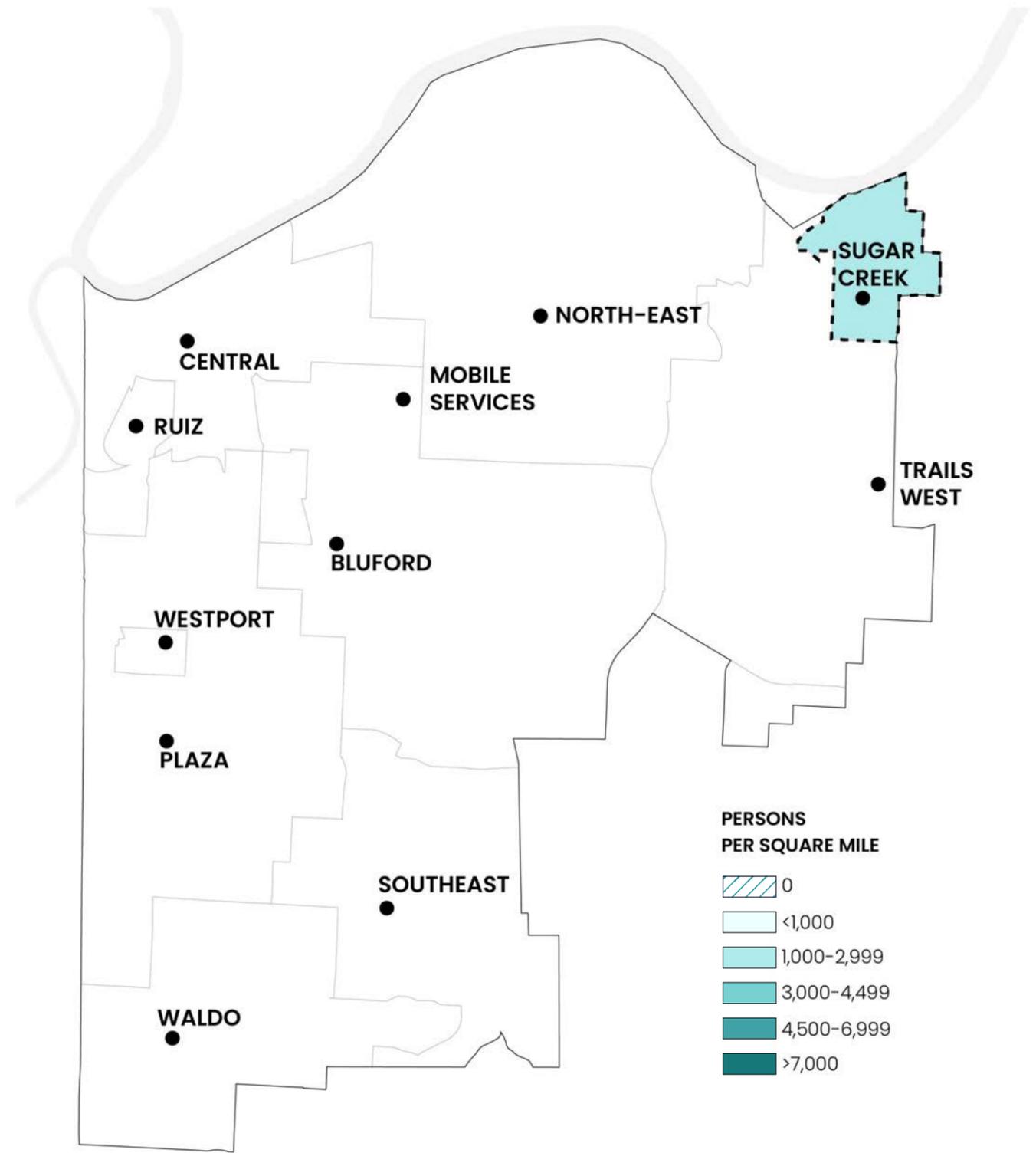


Kansas City Public Library

# Sugar Creek Branch

## Branch Information

<b>2,800</b>	Square Feet
<b>6,144</b>	Collection Size
<b>4,194</b>	Annual Circulation
<b>8,606</b>	Annual Visits
<b>805</b>	Annual Program Attendance

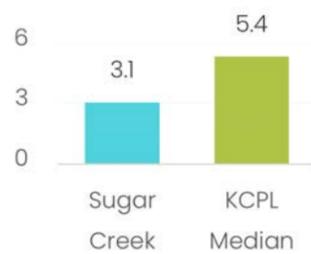


Population Density Map of Sugar Creek Branch Area

# Library Service Assessment

Sugar Creek Branch is a small neighborhood library that primarily serves seniors and adults in the immediate area. Although Sugar Creek's usage numbers are lower than at other branches, it offers a personal setting where staff know patrons by name and DVDs remain the most heavily used part of the collection. Kansas City Public Library leases this space; future changes to the building and site will need approval from the building owner.

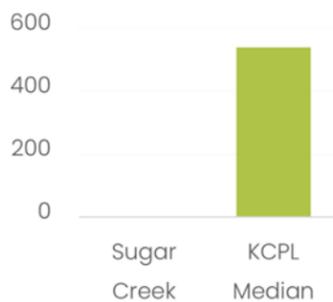
Visits Per Square Foot



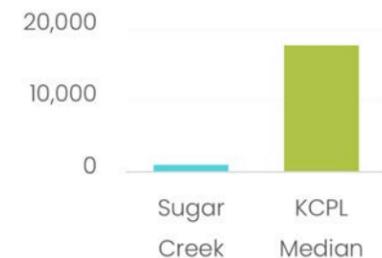
Annual Circulation



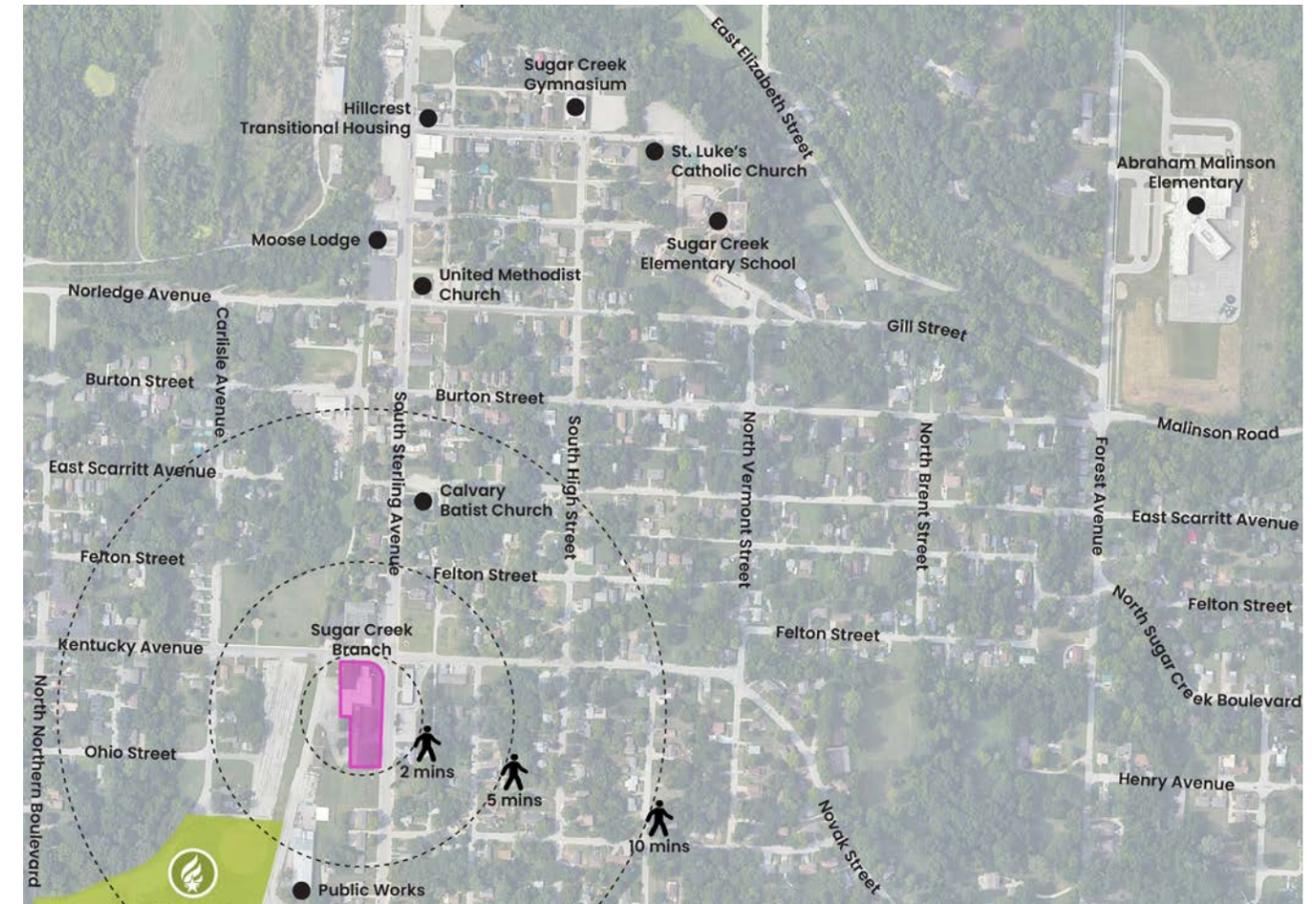
Meeting Room Usage



Computer Use

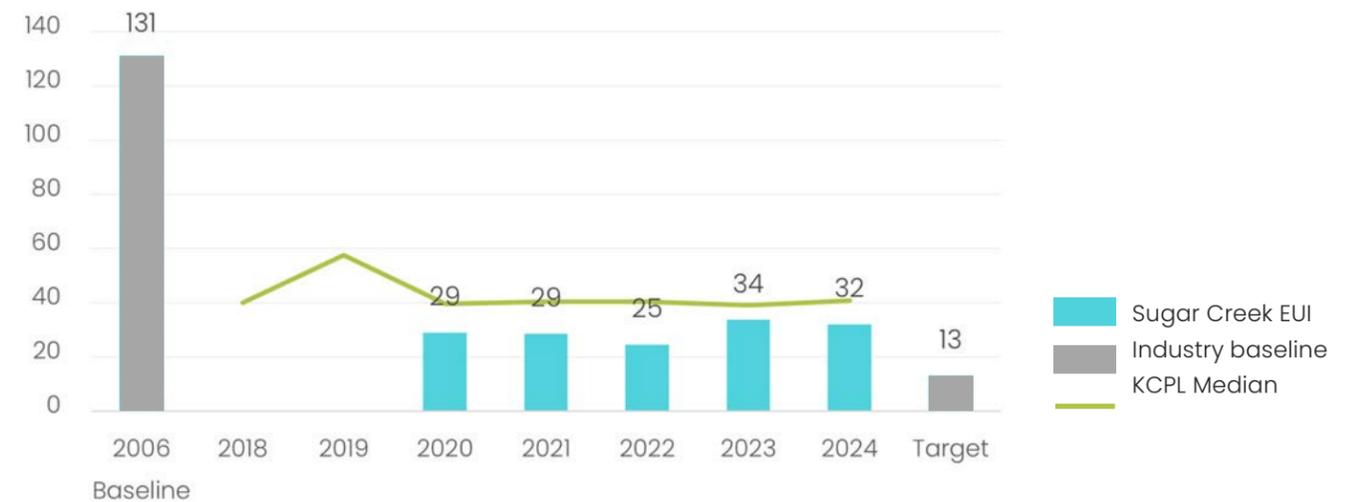


Neighborhood Map



EUI Analysis (2018-2024)

\*EUI (Energy Use Intensity) - A building's annual energy use per unit area. A lower EUI indicates a more energy-efficient building.

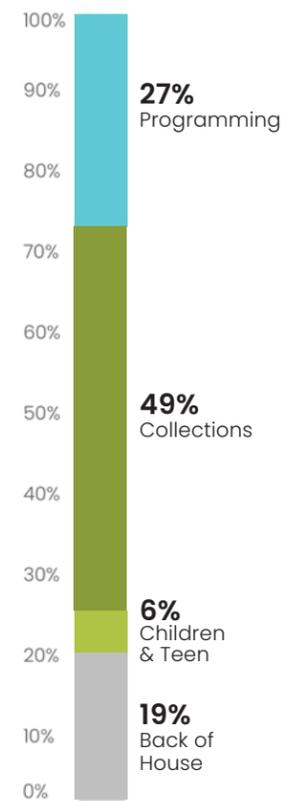


**SUGAR CREEK BRANCH**

**Existing Space Challenges**

1. The leased building has only one entrance and no dedicated emergency exit.
2. The single program room doubles as a meeting room, passport office, and mail room. Program room layout can be updated with different furniture.
3. Staff space is small and functions as both office and storage, and the reception desk is also used as a processing area. There is no sink in the staff area; this location's only sink is in the restroom.
4. The parking lot is maintained by the building owner and timely maintenance can be an issue.
5. The library serves as the town post office. However, mail service is used very infrequently yet takes up a significant amount of space.

**Space Use Allotment**



- Programming
- Collections
- Children & Teen
- Back of House



**SUGAR CREEK BRANCH**



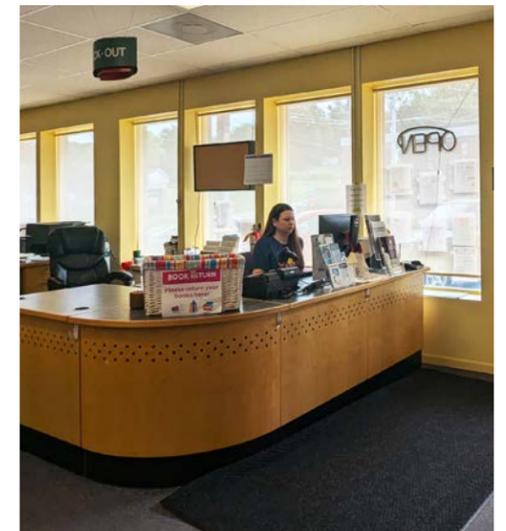
Library open floor area



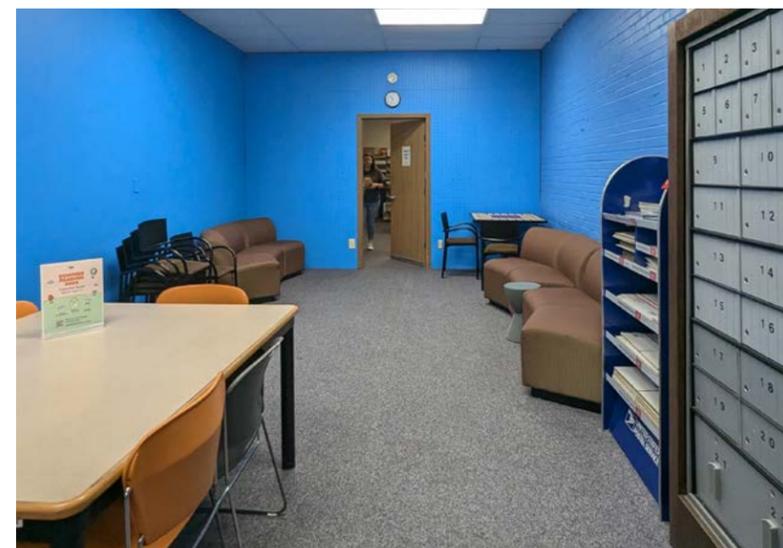
Library entrance



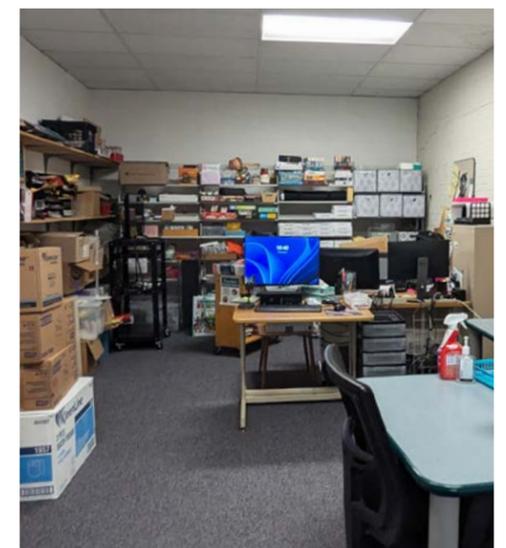
Children's area



Service desk



Program room + mail room + passport processing



Staff workroom and storage space

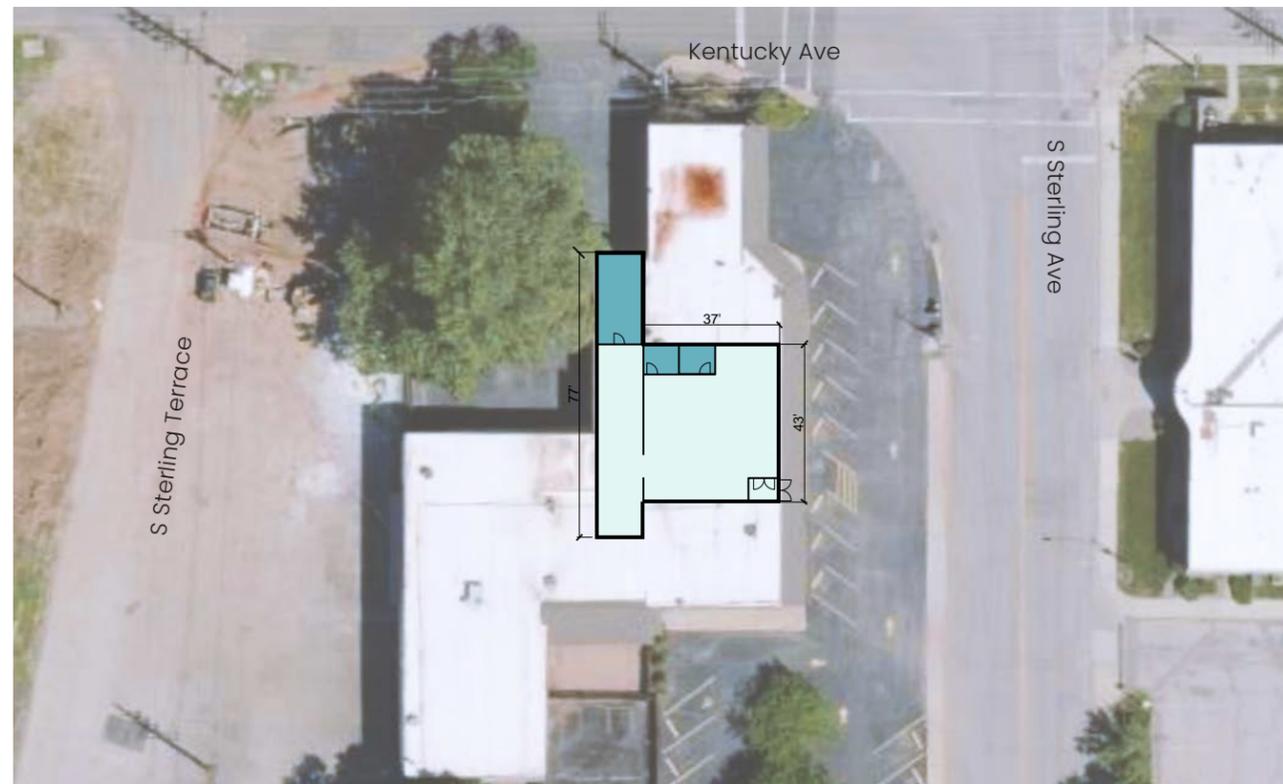
# A Neighborhood Library

## What will help this branch strengthen its role as a neighborhood library?

- Add a secondary means of egress to provide a safe emergency exit from the leased space.
- Reconfigure staff space and reception desk
- Refresh public restrooms to improve accessibility.
- Update program room furniture to support flexible use as a meeting space and program room.
- Remove the mail service and reclaim space for library programming.



■ Major Renovation  
■ Light Renovation



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Kansas City Public Library

# Trails West Branch

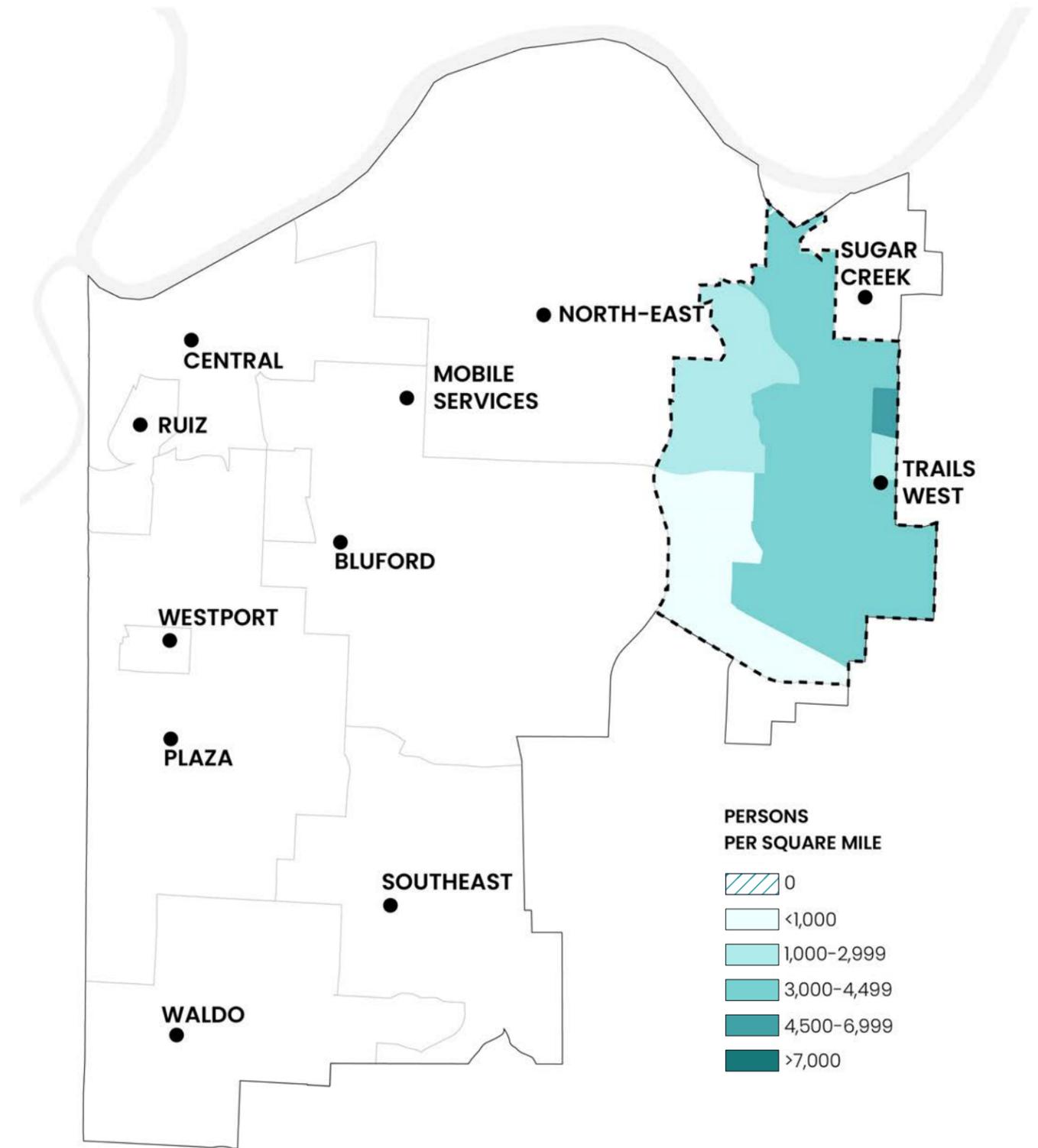
## Branch Information

**14,200** Square Feet

**27,809** Collection Size

**36,925** Annual Circulation

**76,484** Annual Visits



Population Density Map of Sugar Creek Branch Area

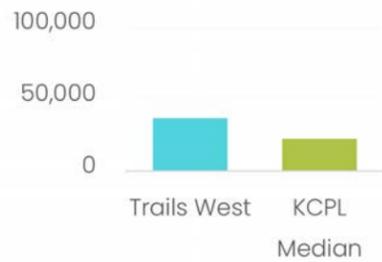
# Library Service Assessment

Trails West Branch is located in Independence, at the far eastern edge of the Kansas City Public Library district. The branch is in close proximity to several Mid-Continent Public Library branches. Circulation rates at Trails West have dropped in recent years after nearby Mid-Continent Public Library branches were renovated and expanded. Computer use, public phone use, and meeting room use are lower than average in this location.

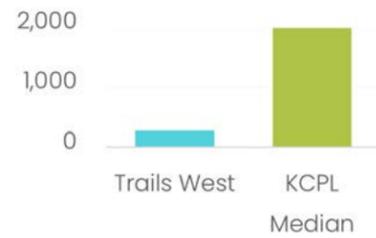
Visits Per Square Foot



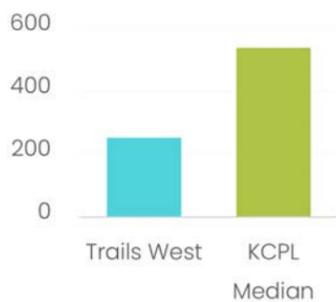
Annual Circulation



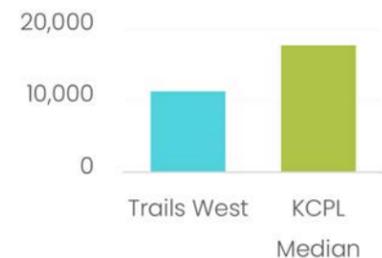
Program Attendance



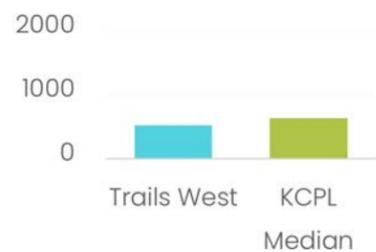
Meeting Room Usage



Computer Use



Public Phone Usage

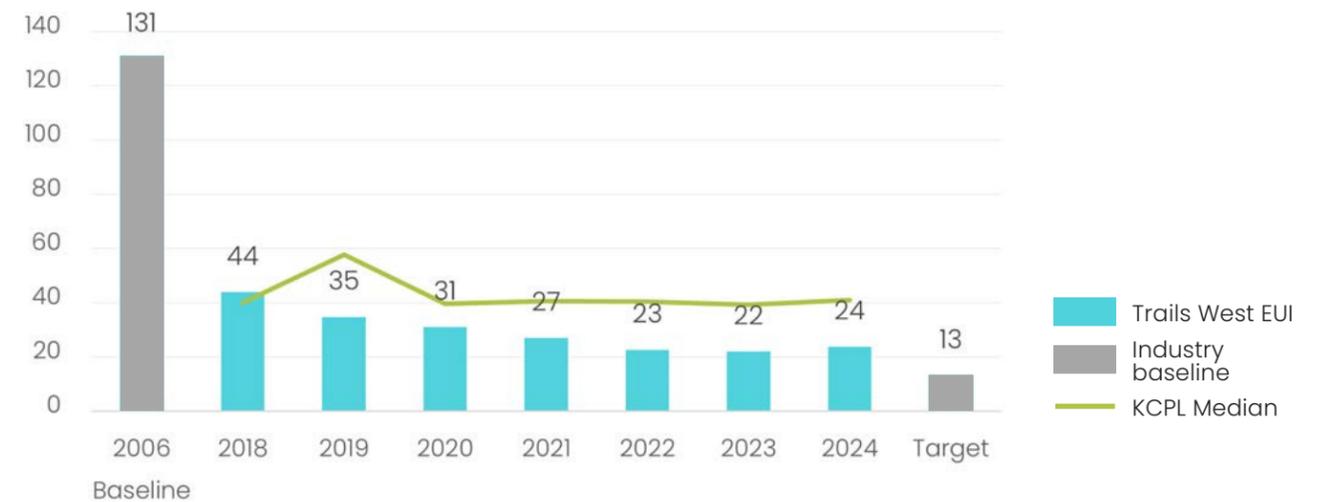


Neighborhood Map



EUI Analysis (2018-2024)

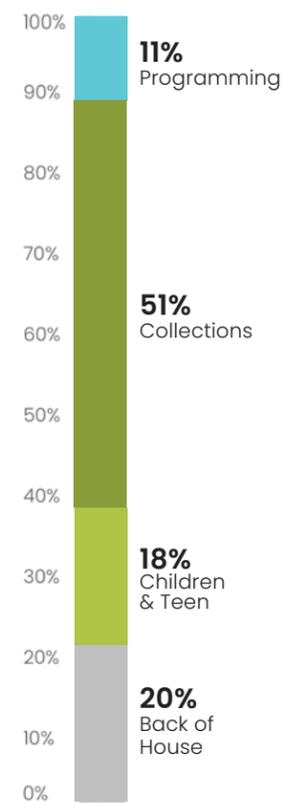
\*EUI (Energy Use Intensity) - A building's annual energy use per unit area. A lower EUI indicates a more energy-efficient building.



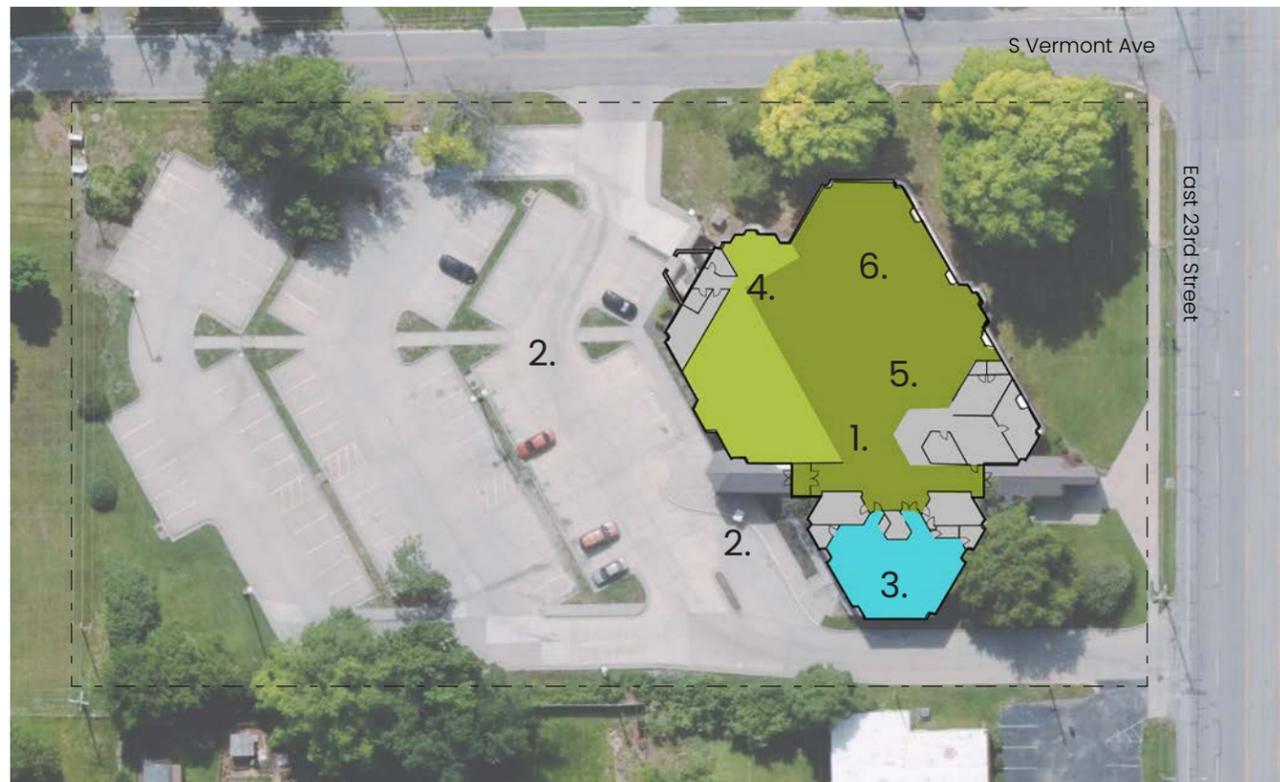
Existing Space Challenges

1. The 1988 building is outdated. Although it has received some updates, there have been no major renovations.
2. The large parking lot is separated from the entrance by multiple steps, which makes access difficult for patrons with mobility challenges or strollers.
3. Meeting rooms lack chair and table storage, operable partition is difficult to use.
4. Lack of dedicated teen space and small teen collection.
5. Small study / meeting rooms are needed. Passport services are provided in open library space, study pod is only enclosed meeting space.
6. Insufficient lighting in collection area, patrons complain that space is too dark.

Space Use Allotment



- Programming
- Collections
- Children & Teen
- Back of House



Sloped site creates accessibility challenges at entrance



Library open floor plan



Staff workroom



Operable wall between meeting rooms is rarely used



Small teen area



Children's area

# D Program Focused Innovation Library

## What does the Trails West Branch need to become a program-focused innovation library?

Reimagine Trails West as a branch co-located with a partner organization in western Independence. Co-locating with a partner organization provides opportunities for exploring different service models and expanding access to patrons who may not use the Trails West Branch today.

Library services in a shared location can include:

- Access to physical material collection and library of things
- Access to computers, telephones, printers, copiers
- 1-6 person study / meeting rooms
- Shared community meeting space
- Unique programs and services offered by partner organizations
- Increased access to Mobile Services with additional bookmobile and lobby stops in western Independence.

Refer to page 20-21 for additional information about this recommendation.

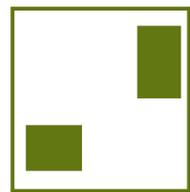


ATTACHED

Attached partnerships may share a building but organizations may have different operating hours and separate entrances.



Darrington Public Library, located in a shared building with the Darrington City Hall



INTEGRATED

Integrated partnerships fully share a single space with one entrance and a seamless experience for patrons.



Missoula Public Library & Families First: sharing space and programming for library patrons.



increased access to Mobile Services



shared community meeting space



1-6 person small meeting / study rooms



partner organization programs and services



holds pick-up



computers, copy /print/ fax/ telephone



collection



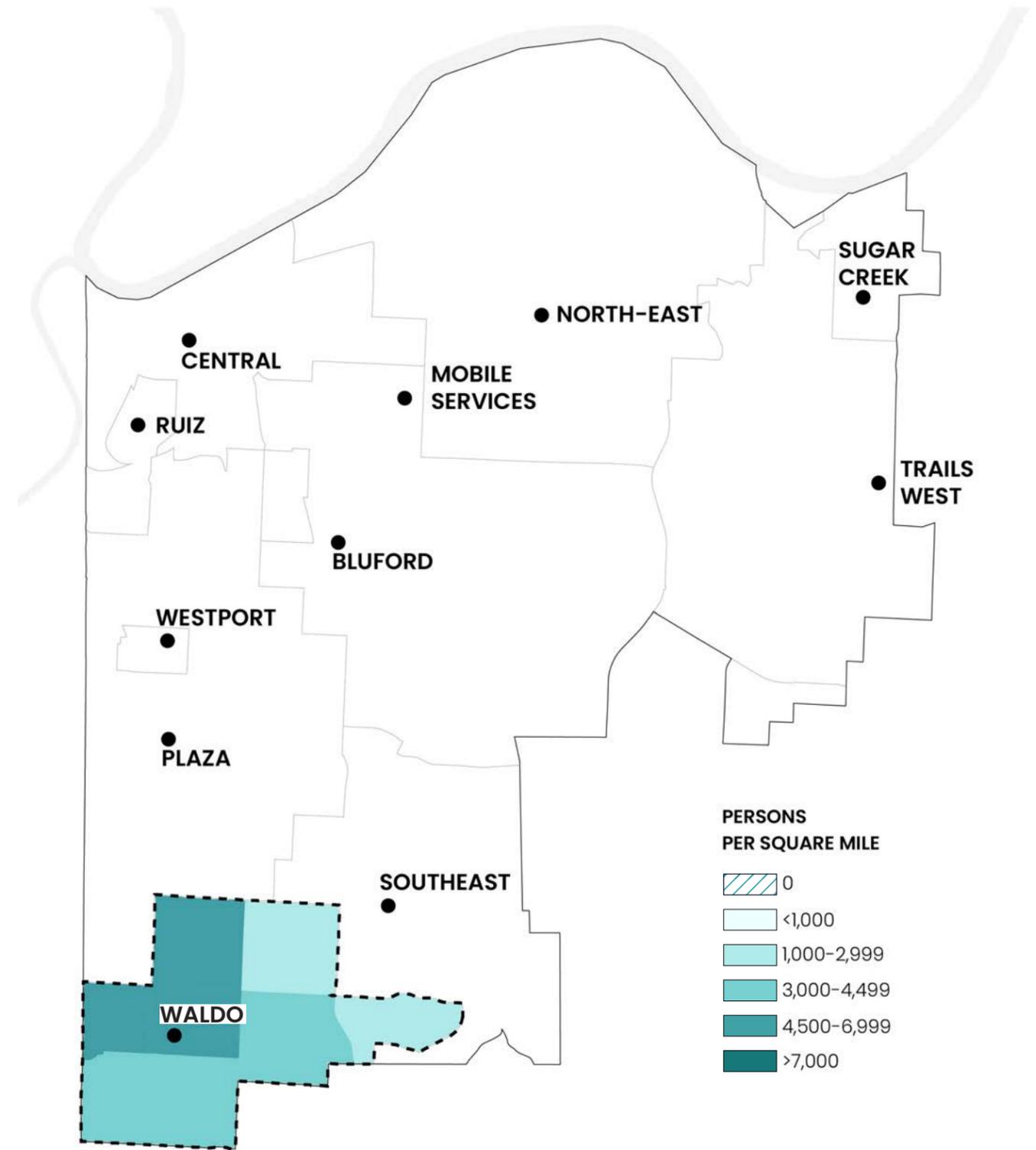
space for quiet focus



# Kansas City Public Library Waldo Branch

## Branch Information

<b>14,200</b>	Square Feet
<b>41,608</b>	Collection Size
<b>138,365</b>	Annual Circulation
<b>138,729</b>	Annual Visits
<b>3,111</b>	Annual Program Attendance



Population Density Map of Waldo Branch Area

# Library Service Assessment

Waldo Branch is one of Kansas City Public Library's busiest neighborhood libraries, with some of the highest circulation in the system and consistently strong program attendance. Located in the walkable Waldo business district, the branch enjoys strong neighborhood connections with patrons who come to read, browse, and attend programs.

Visits Per Square Foot



Annual Circulation



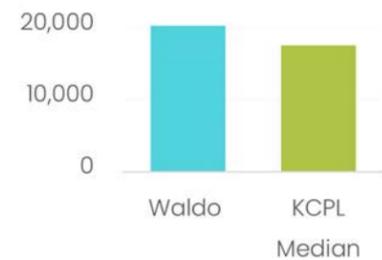
Program Attendance



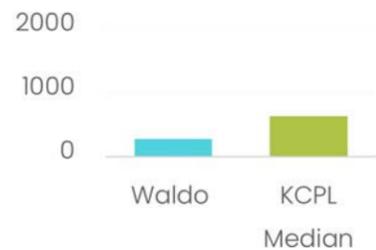
Meeting Room Usage



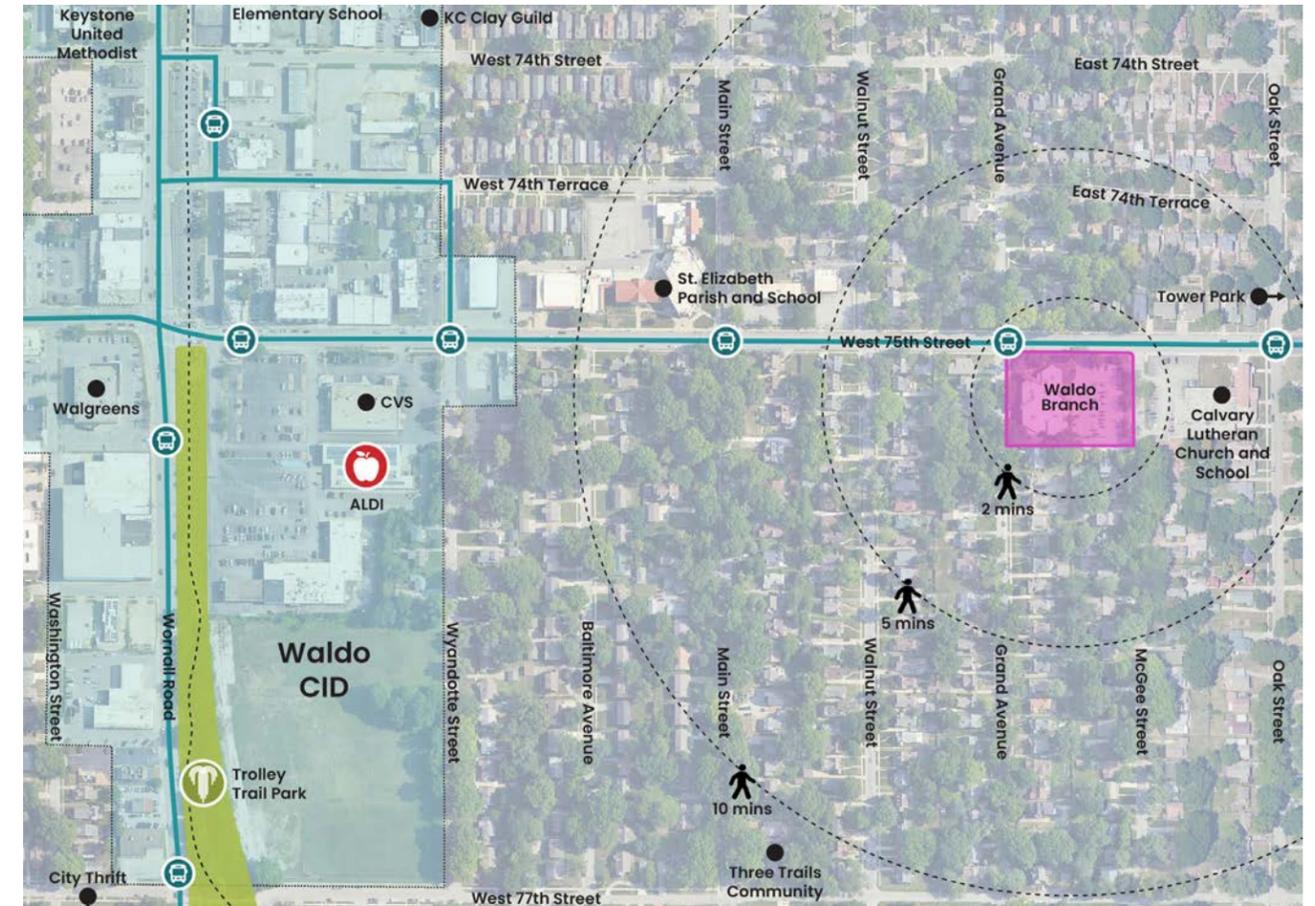
Computer Use



Public Phone Usage

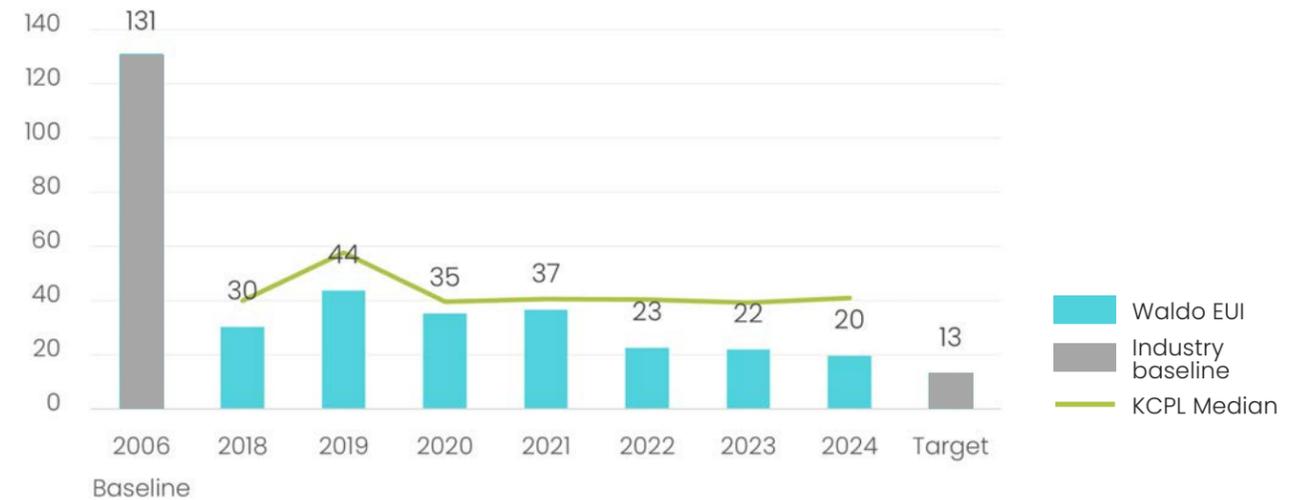


Neighborhood Map



EUI Analysis (2018-2024)

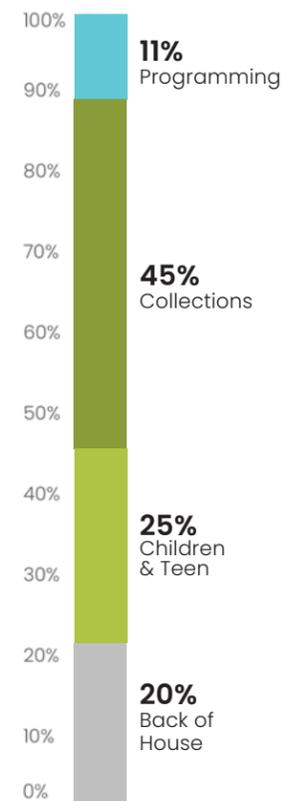
\*EUI (Energy Use Intensity) - A building's annual energy use per unit area. A lower EUI indicates a more energy-efficient building.



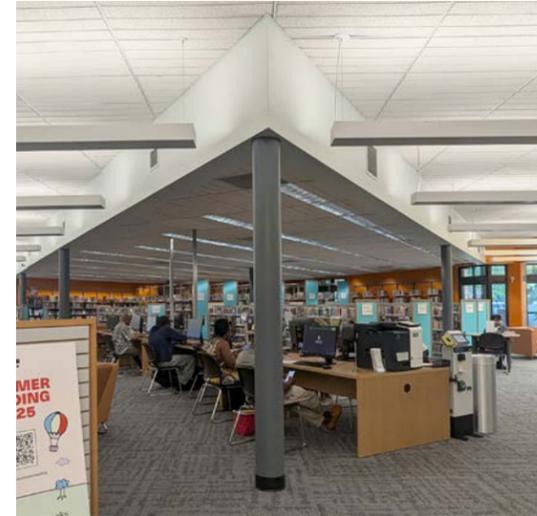
Existing Space Challenges

1. The 1988 building is outdated. Although it has received some updates, there have been no major renovations.
2. Insufficient and inefficient staff space. Waldo processes a high volume of materials, similar to Central and Plaza, but does so in only about 350 SF of workroom space.
3. Service desk is too small; only two of three staff have seats.
4. The large collection limits opportunities for seating and collaboration spaces.
5. Insufficient lighting in collection area, patrons complain that space is too dark.
6. Teen area is too small and not separated enough from adult and children's areas.
7. The meeting room lacks a pre-event or gathering area, groups using the room must move outside immediately after their events because there is no place to linger in the library without disturbing other patrons.

Space Use Allotment



- Programming
- Collections
- Children & Teen
- Back of House



Computer area



Library open floor, large space for holds shelving



Meeting room lacks storage space



Temporary partitions used to create meeting space in staff space



Teen area lacks separation from adult spaces



Large volume of holds

# B Community Library | new building

## What will help the Waldo Branch become a vibrant community library?

Demolish existing building and construct a one-story 21,000sf neighborhood library. The new building will include:

- 2,100 SF outdoor program space
- 60-car parking lot.
- Access to a physical materials collection (books, media, Library of Things).
- Access to technology (computers, telephones, printers, copiers)
- Welcoming service points where patrons can connect with library staff
- Children's space with a play and learn area
- Teen and tween space
- Multiple 1-6 person study and meeting rooms
- 16-person meeting room
- 30-person multipurpose program and meeting room with dedicated storage to support author events, book clubs, and community programs.
- 80-person meeting room with storage and pre-event space
- Dedicated partner space
- Clean, safe, and accessible public restrooms
- Improved staff space, large enough to accommodate staff and quantity of materials being processed in this branch.

- New Building
- Parking
- ▨ Demolition
- ⊗ Outdoor Space



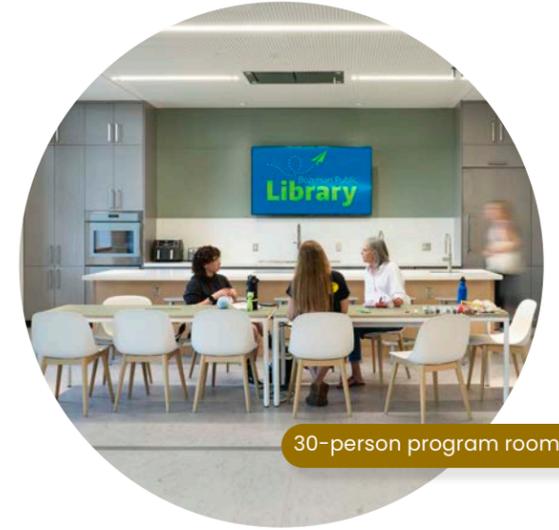
larger children's area



80-person meeting room



efficient staff workroom



30-person program room



holds pick up



computers, copy /print/ fax/ telephone



space for quiet focus



1-6 person small meeting / study rooms

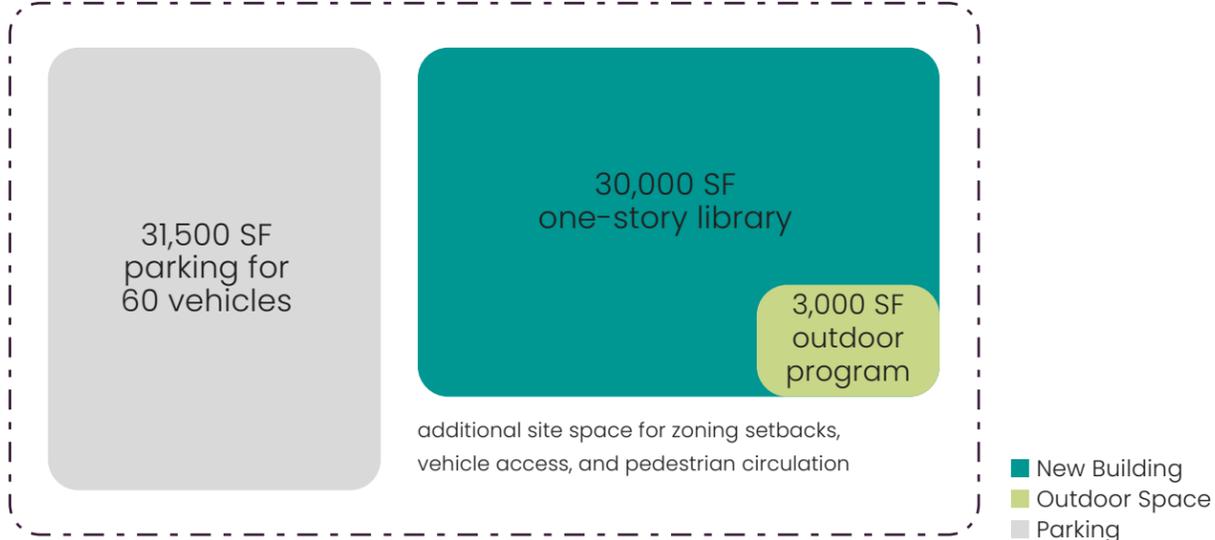
# B Community Library | new site

## What will help the Waldo Branch become a vibrant community library?

In a new location in the neighborhood, construct a one-story 30,000 SF community library. The new building will include:

- 3,000 SF outdoor program space.
- 90-car parking lot.
- Access to a physical materials collection (books, media, Library of Things).
- Access to technology (computers, telephones, printers, copiers)
- Welcoming service points where patrons can connect with library staff
- Children's space with a play and learn area
- Teen and tween space
- Multiple 1-6 person study and meeting rooms
- 16-person meeting room
- All-ages Digital Media Lab
- 80-person meeting room with storage and pre-event space
- Dedicated partner space
- Clean, safe, and accessible public restrooms

**2.2 acre site**  
(92,000-100,000 SF)



larger children's area



80-person meeting room



efficient staff workroom



30-person multi purpose room



holds pick up



computers, copy /print/ fax/ telephone



space for quiet focus



1-6 person small meeting / study rooms



Kansas City Public Library  
**Westport Branch**

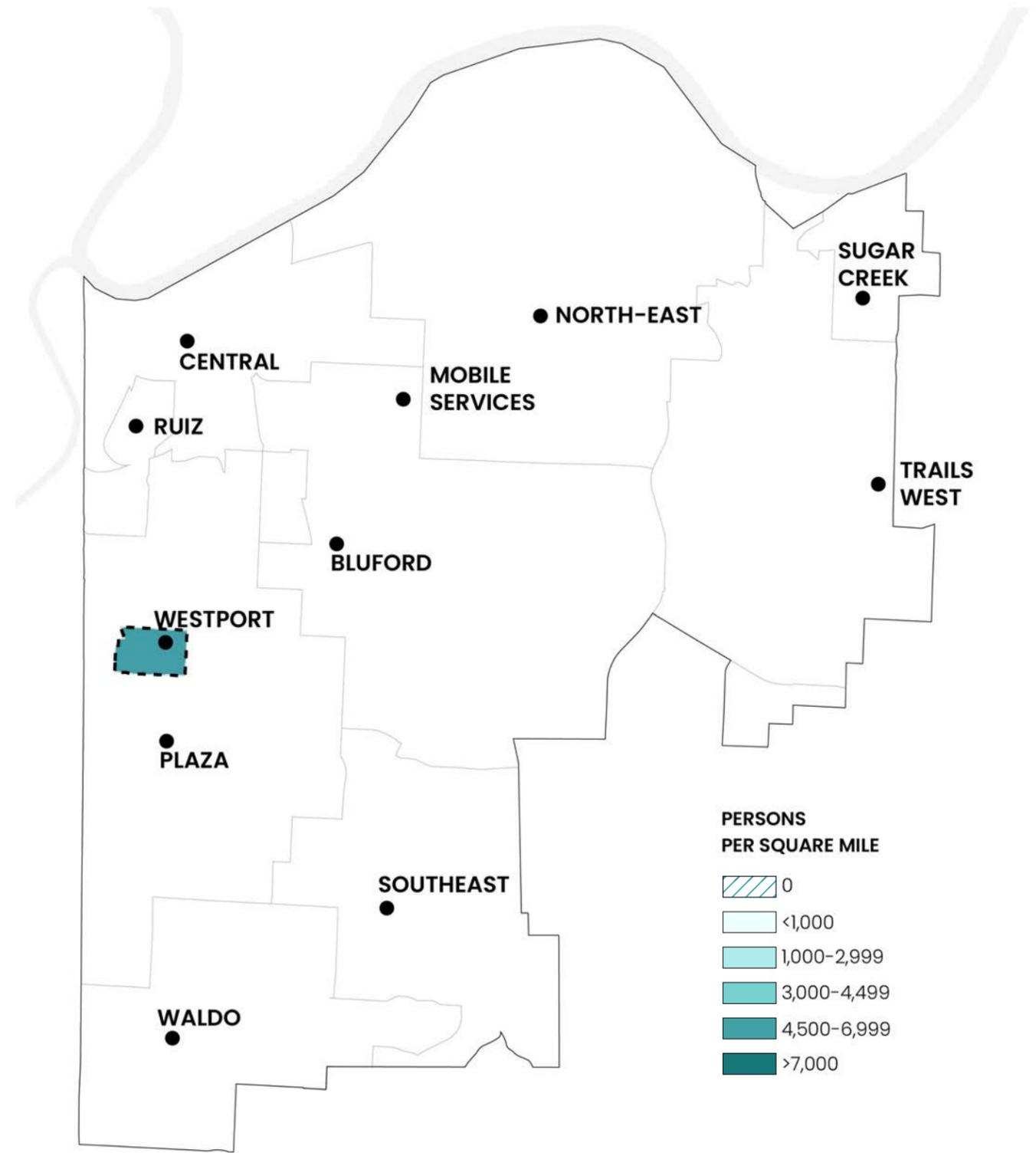
Branch Information

**9,575** Square Feet

**9,662** Collection Size

**24,630** Annual Circulation

**65,426** Annual Visits



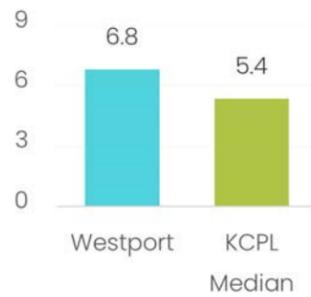
Population Density Map of Westport Branch Area

# Library Service Assessment

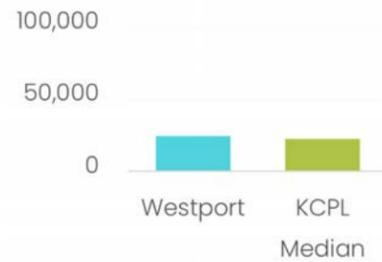
The 126-year old Westport Branch is Kansas City Public Library's oldest building and the system's first purpose built branch that operates as a compact urban library. Visits per square foot are higher than the Kansas City Public Library median. Program attendance and meeting room use are lower than average; likely due to the room's location on the upper level and out of sight to most visitors. Many patrons rely on this branch for computer access, a safe and comfortable environment to spend time, and to meet with Peer Navigators.

The 9,575 SF Westport Branch service area is surrounded by the 52,000 SF Plaza Branch service area. All services being offered at the Westport Branch, apart from the Peer Navigators and passport services, are also offered at the Plaza Branch. This location is well connected to public transportation network: both the KC Streetcar and bus service stop nearby.

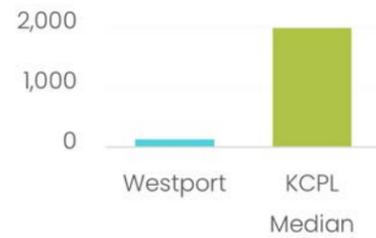
Visits Per Square Foot



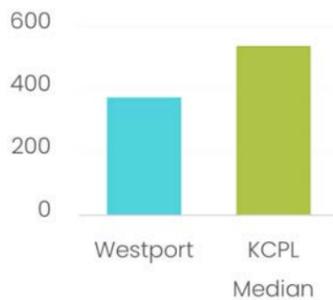
Annual Circulation



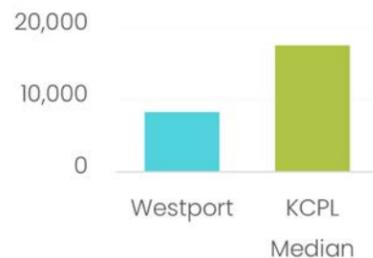
Program Attendance



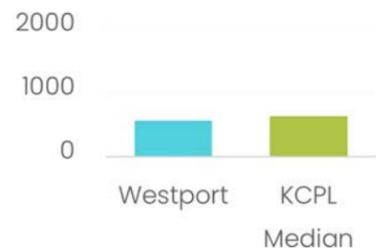
Meeting Room Usage



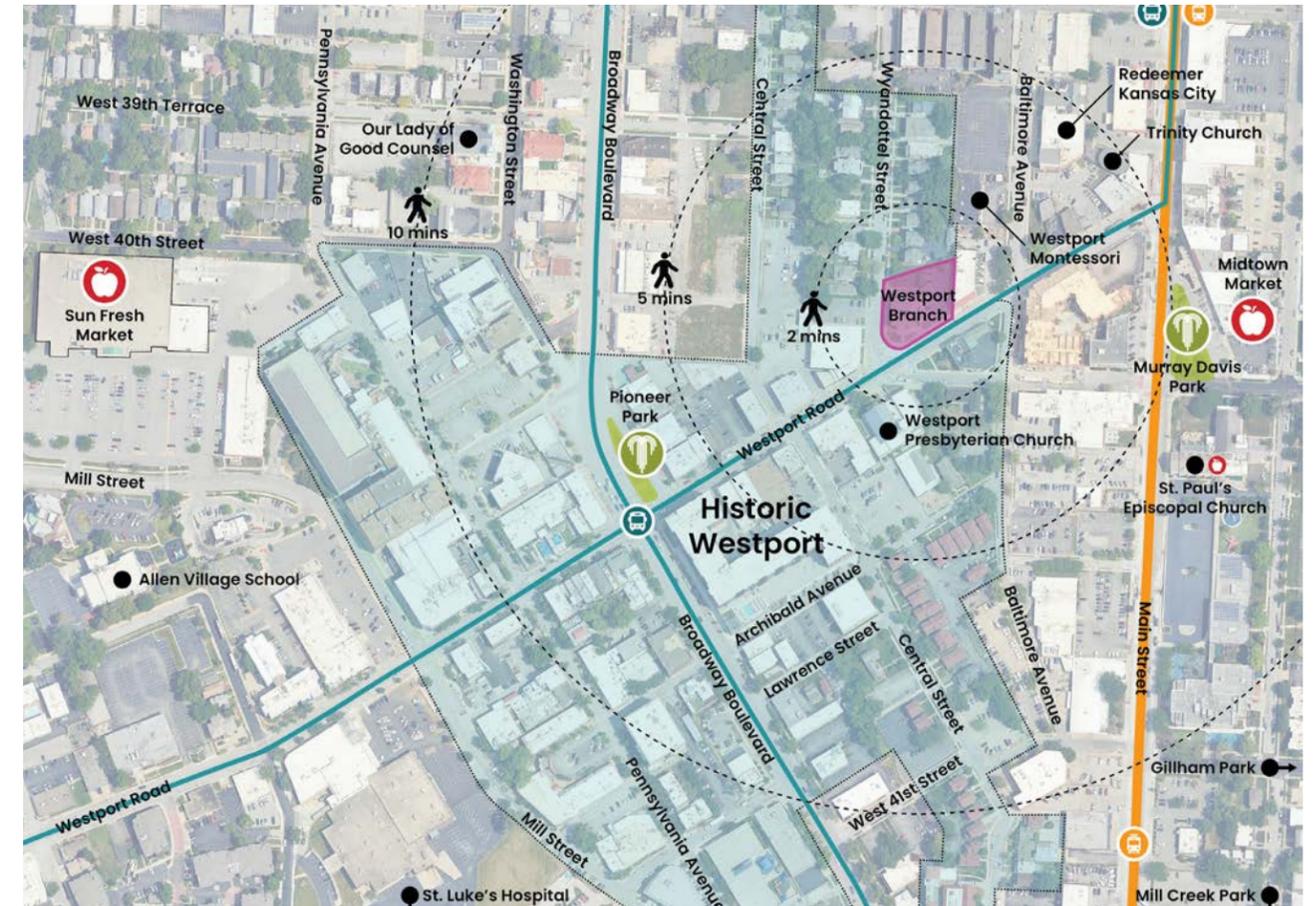
Computer Use



Public Phone Usage

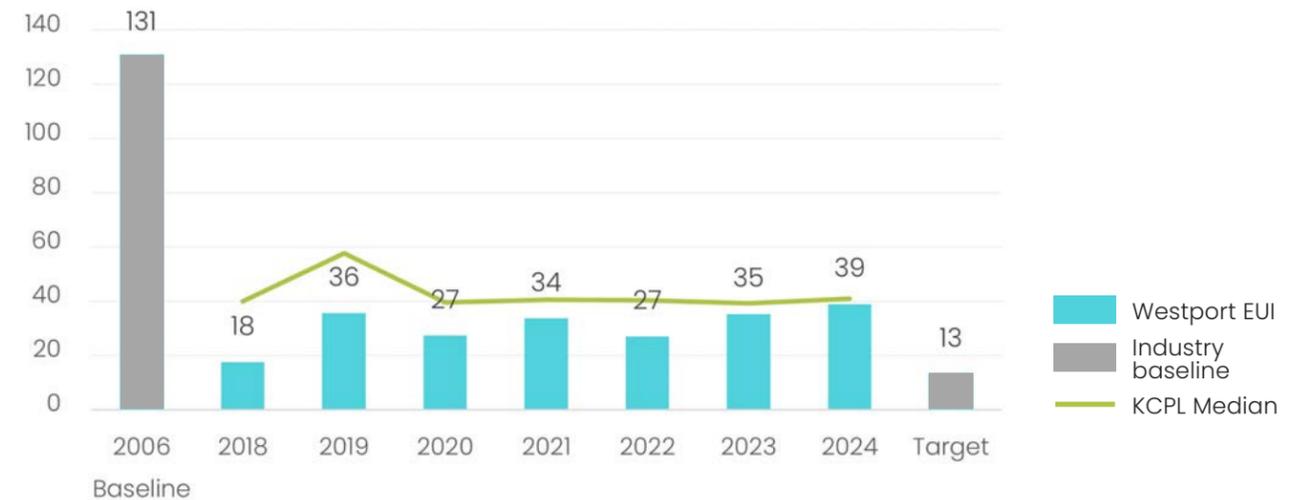


Neighborhood Map



EUI Analysis (2018-2024)

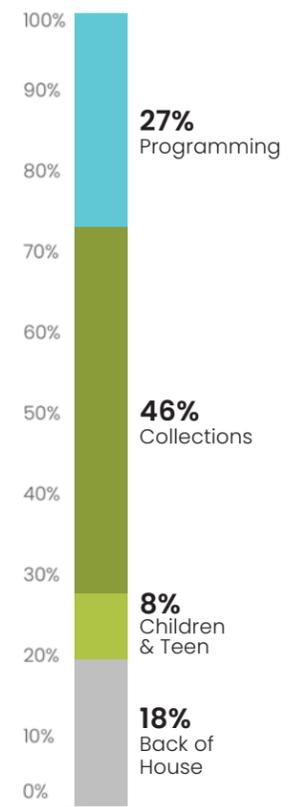
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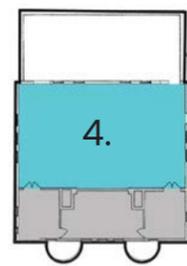
Existing Space Challenges

1. Originally built in 1898, the Westport Branch has public space on 3 levels which makes efficient staffing and visibility of library programs and services difficult. Staff space, collection space, and seating space are undersized.
2. While modifications have been made over time, not all spaces within the historic building are fully accessible to staff and patrons.
3. A small building footprint with three separate levels is inefficient to staff and difficult for patrons to navigate.
4. The meeting room is a strong asset but is only used during scheduled meetings because there is no staff presence on Level 2.
5. The repurposed former entrance, now used as a printing area, is an underutilized space.

Space Use Allotment



- Programming
- Collections
- Children & Teen
- Back of House



level 2 plan



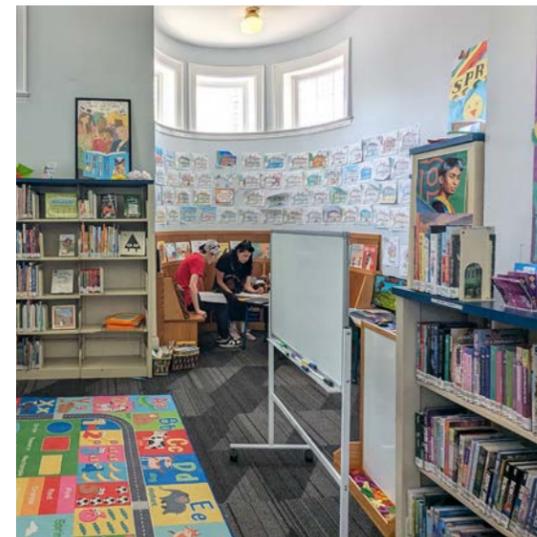
mezzanine plan



Accessible entrance



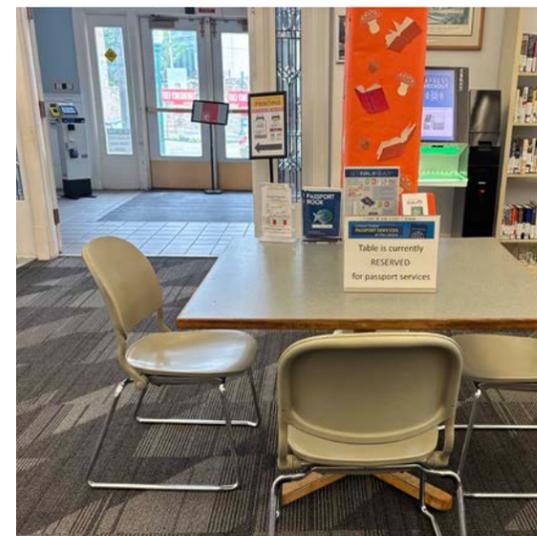
Library computer and seating area



Children's area



Teen area seating and collection



Passport processing space lacks privacy



Meeting room

# D Program Focused Innovation Library

## What does the Westport Branch need to become a program-focused innovation library?

Reconfigure the interior so Westport functions as a program-focused innovation library. The program focus will be defined through more in-depth community engagement.

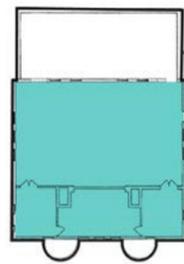
- Westport would continue to serve as an express library with holds pick up, catalog access, copy/print/fax, telephones, and short term computer use.
- Thematic collection would focus on materials that support planned programming.

## Potential program focuses include:

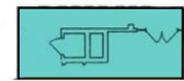
- Small business incubator and creative entrepreneurship hub for patrons, local businesses, with advising, workshops, grant support, job skill and small business training and access to digital tools.
- Local history focus as a Westport neighborhood and Kansas City history center, tied to tours and nearby arts and community groups.



■ Major Renovation  
□ No work proposed



level 2 plan



mezzanine plan



business incubator, co-working space



meeting and training room



art incubator



local history resources



holds pick-up



short term computers, copy/print/fax/telephone



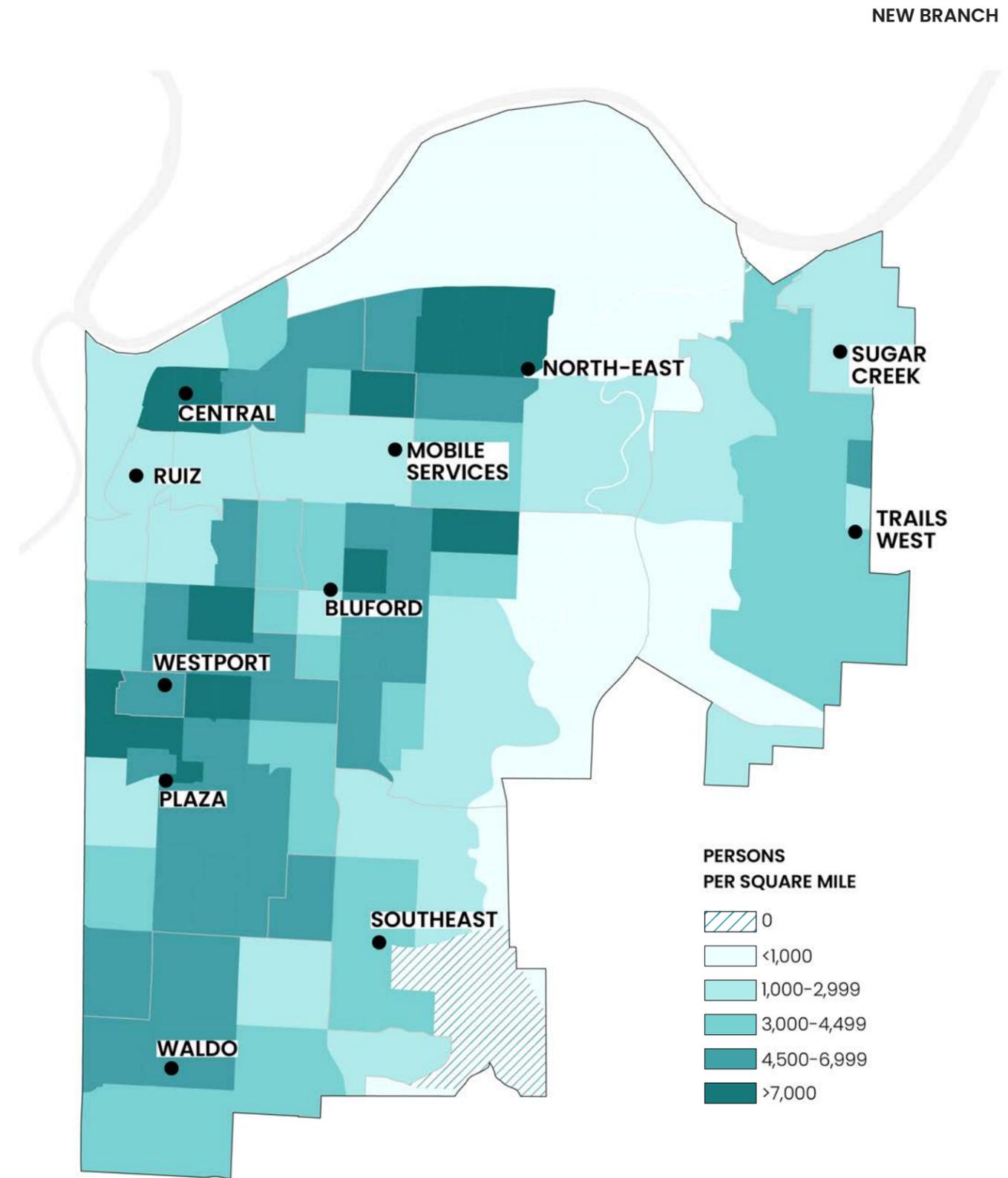
thematic collection



1-6 person small meeting/study rooms



Kansas City Public Library  
**New Branch**



Population Density Map of Kansas City Public Library Service Area

# A Neighborhood Library

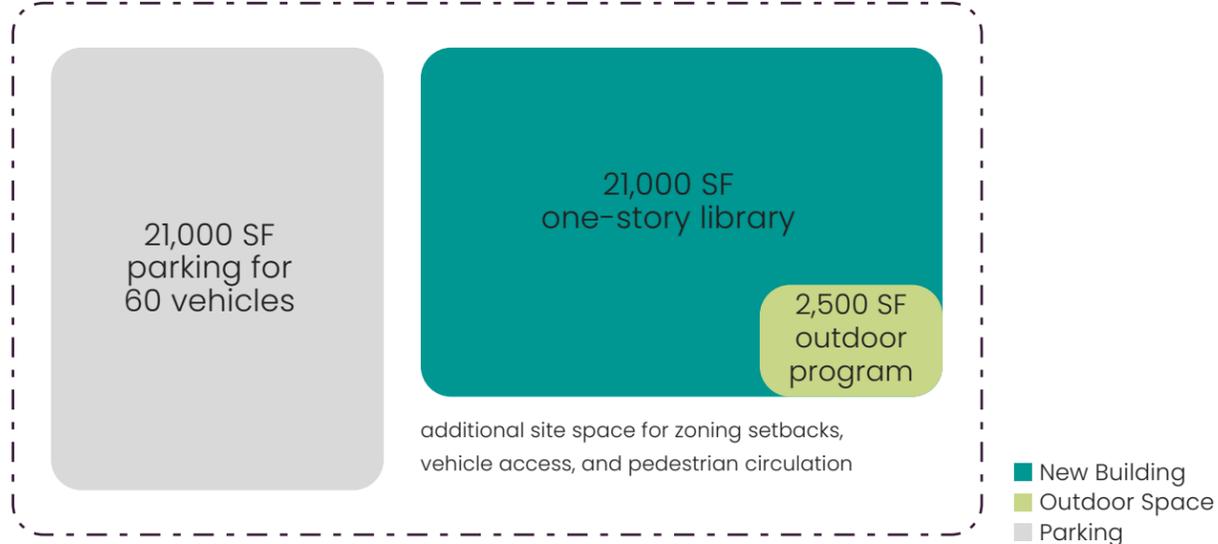
## What does this branch need to be a vibrant neighborhood library?

Quantitative data and qualitative input indicate a gap in library services in the area between Bluford and North-East. Library use is low and the needs index is high in this location. Many households have very low incomes, limited or no home internet, and children who would benefit from greater access to books, homework help, and library programs. This area is currently served by the bookmobile. Placing a new branch in this corridor, ideally within close proximity to green space, will bring consistent library services into one of the city's most underserved neighborhoods. A new 21,000sf one-story library will include:

- Access to physical material collection and library of things
- Access to computers, telephones, printers, copiers
- Dedicated children's space with play & learn area
- Dedicated teen area
- 1-6 person study / meeting rooms
- 16-person meeting room
- 30-person multipurpose program/meeting room and associated storage
- Unique neighborhood amenity (options: creative arts programming, all-ages maker space, local history resources celebrating east side neighborhoods)
- Outdoor program space.

Refer to page 18-19 for additional information about this recommendation.

**1.5 acre site**  
(63,000-70,000sf)



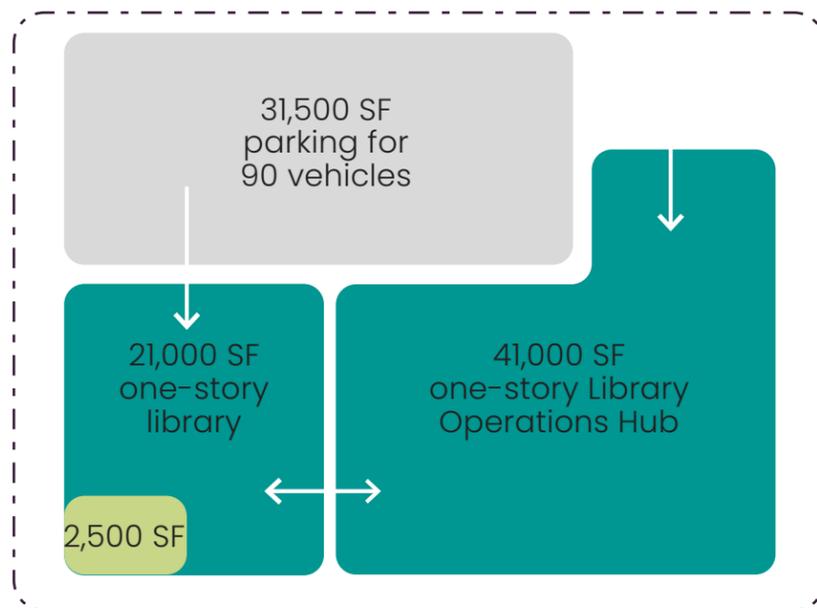
# A Neighborhood Library + Library Operations Hub

## What does this branch need to be a great neighborhood library?

Quantitative data and qualitative input indicate a gap in library services in the area between Bluford and North-East. Library use is low and the needs index is high in this location. Many households have very low incomes, limited or no home internet, and children who would benefit from greater access to books, homework help, and library programs. This area is currently served by the bookmobile. Placing a new branch in this corridor, ideally within close proximity to green space, will bring consistent library services into one of the city's most underserved neighborhoods. A new 62,000sf one-story library + operations hub will include:

- A Library Operations Hub containing: shipping and receiving for collections, sorting, collection storage, archival storage, library van parking, and staff workrooms for Collections, Mobile Services, and Youth and Family Engagement staff.
- Access to physical material collection and library of things
- Access to computers, telephones, printers, copiers
- Dedicated children's space with play & learn area
- Dedicated teen area
- 1-6 person study / meeting rooms
- 16-person meeting room
- 30-person multipurpose program/meeting room and associated storage
- Unique neighborhood amenity (options: creative arts programming, all-ages maker space, local history resources celebrating east side neighborhoods)
- Outdoor program space.

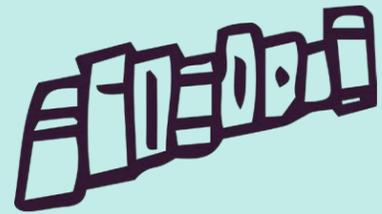
Refer to page 18-19 and 20-21 for additional information about this recommendation.



**3.25-3.75 acre site**  
(144,000 - 163,000sf)

- New Building
- Outdoor Space
- Parking





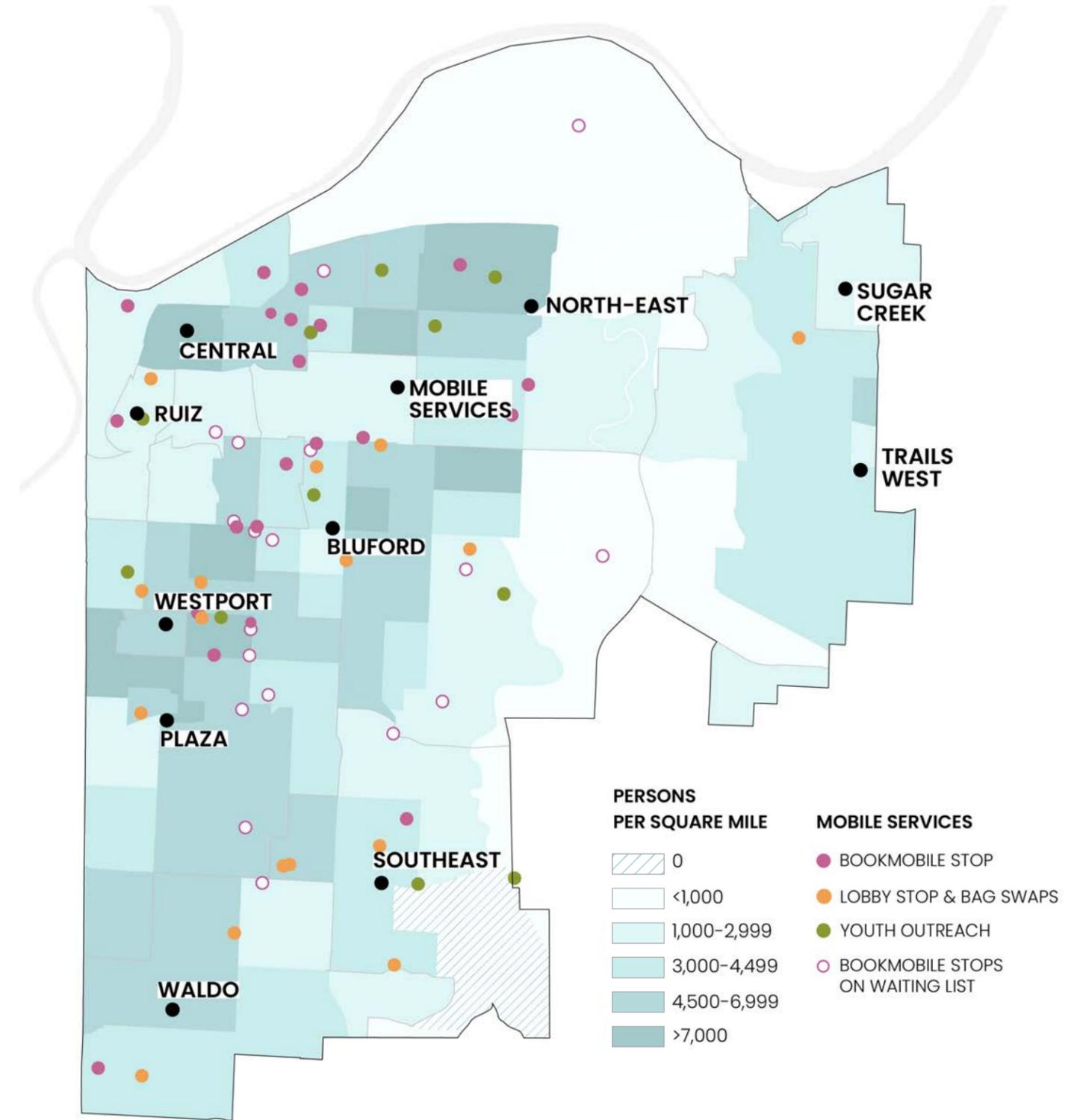
## Kansas City Public Library Mobile Services

### Branch Information

**10,020** Square Feet

**33,933** Collection Size

**103,893** Annual Circulation



Population Density Map of Kansas City Public Library Service Area

Map shows Mobile Services stops as of August 2025

# Library Service Assessment

Mobile Services includes the following programs: Bookmobile, Lobby Stops, Books To Go, KCLibrary By Mail, and outreach. These programs bring materials, programming, and staff support into daycares, education centers, senior housing, shelters, and community events. Mobile Services is highly valued by patrons who rely on it as their primary way to use the Library. The leased location, not accessible to the public, is well positioned to reach the most frequently visited outreach stops.

**17** regular stops  
**21** on waiting list

**8,919** books delivered (FY25)

**178** active patrons (FY25)

**Bookmobile**

services include:

- browsing
- checkout & returns
- holds pick-up
- library card sign-up
- printing
- Wi-Fi access
- programming
- notary

**Lobby Stops & Bag Swaps**

Materials are brought to housing and assisted living sites. Services include:

- browsing
- checkout & returns
- holds pick-up
- library card sign-up
- programming

**Library By Mail**

Materials lending by request for those physically unable to access a library branch

**84,070** books delivered (FY25)

**5,825** free books donated through Takeaway Books (FY25)

**Books to Go**

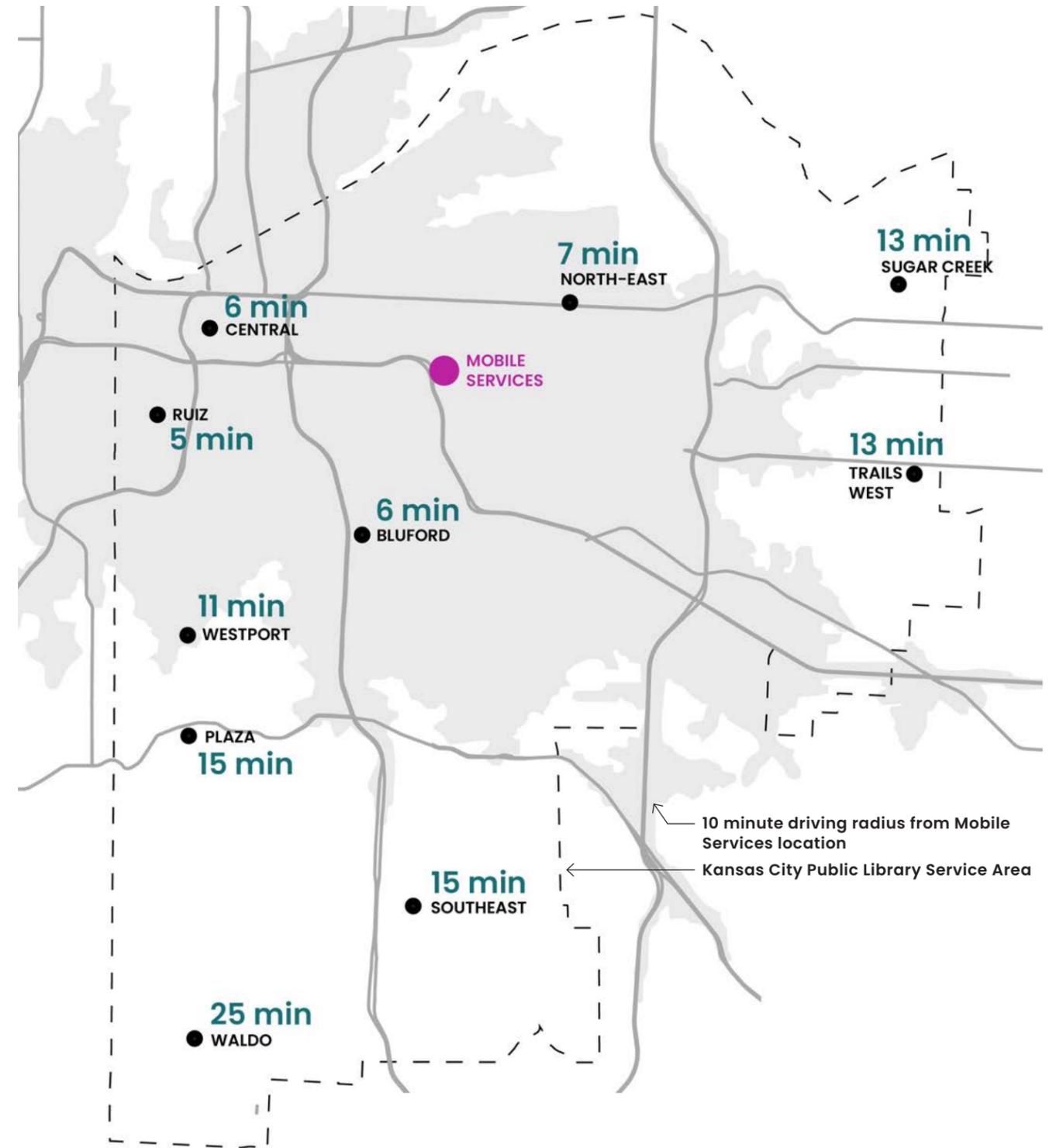
**Outreach**

Evening and weekend bookmobile events to promote library resources and hand out free books. Events include Pop in at the Park, festivals, and other community events.



Mobile Services data from August 2025

10-minute driving radius from Mobile Services, and driving time to each branch

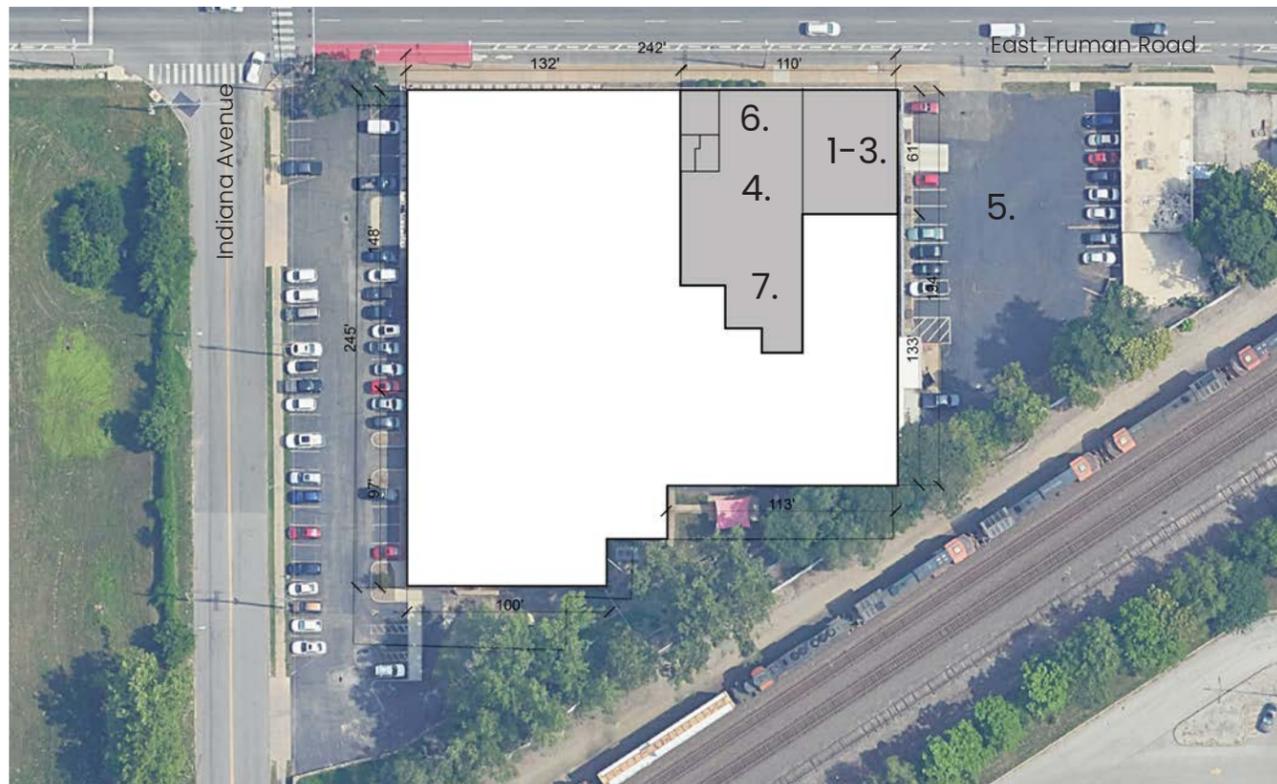


**MOBILE SERVICES**

**Existing Space Challenges**

1. Insufficient number of garage doors to accommodate library vehicles, requiring staff to shuffle vehicles in and out of the space for loading.
2. Garage doors are too narrow for vans to pass through without folding in the mirrors, which makes backing into the space difficult and more inefficient.
3. Garage space is too small to fit additional library vans, which limits the library's ability to expand services.
4. Automated materials handler (AMH) is too small and does not provide a fine enough sort for the collection.
5. Insufficient number of staff parking spaces.
6. No acoustic separation between collection storage and staff workstations.
7. Collection feels distant from the vehicles, making loading and unloading less efficient.

Back of House



**MOBILE SERVICES**



Two-door garage, one van must pull out for the other to exit



Materials storage in the garage



Staff workroom



Break room is shared with other tenants of the building



Automated materials handling (AMH) near collection



Collection storage

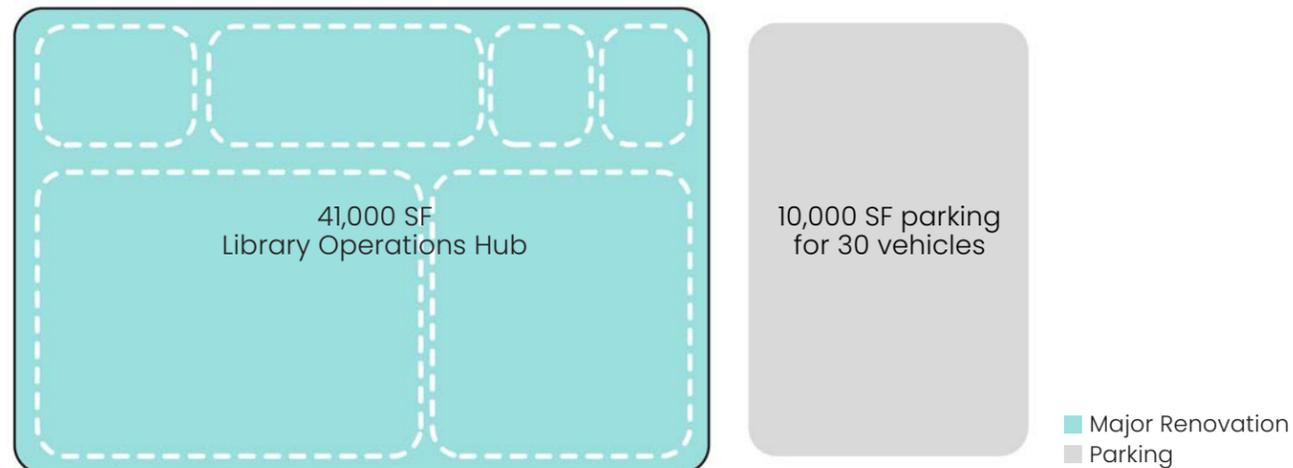
# The Library Operations Hub

## What is needed for an efficient and effective Library Operations Hub?

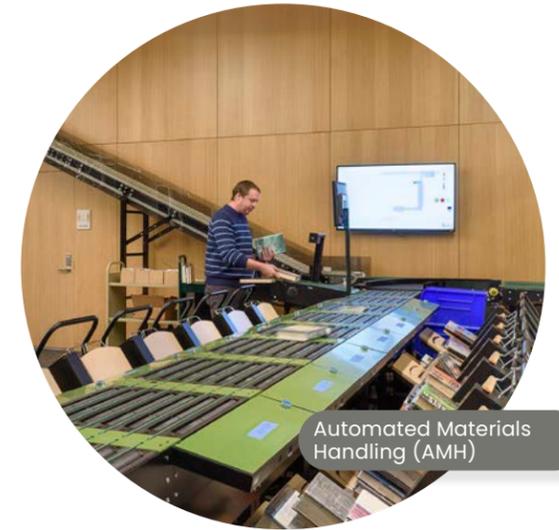
A new or renovated building will include:

- Shipping and receiving for collections.
- Space for collections sorting and storage.
- Archival storage for Missouri Valley Collection.
- Library van parking with space for future growth.
- Staff workrooms for Collections, Mobile Services, and other system-wide services.
- Minimum of 3 garage doors and parking area with sufficient maneuvering space to accommodate library vans.
- Staff parking for approximately 30 vehicles.

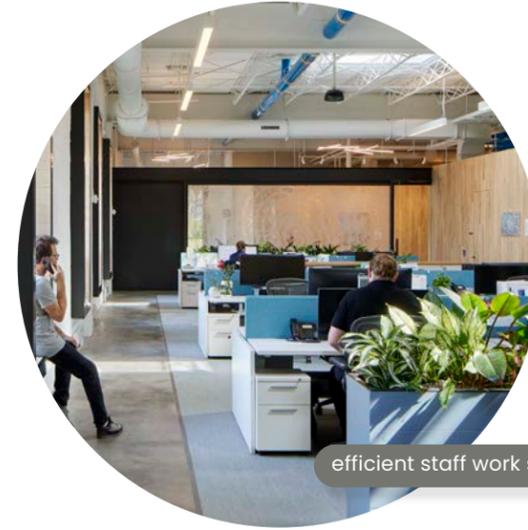
Refer to the recommendations for the Lucile H. Bluford Branch and the New Branch for recommendations to pair the Library Operations Hub with a branch library.



larger garage to accommodate all vehicles



Automated Materials Handling (AMH)



efficient staff work space



staff meeting rooms



## FUNDING SUMMARY

### Capital Improvement Costs

Estimates are provided as Rough Order of Magnitude (ROM) costs for each project and are for cost model budgeting only. Project costs include the following:

**Building Construction Costs** include the cost of construction, including renovation and/or new construction work, site development, contingencies, and site acquisition costs.

**FF&E Costs** (Furnishings, Fixtures, and Equipment) include furnishings, library shelving, audiovisual equipment, automated materials handling systems, and signage.

**Soft Costs** include professional service fees, surveys, geotechnical reports, testing, commissioning, and moving costs.

#### Additional costs to consider

The probable project costs cover the one-time costs associated with capital projects. It is also important to consider ongoing costs associated with facilities. These include:

**Operational Costs** include staffing, rent, supplies, maintenance, utility cost and other ongoing expenses necessary to operate library

**Capital Development Fund** to cover major repair and improvements. This reserve fund will need rebuilding after projects are completed.

#### Probable capital improvement costs

Capital improvement costs for implementing the recommendations across the Kansas City Public Library system range from \$120,960,000 to \$179,390,000 in 2026 dollars.

All costs are shown in July 2026 dollars. Costs must be escalated based on the anticipated construction timeline. JE Dunn recommends escalation be set at 5% per year, to be adjusted annually as market conditions change.

#### Disclaimer

This report does its best to provide an overview of the full capital needs based on stakeholder input, data analysis, and community input. The probable costs listed are a snapshot in time and account for comparable quality expectations, proposed scope of work, and 2026 market conditions. Economic dynamics should be considered whenever an opportunity for capital investment in facilities arises. Inflation, construction intensity, labor, and cost of capital should be considered at the onset of any planned project to confirm budget and scope alignment.

*Refer to the appendix for funding scenarios to accomplish future projects.*

# Kansas City Public Library | Comprehensive Facilities Plan Probable Costs Summary

## MSRDesign

Feb 13, 2026

	BLUFORD		CENTRAL & ANNEX		NEW BRANCH	NORTH-EAST	PLAZA	RUIZ	
	new building	interior renovation	interior reno w/ops ctr	new building	identity updates	interior reno: main + lower	interior reno + addition	new building	
Probable Project Cost									
Total Building Construction Cost	\$22,500,000	\$12,635,535	\$15,365,160	\$11,500,000	\$0	\$12,352,500	\$3,177,200	\$5,500,000	
Total FF&E Cost	\$2,725,000	\$2,574,968	\$2,816,730	\$1,162,500	\$22,500	\$2,126,250	\$412,670	\$671,000	
Total Soft Cost	\$4,275,000	\$2,379,729	\$2,850,085	\$2,259,800	\$15,000	\$2,647,050	\$686,496	\$406,670	
Sub-Total	\$29,500,000	\$17,590,231	\$21,031,975	\$14,922,300	\$37,500	\$17,125,800	\$4,276,366	\$6,577,670	
Project Contingency 5%	\$1,475,000	\$879,512	\$1,051,599	\$746,115	\$1,875	\$856,290	\$213,818	\$328,883	
<b>Total Probable Project Cost</b>	<b>\$30,975,000</b>	<b>\$18,469,743</b>	<b>\$22,083,574</b>	<b>\$15,668,415</b>	<b>\$39,375</b>	<b>\$17,982,090</b>	<b>\$4,490,184</b>	<b>\$6,906,553</b>	
Escalated Project Cost	2028 escalated	2028 escalated	2028 escalated	2028 escalated	2028 escalated	2028 escalated	2028 escalated	2028 escalated	
<b>Total Probable Project Cost</b>	<b>\$34,149,938</b>	<b>\$20,362,891</b>	<b>\$24,347,140</b>	<b>\$17,274,428</b>	<b>\$43,411</b>	<b>\$19,825,254</b>	<b>\$4,950,428</b>	<b>\$7,614,475</b>	

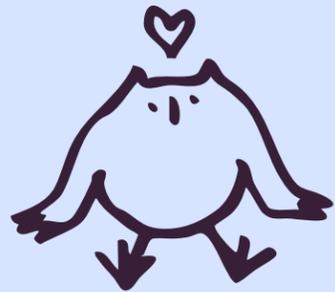
  

	SOUTHEAST		SUGAR CREEK	TRAILS WEST*	WALDO		WESTPORT	OPERATIONS HUB	
	interior reno + addition	new building, new site	interior renovation	interior reno + addition	new building	new building, new site	interior renovation	interior reno w/ops ctr	new building w/ops ctr
Probable Project Cost									
Total Building Construction Cost	\$8,652,000	\$16,000,000	\$868,000	\$3,834,000	\$10,500,000	\$16,000,000	\$2,809,050	\$11,250,000	\$19,450,000
Total FF&E Cost	\$1,104,250	\$1,635,000	\$147,000	\$881,500	\$444,000	\$1,785,000	\$508,265	\$2,416,500	\$2,456,500
Total Soft Cost	\$1,672,640	\$2,859,000	\$159,320	\$817,100	\$2,120,440	\$3,259,000	\$630,496	\$2,343,050	\$3,614,050
Sub-Total	\$11,428,890	\$20,494,000	\$1,174,320	\$5,532,600	\$13,064,440	\$21,044,000	\$3,947,811	\$16,009,550	\$25,520,550
Project Contingency 5%	\$571,445	\$1,024,700	\$58,716	\$276,630	\$653,222	\$1,052,200	\$197,391	\$800,478	\$1,276,028
<b>Total Probable Project Cost</b>	<b>\$12,000,335</b>	<b>\$21,518,700</b>	<b>\$1,233,036</b>	<b>\$5,809,230</b>	<b>\$13,717,662</b>	<b>\$22,096,200</b>	<b>\$4,145,202</b>	<b>\$16,810,028</b>	<b>\$26,796,578</b>
Escalated Project Cost	2028 escalated	2028 escalated	2028 escalated	2028 escalated	2028 escalated	2028 escalated	2028 escalated	2028 escalated	2028 escalated
<b>Total Probable Project Cost</b>	<b>\$13,230,369</b>	<b>\$23,724,367</b>	<b>\$1,359,422</b>	<b>\$6,404,676</b>	<b>\$15,123,722</b>	<b>\$24,361,061</b>	<b>\$4,570,085</b>	<b>\$18,533,055</b>	<b>\$29,543,227</b>

- Notes
1. Construction costs are shown in July 2026 dollars, each project should be escalated based on its start time.
  2. Budgets are based on information known at the time of the report and assumes a quality of construction needed to achieve the plans goals.
  3. Each project should begin with a pre-design phase to confirm building program, project scope, and budget alignment including final GSF and escalation.
  4. Site development and land acquisition budgets are included in new construction \$/SF.
  5. Building system upgrades (HVAC, roof, etc.) are included in major renovation \$/SF budgets but do not consider full upgrades for all major systems.
  6. Budgets assume new FF&E in impacted SF (new and renovation) unless otherwise noted.
  7. FF&E budgets include furnishings, shelving, audio/visual equipment, signage, and automated materials handling systems.
  8. Soft costs include professional services, surveys, geotechnical reports, code testing, commissioning, and opening day collection costs.
  9. Estimates for temporary location costs are also included but are highly variable depending on the size and condition of the temporary location.

\* Trails West interior renovation and addition costs are included for reference only and illustrate costs for maintaining current facility as a neighborhood library. Costs for the recommended program-focused innovation library are highly variable and are not included here.

TOTAL PROGRAM	2026 DOLLARS
low range	\$144,954,130
high range	\$175,253,952
	ESCALATED to 2028
low range	\$159,811,928
high range	\$193,217,482



## APPENDIX A: HOLISTIC DESIGN FOR SAFETY

### Holistic Design for Safety

Safety and security are critical in all public places, and libraries are no exception. Yet public libraries must be welcoming to all, so should not be designed like a fortress. In fact, studies show that the more welcoming and vibrant a place is, the less likely it is there will be issues. Fortunately, most of the design considerations that enhance safety and security also enhance the user experience for all.

**Activation.** There is a lot of research that shows that “eyes on the street” and activity increase public safety. We strive with each library design to create active, vibrant public spaces with strong connectivity between the interior and exterior. Transparency and visual connections between indoor and outdoor spaces help with “seeing and being seen.” And, they have the added benefits of bringing daylight into the building and advertising the activities inside the building.

**Listening to the public.** Example: Madison Central Library. Prior to renovation the Mifflin Street facade was fortress-like. Feedback from community members that the path of travel between the nearby parking garage and library entry wasn’t well lit and felt unsafe. To mitigate these concerns and activate the street, windows were added at street level and windows on the levels above were greatly expanded. The result is more visibility into and out of the building. An LED panel denotes a new side entry (convenient access to the new Children’s Suite; Bubbler Room access outside library hours). The LED panel adds lighting and interest to the street. The new entry also gives access for making activities from the Bubbler room to spill onto the sidewalk, further activating this part of downtown.

Thoughtful activation of the public spaces



Madison Central Library

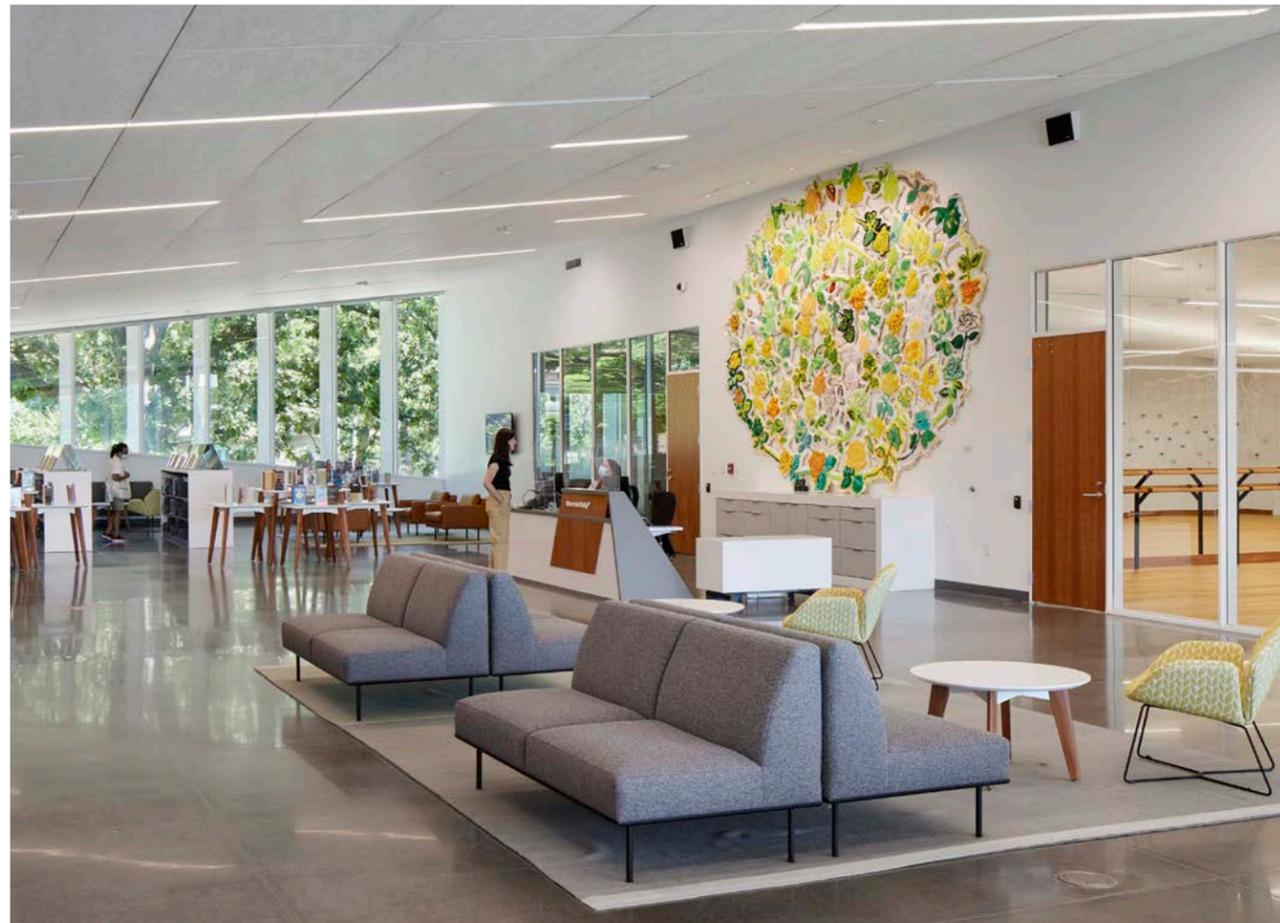
around the building, including comfortable and varied site furniture that accommodates a range of ages, abilities and different ways of sitting, gathering spaces at a range of scales, helps keep places active. Possible features—such as a mobile outdoor library kiosk, outdoor classroom, interpretative signage/public art, food truck access, or event infrastructure, and sufficient site lighting, beautiful plantings, and access to Wi-Fi and power all ensure that landscapes are welcoming, accessible and activated.

Careful location and integration of these site elements at entries and other areas where people are naturally congregating, will ensure public spaces can be seen and monitored from inside the building and are naturally situated within the site to ensure that safety and security are well considered aspects of the design.

**Open floor plan:** Key for flexibility and long-term adaptability, and for safety. Minimal visual obstructions help with supervision and the sense that one may be seen. Through programming review and the initial planning process look for ways to minimize the impact of enclosed spaces (for example, by grouping them together to maximize visual connections). Pay close attention to where service points are located so staff can keep an eye on entrances into the library, toilet rooms, study and meeting rooms. In doing so it provides better security and creates a welcoming atmosphere with staff nearby to assist. Better security often goes hand in hand with better customer service.

**Planning for visibility:** Example: Fayetteville Public Library. In the Fayetteville Public Library expansion project, the building footprint doubled but the staff size is only growing by about 25%. Staff service points are strategically placed where they would be highly visible to those entering a space and where the staff would have good sight lines for all spaces being used by the public.

Service points were located to be within view of other service points, thus assuring that if one staff member was busy or having trouble with a customer, other staff members could come to their assistance. A small security office was placed near the main service desk; this provides staff with a space to have difficult conversations with patrons in a non-public area. In addition, floor levels offer visual connections to each other.



Fayetteville Public Library

Example: Hennepin County's Maple Grove Library. All built rooms are pushed to the edges and through careful planning were able to keep the public spaces free and clear of obstructions. The result is lovely nooks for reading and study, terrific daylight penetration throughout, and an open, airy interior.

**Consulting local law enforcement:** Consult with local law enforcement on public library projects while in the planning phases. Officers that customarily respond to issues in public spaces, and particularly the library, provide valuable input on the emerging floor plans. Through those conversations many useful insights may be obtained—for example, “airport style” toilet rooms (doorless entry) for easier monitoring and to discourage congregating and other negative behaviors. If police or security presence is in the existing building the design process can address historical needs and project future scenarios. This approach can help people feel welcome upon entry.



Hennepin County's Maple Grove Library

**Flexibility and Adaptability** are key to maximizing the usability of spaces and keeping them occupied throughout the library's operational hours. Empty, unused rooms and spaces can become attractive places for behaving poorly. For example, a large program or meeting room may sit unused much of a day. Situating spaces like this so they can be utilized for other purposes helps in rightsizing the building and in keeping spaces occupied and therefore more safe and secure.

Example: Tulsa City-County Central Library. The Digital Literacy and Maker Space are situated next to collection and seating areas with a fully movable wall. When the rooms are not in use for a class, the wall stays open, and the spaces become extensions of the adult spaces and keep in constant use.

Example: Missoula Public Library. A Demo Kitchen/meeting room/study hub are located next to the collection and seating areas with a movable screen, so that passersby will be drawn into classes, and especially to activate the room when it is not being used for a program. The furnishings, technology, daylight and lighting controls are all designed to support graceful and easy flex between meeting, study, and classroom space.

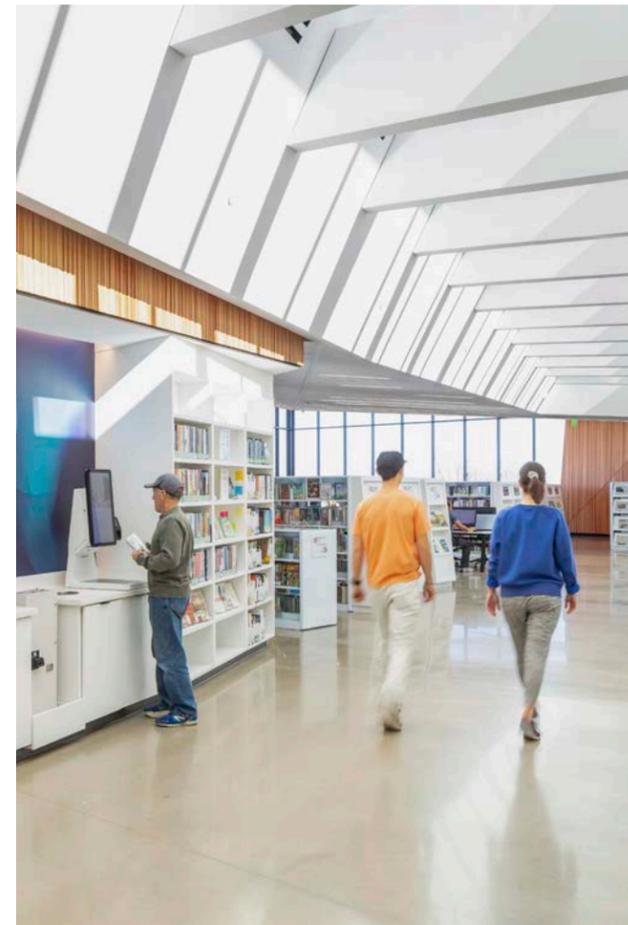


Tulsa City-County Central Library, The Digital Literacy and Maker Space

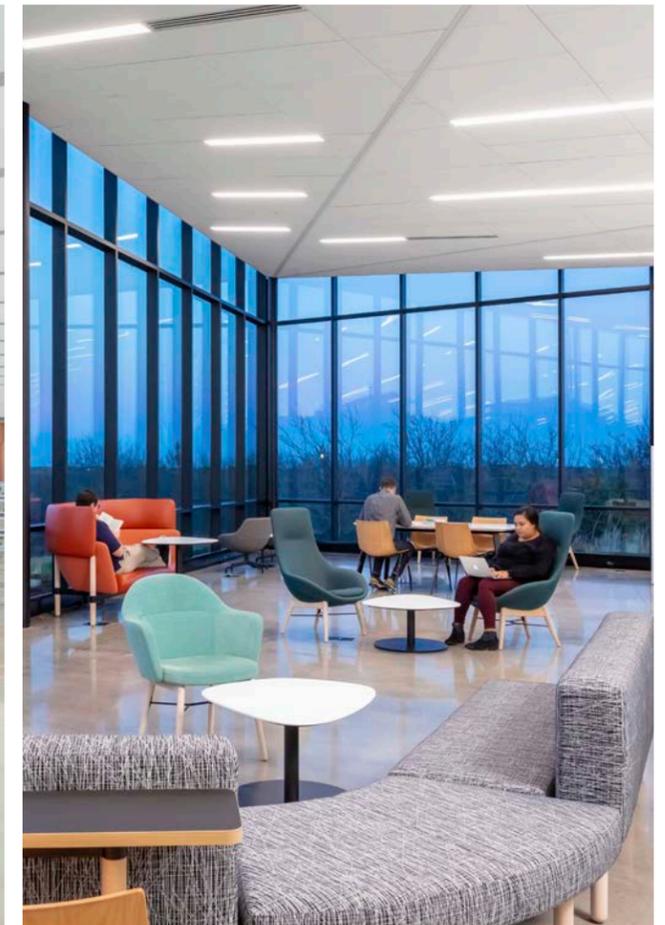
**Transparency:** Transparency is an important factor for safety. We design study rooms and program rooms with as much glass as possible so that we can provide sightlines into them while maintaining required acoustic or programmatic separation—and, where possible: natural daylight infusion. The use of translucent bands helps with privacy and distractions (and prevent people from bumping into the glass).

Example: Pioneer Library System, Norman East Branch. Lighting: Exterior and interior lighting are key components to safety and security. Natural daylight and connection to outdoor nature are key elements for health and well-being, and we design our libraries to maximize daylight throughout. Safety can also be achieved by providing a well-lit space.

**Lighting** should be addressed comprehensively in all projects, including site design. Exterior lighting systems that focus on visibility and human experience to enhance safety and security while increasing facial recognition. Using pedestrian scale lighting with optimized lens for improved vertical brightness creates a safe, but enjoyable and aesthetically pleasing visual experience. Lighting should highlight paths, wayfinding, features and destinations.



Pioneer Library System, Norman East Branch



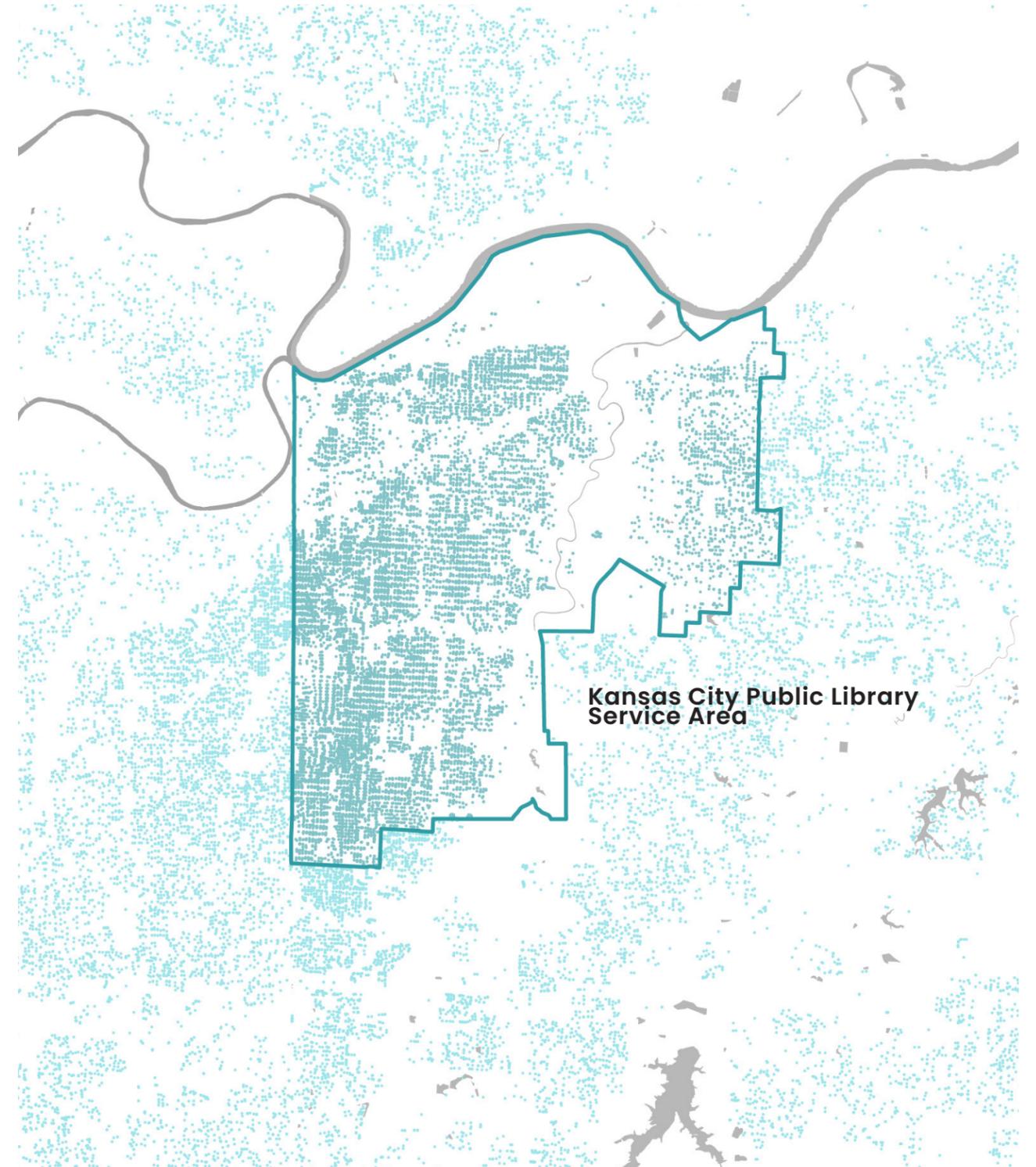


APPENDIX B:  
**MAPS & DATA GATHERED**

**Cardholders zip code mapping**

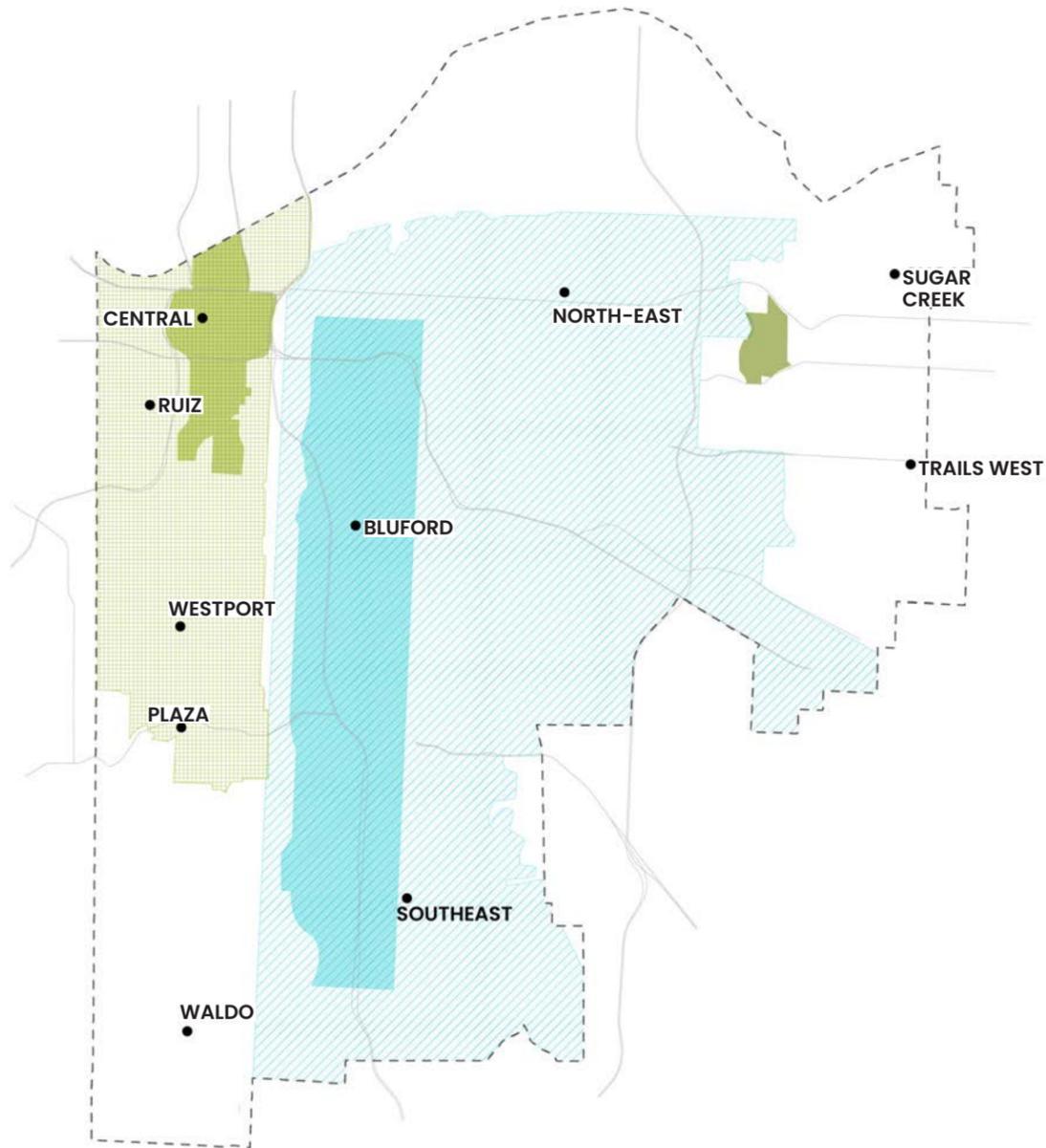
Total cardholders 131,744 (FY2024)

Service area population 232,680



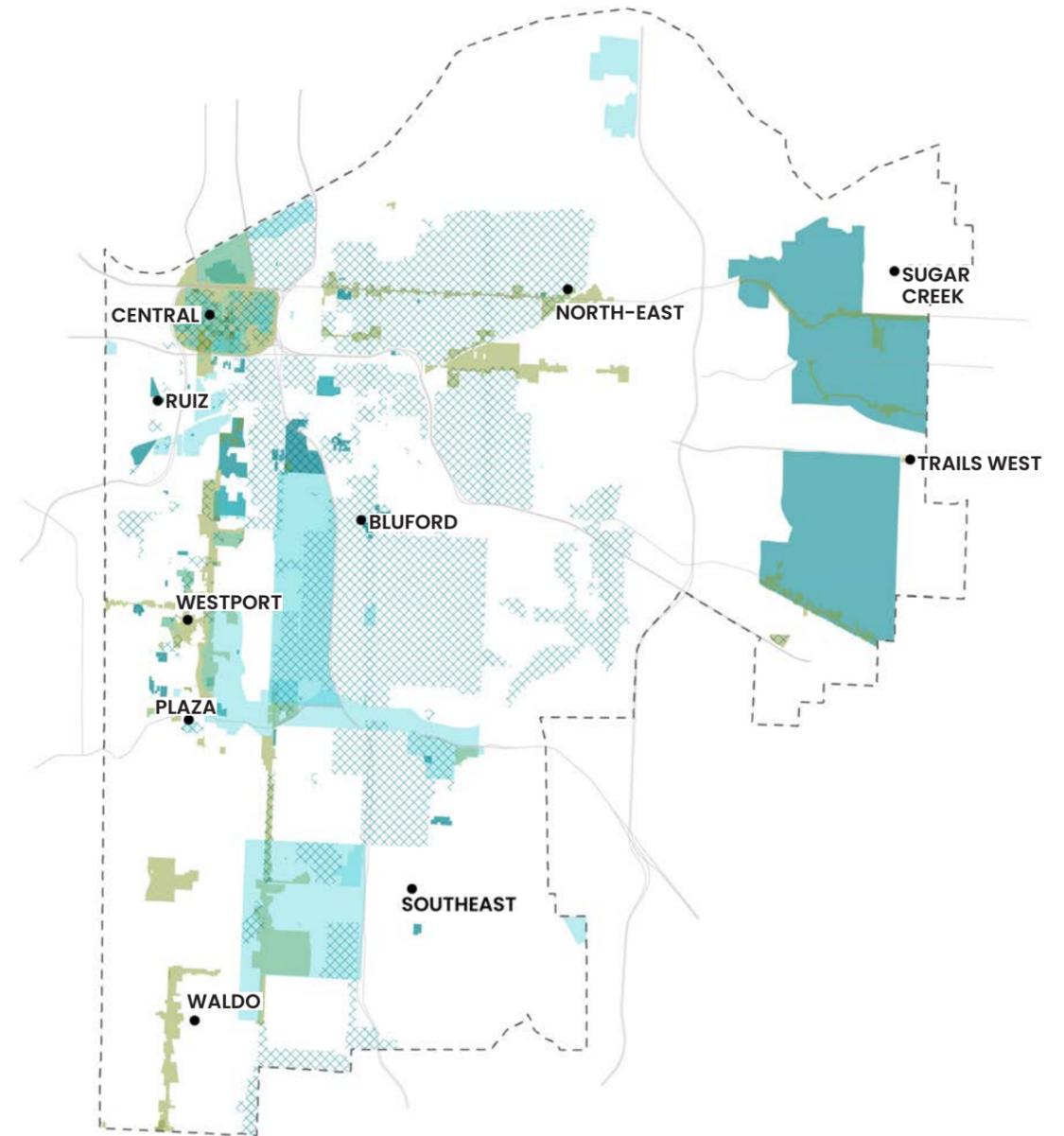
Ongoing Developments:

-  **Central City Economic Development Sales Tax.** Voter-approved a 1/8-percent sales tax to fund economic development projects in the Central City.
-  **Revive the East Side Boundary.** Initiative establishes an East Side Investment Zone with plans to incentivize redevelopment and economic growth in Kansas City's east side neighborhoods.
-  **Main Street Streetcar Transportation Development District Sales Tax District.** A voter-approved sales tax district that funds the construction, operation, and maintenance of the KC Streetcar Main Street extension.
-  **Transportation Development District.** A Missouri-authorized special taxing district that uses voter-approved sales taxes to fund transportation infrastructure within a defined area.



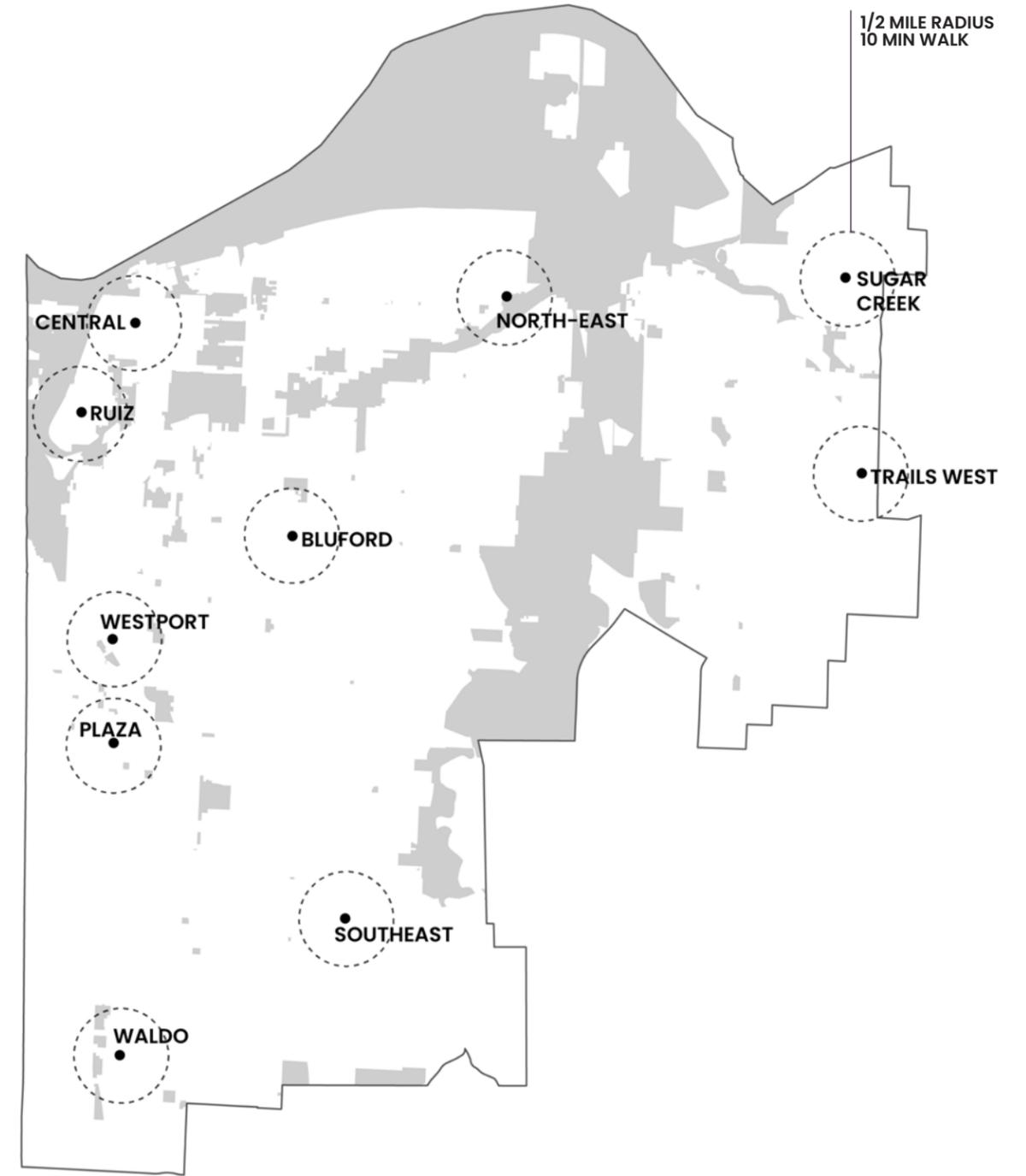
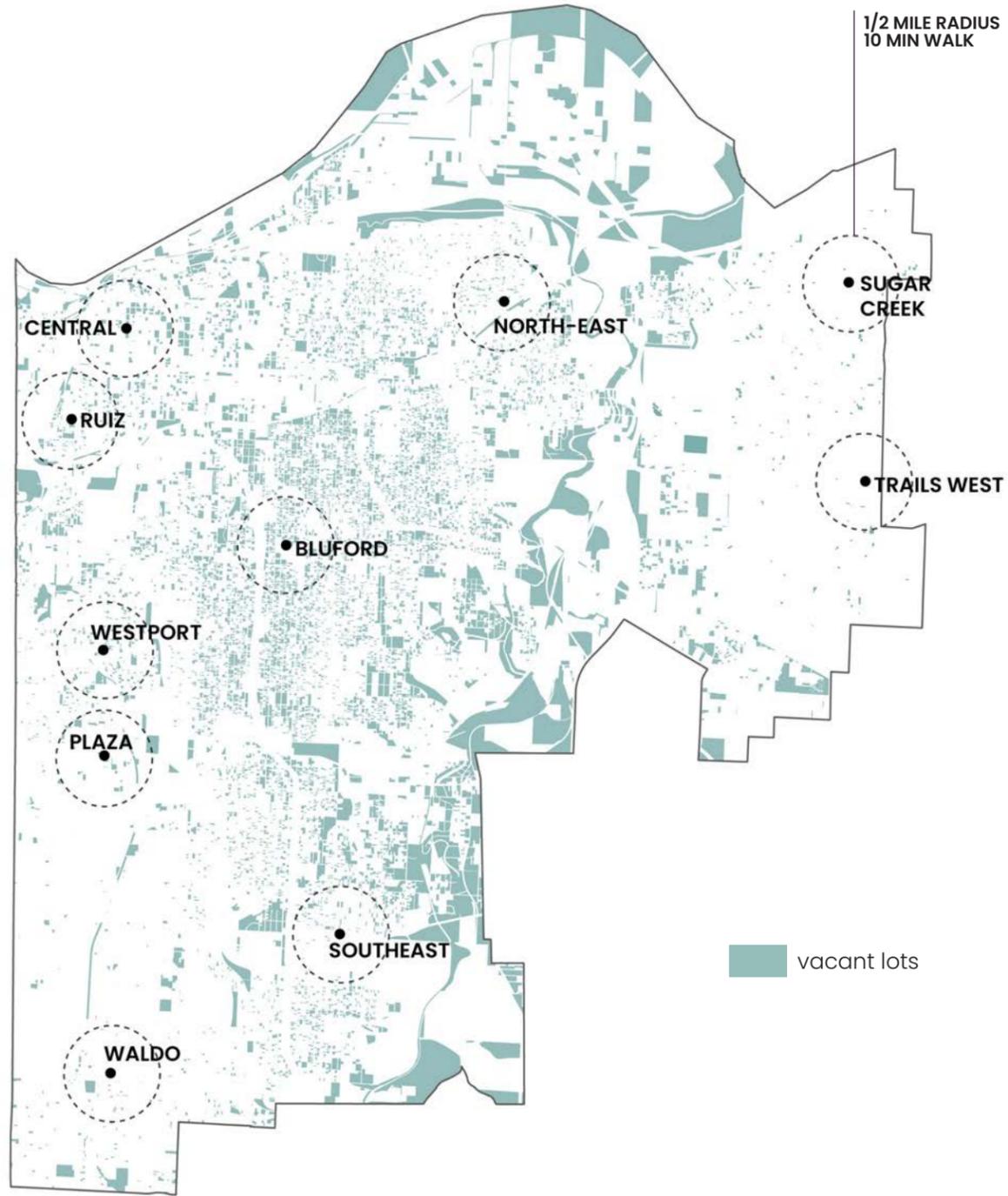
Ongoing Developments:

-  **Urban Renewal 2025** City-supported redevelopment efforts that direct public funding and incentives to revitalize designated areas in Kansas City.
-  **TIF Tax Increment Financing Developments.** A tool that uses future increases in tax revenue from new development to help pay for public improvements in blighted or underused areas.
-  **353 Developments** The Chapter 353 Program provides local property tax abatements for development projects in designated 353 Areas to assist in removing blight and encouraging redevelopment.
-  **Community Improvement Districts.** A designated area that uses an additional sales tax to fund local public improvements.

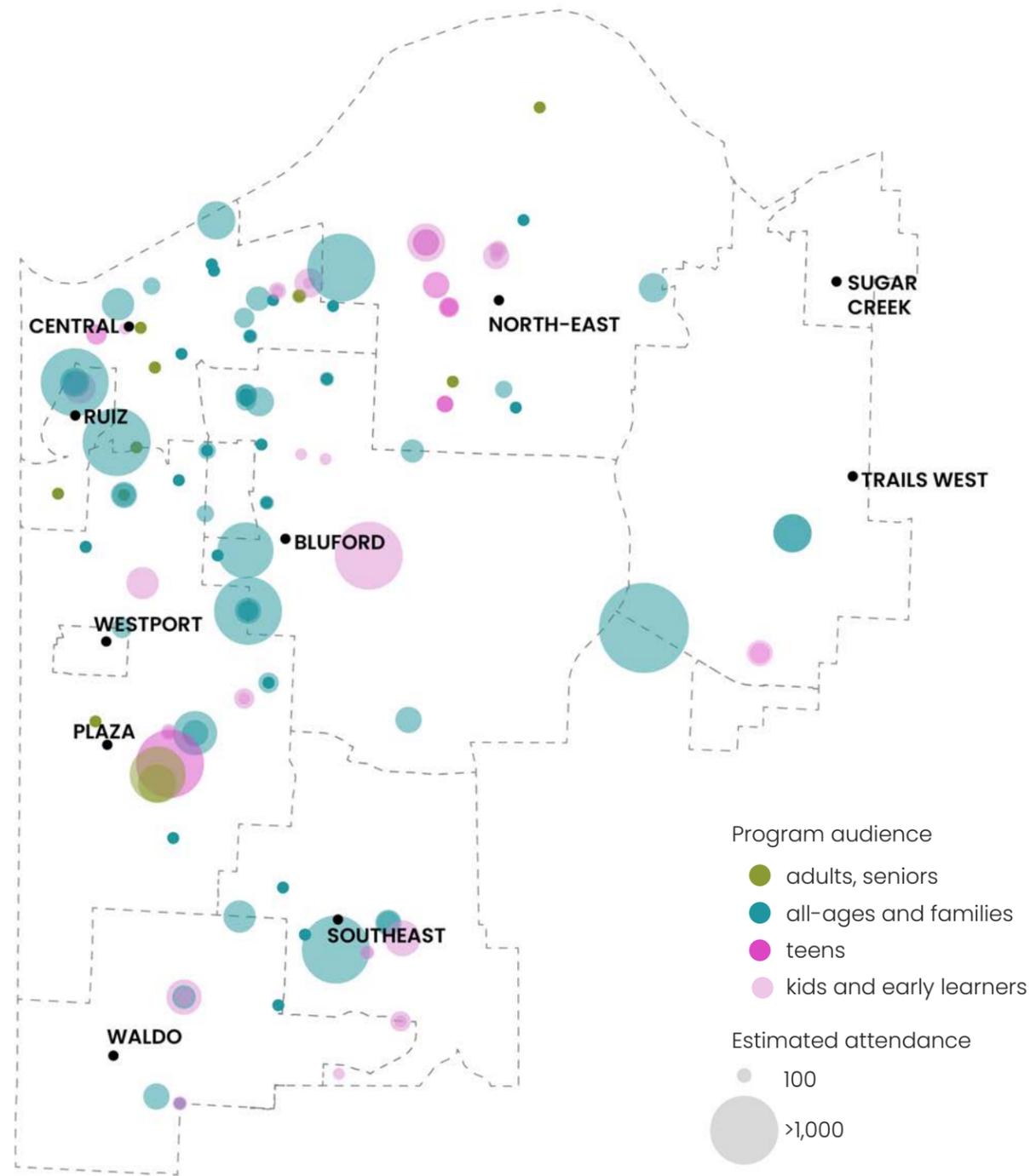


Vacant Lots

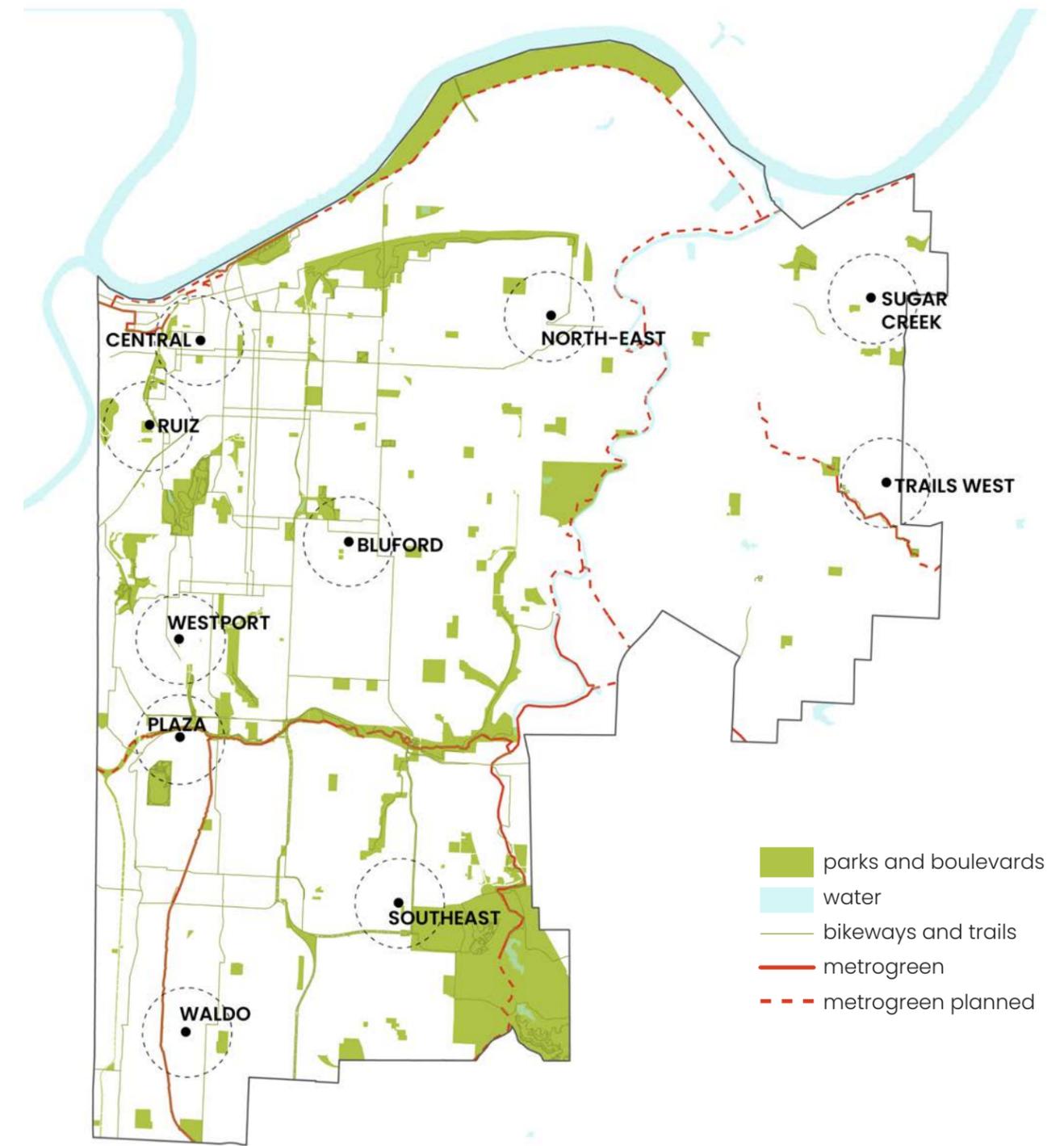
Zoning : Industrial Area

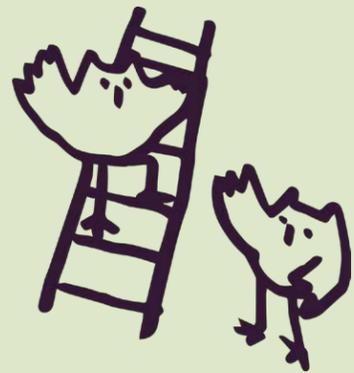


2024-2025 Community Appearance Requests



Access to Green Space, Bikeways, Trails and Metrogreen





APPENDIX C:  
**OPERATIONS CENTER PRECEDENTS**

**Multnomah County operations center**

**Portland, Oregon**

**Architect: Hennebery Eddy**

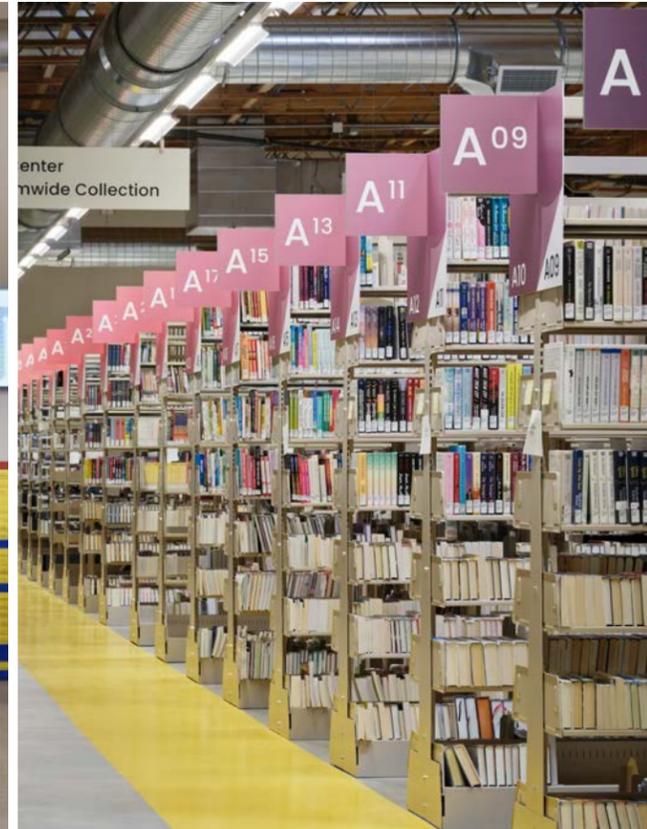
- 73,000 SF “beating heart”
- manage 500,000 catalogue materials
- 130 staff: early childhood, youth, adult literacy, houseless, new immigrants
- Rose City Reads bookstore for used, donated books
- repurposed vacant 1995 grocery store
- Fossil fuel-free building
- LEED Gold Certified, Living Future Net-Zero Energy Certified



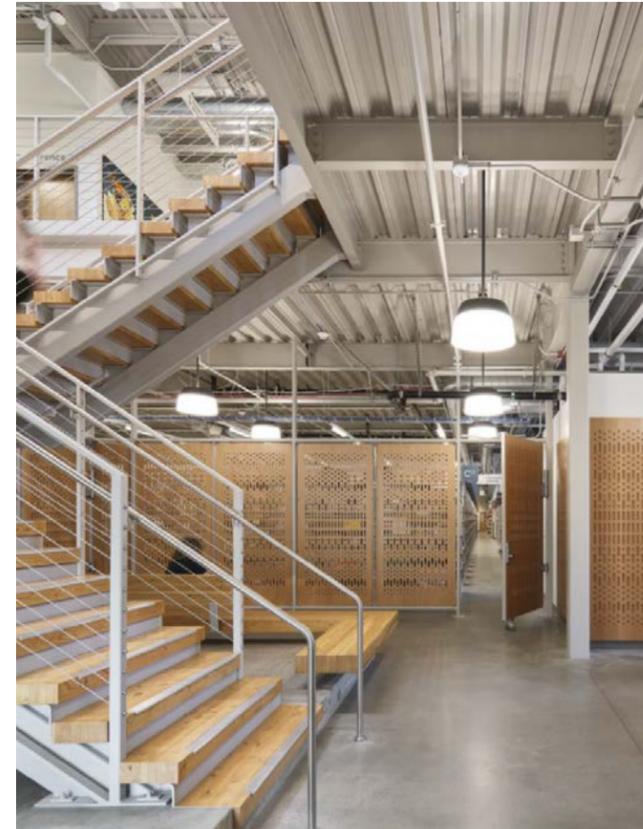
600 PV panels offset building's energy use



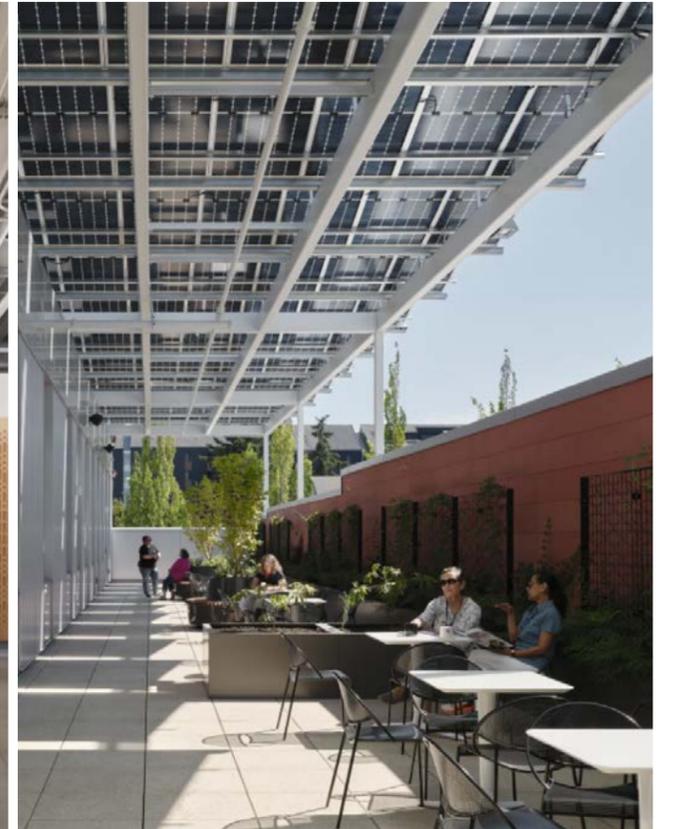
Automatic Materials Handling AMH



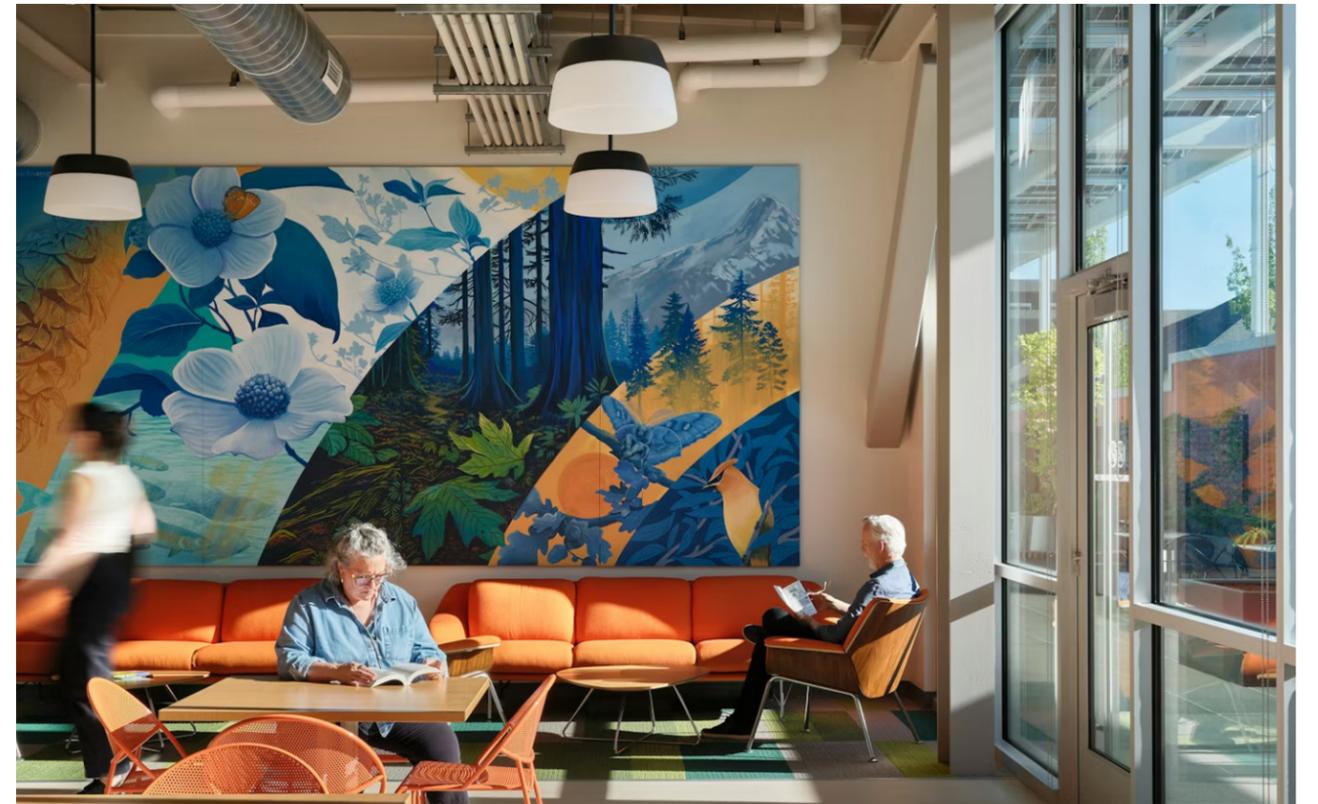
Collections



Warehouse vs office



Staff outdoor area



Staff break room

**Johnson County Central Resource Library  
Overland Park, Kansas**

**Architect: Clark & Enerson**

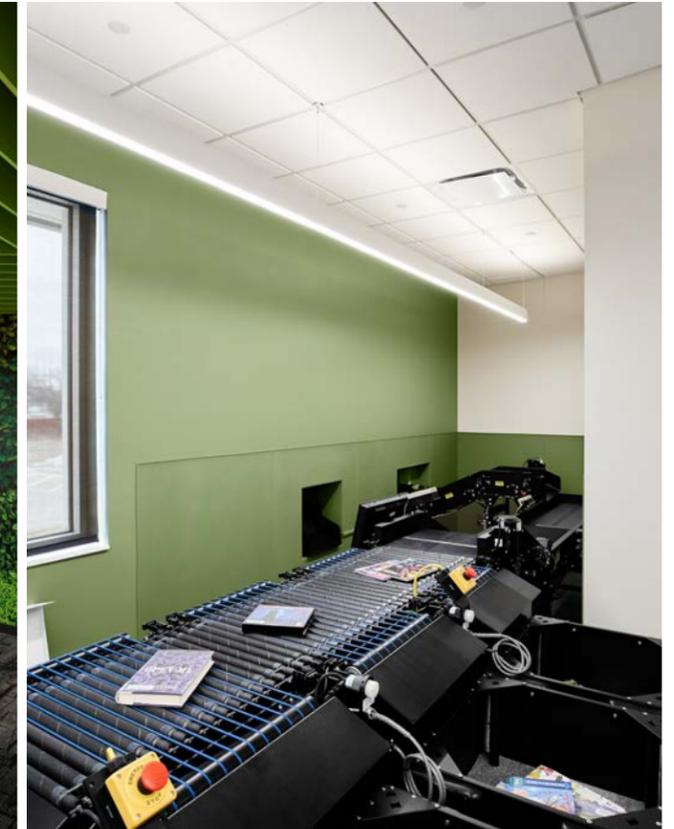
- phase 1 : 68,000sf library + maker space
- phase 2: 30,400 SF staff offices
- staff: program outreach, information services, IT support, administration, improved workflow efficiency, material processing & handling, staff meeting and break rooms



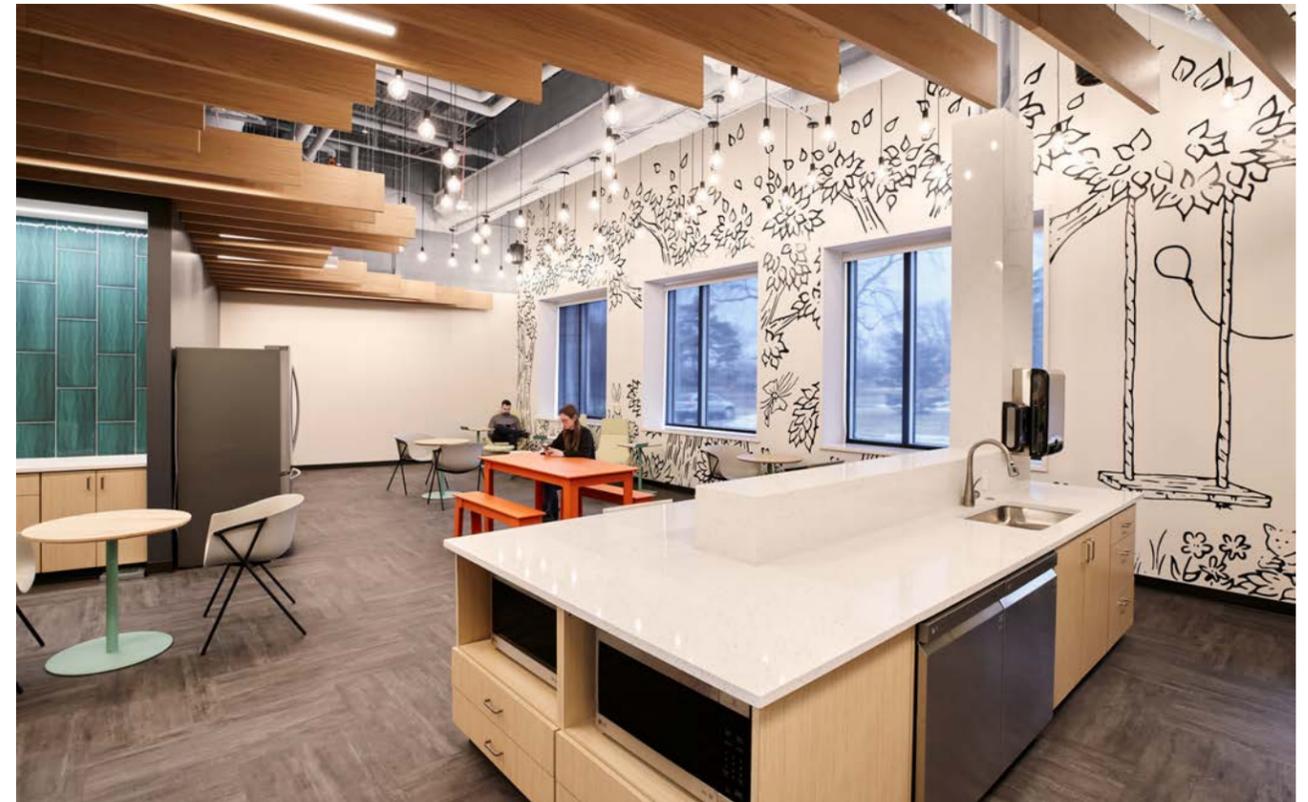
Staff workroom



Staff meeting room



Automatic Materials Handling AMH



Staff workroom & break room

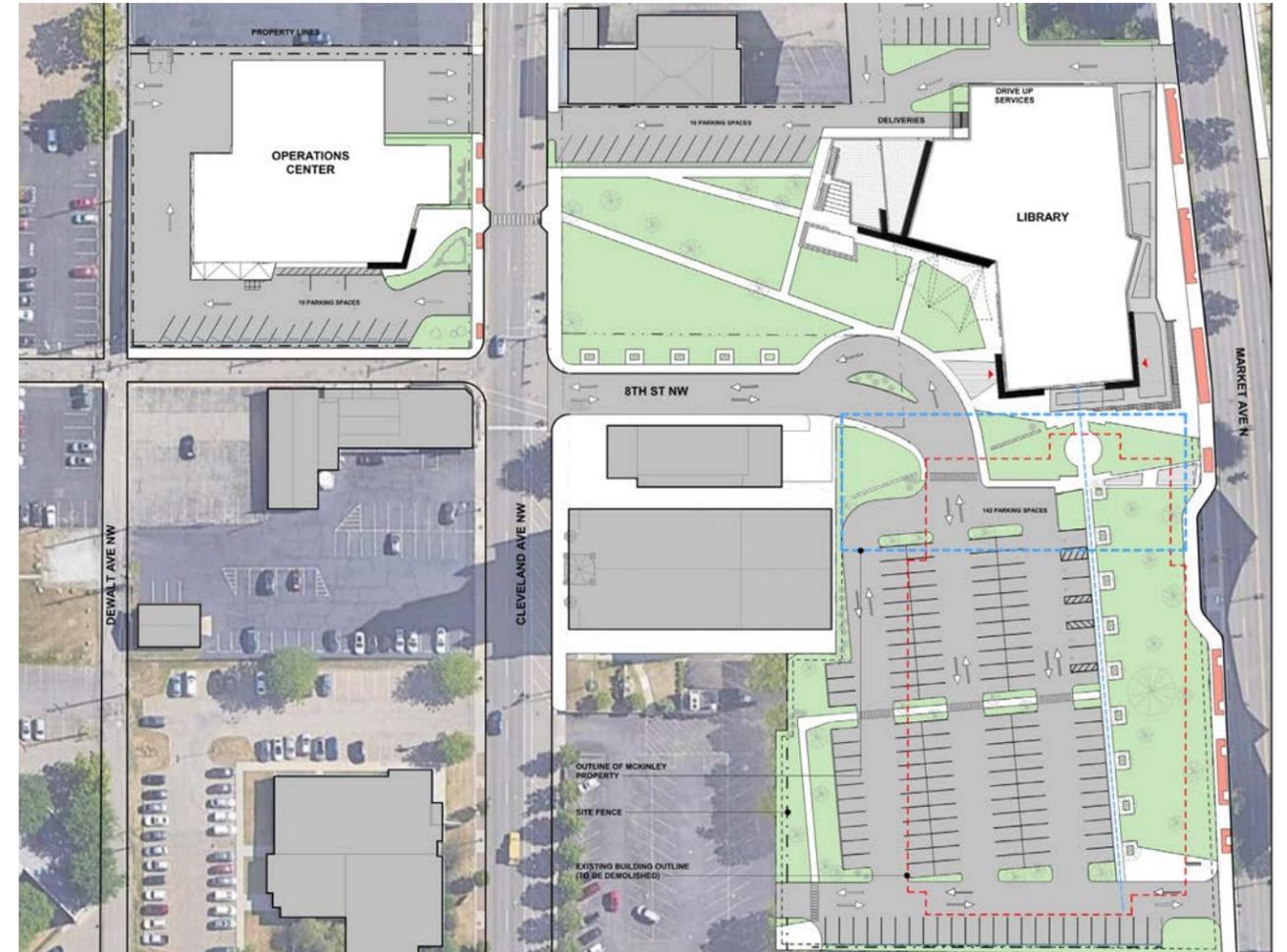
**Stark Library operations center  
Canton, Ohio**

**Architect: HBM Architects**

- 68,900 SF library
- 21,000 SF operations center
- currently under construction



Operations center



Site plan of the library and operations center



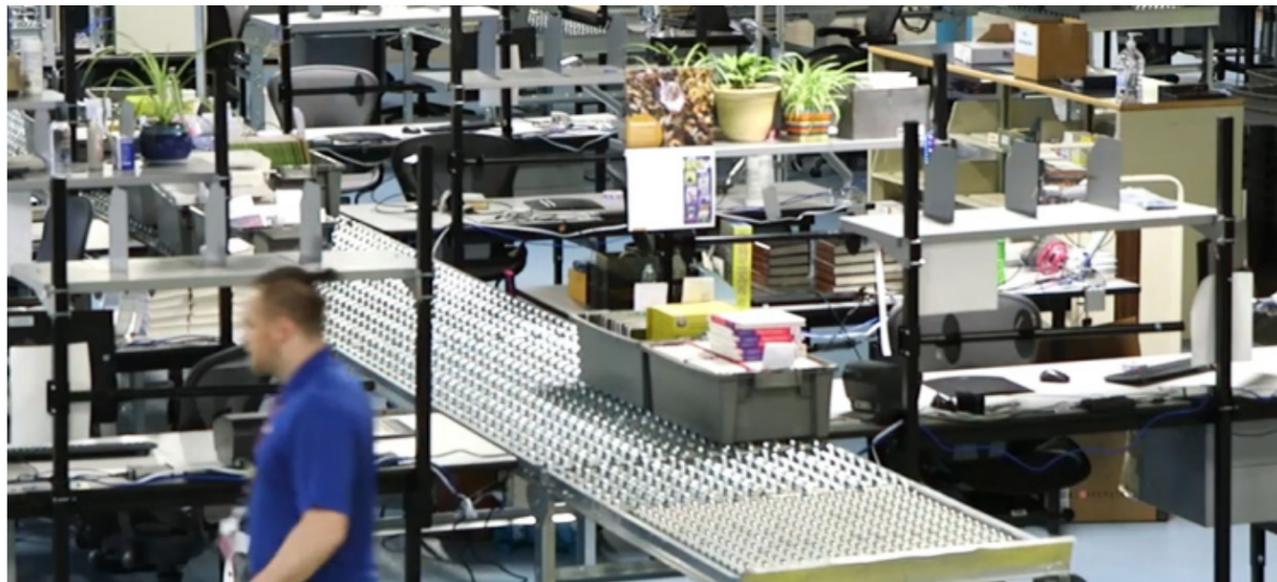
Operations center



Library Building

**Cincinnati & Hamilton County Public Library Distribution Center  
Springfield, Ohio**

- 36,800sf distribution center
- opened 2019
- supports 41 branches, circulating 20 million items
- staff: program & events, material selection & acquisition, cataloging & processing, sorting & materials retrieval, shipping & receiving



Staff workroom



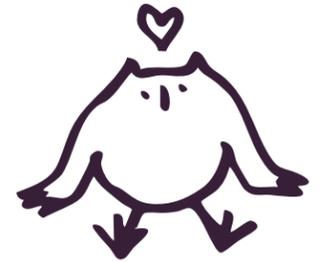
Automatic Materials Handling AMH

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## APPENDIX D: COMMUNITY ENGAGEMENT REPORT

### Community Engagements



**124**  
Total  
Responses

**September - November  
Engagement Sites:**

- Loteria Night at North-East Branch
- Bookmobile stop at KVC Missouri
- Bookmobile stop at KVC Riverview Gardens
- Bookmobile stop at Samuel Rodgers
- Heartland Book Fest at Central
- Citizenship Clinic at Guadalupe Centers School
- Coffee & Connection at Bluford
- Coffee & Conversation at Central

The following questions were asked from the community:

- What brings you to the library?
- What keeps you away from the library?
- What would get you to visit the library more?
- I like to be in spaces that....

**107**  
Total  
Responses

**January - February  
Engagement Sites:**

- MLK Day Nature Walk
- Sun Fresh at Blue Pkwy
- Teen Leaders of Today at Plaza Branch
- Hispanic Development Fund
- Trails West Tabling
- Westport Tabling
- St. Francis Xavier RIM
- Midtown KC Now
- Kinship Café
- Independence Hy-Vee
- Englewood Art Walk
- KC Future Youth Commission

The following questions were asked from the community:

- How can the library become more of a hub for community connection and dialogue?
- What makes a space feel like a “community” space, rather than just a building?
- What are the key areas of untapped potential for your neighborhood?

## September – November Community Engagements

### Q1 Question 1: What brings you to the library?

Overarchingly, the participant’s responses paint a glowing picture of the library as a multifaceted “sanctuary”. The library appears to be equal parts a refuge, a place of resources, as well as a community hub. Individuals and families alike, come to the library for a multitude of things—**books, study spaces, internet access, and quietude, but also for warmth, safety, and connection.** For some, the library is a daily ritual, a place for **home schooled children, a place to apply for jobs, or a place to escape** inclement weather (i.e., heat, snow, rain). Others are drawn by the library’s programs, events, and the simple joy of holding a physical book. The staff are praised for their **friendly attentiveness**, with some describing the library as a place for **peaceful learning, for listening to music, and for cultural engagement.**

#### 1. Books and Reading. Many patrons emphasized books as their main draw.

“Books that I’m interested in reading.”  
 “What brings me to the library is to find a book that I love to read about.”  
 “New books and new movies.”  
 “I come for the books.”  
 “I like literature, I like to browse actual books.”

#### 2. Technology Access (Computers, WiFi, Printing). Computer and internet access are essential for many, especially for job search tasks.

“Use the computers for job applications.”  
 “I come for the WiFi, hot spot will help me when I’m away from here.”  
 “Printing services and books bring me to the library.”  
 “Computers. Wifi. Applying for jobs online. Voting.”

#### 3. Study, Quiet, and Peaceful Environment. The library is valued as a place of focus and calm.

“The peacefulness.”  
 “The calm and quiet atmosphere.”  
 “Study. Nothing keeps me away from the library.”  
 “Quiet public spaces and meeting rooms.”

#### 4. Community, Programs, and Social Connection. Events, family activities, and a sense of belonging draw visitors.

“Reading events and programs for everybody.”  
 “I like to bring my kids there when the weather is too hot or cold.”  
 “This event! (Community Health Clinic Resources.”  
 “I come to relax and talk to friends.”  
 “This is a community. I love the history and displays.”

#### 5. Practical and Daily Needs. Some rely on the library for safety, warmth, shelter, or restrooms.

“I spend a lot of time here to get out of the heat and relax.”  
 “I’m homeless and I come get to hang out.”  
 “To use the computers or the restroom.”

#### 6. Helpful Staff and Front Desk Experience Many respondents commented that helpful staff were among their favorite things about the Library.

“The staff is amazing.”  
 “The staff is great.”  
 “I love this place. Helpful staff. The front door much more welcoming with new security people. They get an A+.”

### Q2 Question 2: What keeps you away from the library?

**Limited hours, safety concerns, transportation challenges, and overcrowded or under-resourced spaces can keep people away.** Some avoid certain branches due to discomfort and fear, while others feel put off by noise or a lack of feeling invited. Still, the overwhelming sentiment is one of appreciation and reliance.

By and large, the responses reveal that the library is not just a building with books. It is a lifeline for some, a classroom and living room for others, as well as a place of escape—figuratively and literally.

#### 1. Safety Concerns Multiple respondents mentioned feeling unsafe.

“What keeps me away is safety.”  
 “The unhoused and dangerous vibe keeps me away.”  
 “Don’t come more because security isn’t good. People don’t want to walk through people doing drugs to get into the front door.”  
 “Some branches scare me a little because of safety concerns. (I usually try to avoid Bluford.)”

#### 2. Limited Hours and Accessibility Closing times and transportation barriers keep people from visiting.

“What keeps me away is they close too early for my working schedule.”  
 “Usually if I can’t come it’s because I don’t have a way to get here and it’s too far to walk.”  
 “The hours prevent me from going.”

#### 3. Noise and Environment Noise, crowds, and unwelcoming spaces are deterrents.

“Loud noises and rude workers.”  
 “Noisiness/non inviting spaces keep me away.”  
 “Outdoor space is too crowded at the front door.”

#### 4. Resource Limitations Not enough technology, seating, or specialized offerings.

“Not enough computers.”  
 “Not enough tables for adults.”  
 “Southeast Branch should have something more interesting.”



**Q3** Question 3: What would get you to visit the library more?

These responses reveal a community that is eager for deeper engagement, expanded access, and spaces that reflect their full range of needs and aspirations. Many people envision libraries as more than book repositories, they want vibrant, multi-functional hubs with **recording studios, maker spaces, sensory rooms, and cozy reading nooks**. The suggestions and ideas span from practical enhancements like earlier hours, more study pods, and cheaper printing, to transformative additions like **job fairs, housing assistance, cooking classes, and programs tailored to seniors, teens, and families**. There is a continued desire for coordinated **parent-child activities, outdoor community spaces, and creative outlets like dance, yoga, and art studios**.

Equally powerful are the calls for emotional and cultural exploration; **spaces for poetry readings, Christian literature, Black history seminars, and community celebrations** like Juneteenth and MLK Day. Respondents want to feel invited, informed, and inspired. Ultimately, we believe the message is clear, people will come more often when the library feels like a place built for them; a place of movement, meaning, and mutual respect.

**1. Programs and Events. Patrons want more diverse, engaging opportunities for all-ages. "Tweens" between the ages of 8 – 12 are particularly interested in events that cater to them.**

"More events for the whole family."  
 "More things for 18–25 year olds."  
 "Job fair events or job training."  
 "Cooking classes."  
 "Programs that get me moving, dance yoga."  
 "Author panels."

**2. Spaces and Comfort. Visitors desire more room, privacy, and cozy areas to relax or study.**

"More study pods."  
 "Soft comfortable furniture."  
 "More space. Bluford is often too crowded."  
 "It would be great to have pods with computers built in."  
 "I would love some quieter places."

**3. Kids, Teens, and Family Support. Requests highlight family activities, safe children's areas, and childcare options.**

"I would go more often if they offered some kind of daycare."  
 "A better kids reading area."

"Coordinated parent and kids activities where both groups can do something together."  
 "Funner kids space... let them be kids like all the pictures of the fancy libraries."

**4. Technology, Creativity, and Maker spaces Respondents are eager for more tools to learn, create, and connect.**

"Recording studios / open space to study."  
 "Production studio for dance and music."  
 "Maker space: creativity in this community is untapped."  
 "I'd like a maker space... a 3D printer would be great. Co working would be great."  
 "Library of Things for cooking."

**5. Accessibility and Basic Needs Expanded hours, affordability, food, and transportation would draw more visits.**

"Earlier openings or later hours."  
 "I would come more if printing was cheaper."  
 "Having transportation."  
 "Food assistance. Hot food."  
 "More charging stations for phones and devices."  
 "Health screenings and pop-up wellness programs."

**Q4** Question 4: I like to be in spaces that....

The responses to "I like to be in spaces that..." reveal a collective longing for environments that offer **safety, peace, and a sense of belonging**. Quiet and calm were recurring themes. People want places where they can think, focus, and feel emotionally secure. Comfort also seems to matter deeply; **soft chairs, natural light, clean air, and even gentle water sounds or diffused aromas** help create a restorative atmosphere. Many respondents emphasized the importance of **feeling welcomed** with warmth and respect, noting that friendly faces and inclusive vibes make a space feel respectful and inviting.

Beyond tranquility, there is a desire for dynamic and expressive spaces; spaces that balance solitude with social energy. People want areas for **creativity, movement, and connection**; recording studios, game rooms, outdoor patios, and community event spaces that inspire community interaction. People seem to like spaces that **support their families, offer privacy, and reflect culture**; spaces with culturally reflective artwork and displays, and resources for kids as well as seniors. Ultimately, the ideal spaces are those that feel alive and energetic, public yet personal, and above all, spaces that invoke a **sense of healing**. People want spaces where they can just be themselves and feel better for having been there.

**1. Quiet, Peaceful, and Focused People consistently want calm environments where they can think, read, or relax.**

"Are quiet and peaceful."  
 "Peace and quiet. Places for time for self where people can't talk loud."  
 "A quiet place where I can think."

**2. Safe, Welcoming, and Inclusive Safety and belonging are critical — people want to feel respected, greeted, and part of a community.**

"Are welcoming and safe for everyone."  
 "Allow me to just be me and feel safe."  
 "Make me feel part of the community!"

**3. Comfortable and Well-Equipped Comfortable seating, natural light, cleanliness, and practical amenities enhance the experience.**

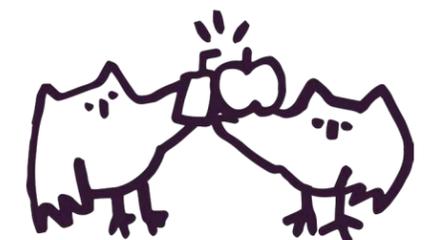
"Have lots of natural light and are comfortable."  
 "Have comfortable chairs."  
 "Are clean and don't smell."

**4. Creative, Social, and Active Some respondents seek spaces that inspire creativity, energy, and interaction with others.**

"Make me feel creative."  
 "Where there are lots of activities and energy."  
 "Where I can socialize."

**5. Connection to Nature and Special Features Outdoor spaces, greenery, and unique amenities add vibrancy.**

"Utilize their outdoor spaces and put effort into landscaping."  
 "Views to the outdoors."  
 "Have quirky displays like the 'library of things.'"  
 "Secure outdoor spaces to relax and take my kids."



## January – February Community Engagements



Q1

### Question 1: How can the library become more of a hub for community connection and dialogue?

Across neighborhoods, ages, and lived experiences, people describe the library as one of the last truly public, welcoming spaces, and they want to see it grow even more into a vibrant community hub. Residents consistently expressed deep appreciation for what the library already provides, from free Wi-Fi and printing to author talks, movie screenings, and the simple comfort of a warm, inviting place. Yet they also see enormous potential for the library to expand its role as a connector, educator, and gathering place.

A central theme is **more programming that brings people together**: Storytime, read-a-longs, art classes, photography workshops, cooking demonstrations, repair clinics, music ensembles, open mic nights, and speaker series on everything from local laws to national issues. People want **book clubs, teen hangouts, senior activities, after-school programs, and events that reflect the diversity of Kansas City**. Many emphasized the importance of **financial literacy, media literacy, political literacy, and English classes**, especially with childcare support for immigrant families. Others imagine the library as a place for **career workshops, scholarship assistance, GED resources, and even online college support**.

Space matters just as much as programming. Community members are asking for **more meeting rooms of all sizes**, from quiet pods to large flexible rooms that can be divided as needed. They want **private study areas, teen-only spaces, bigger children's areas, and open, comfortable seating** that feels warm and welcoming. Some envision "dialogue zones" for community conversations, while

others dream of rooftop events, maker spaces, or places to simply create alongside others. Distinctive architecture, local art displays, and better signage, especially in branches like Westport, are seen as ways to make each library feel rooted in its neighborhood.

People also want the library to be a **gateway to the city**. Ideas include "wayfinder" maps that highlight local history, nature, and neighborhoods; partnerships with schools to get more books into students' hands; and collaborations with organizations like Re.Use. Full to create toy or tool libraries. Many see the library as a natural home for **non-profit meetings, community coalitions, and neighborhood gatherings**, especially in places like Marlborough Heights where residents crave consistent meeting space.

Accessibility and inclusion came up repeatedly. Community members are asking for **longer evening hours, more Spanish-speaking staff, help for those unfamiliar with computers, and clearer communication about existing services**. They want the library to feel safe, welcoming, and structured enough to support people without overwhelming staff. They want more visibility, better advertising, more outreach, and more ways for people to discover what the library already offers.

Lastly, people imagine the library as a place not just for books, but for **experiences**. They mentioned fishing poles, garden seeds, kitchen tools, bikes, and other "things that aren't books" that expand what a library card can unlock. They see the library as a place where curiosity is sparked, where neighbors meet, where teens find belonging, and where families of every background feel supported.

In short, the community envisions a library that continues doing what it already does well, while becoming even more flexible, inclusive, creative, and connected. A place where learning happens in many forms, where space adapts to people's needs, and where Kansas City's diverse communities can gather, grow, and thrive together.



**"One of the things that would help the community is having people who speak other languages. The Independence community has grown significantly in terms of its Hispanic population, and sometimes the language barrier is an obstacle for many."**

**"A consistent neighborhood meeting time and space would help neighbors connect beyond one-off events."**

**"There are a lot of people in need, and sometimes it doesn't feel welcoming. Clearer boundaries on how the library helps meet different needs would be helpful."**

**Q2** Question 2: What makes a space feel like a “community” space, rather than just a building?

Across all responses, people describe a strong desire for library spaces that feel **warm, human, and culturally reflective**, places that look and feel like the community they serve. Comfort is a major theme. Patrons want **home-like furniture, natural light, cozy reading nooks, colorful décor, plants, art on the walls, and open, airy layouts**. Many explicitly compare their ideal library environment to a **coffee shop**, inviting, relaxed, and full of life.

The **people** inside the library matter just as much as the physical space. Patrons emphasized the importance of **friendly, welcoming staff, especially staff** who reflect the languages, cultures, and lived experiences of the neighborhood. A sense of belonging grows when people see themselves represented in **staff, books, art, signage, and programming**. Multilingual resources and communication are especially important for families who speak languages other than English. Community members want libraries to be **active, social places**, not silent or sterile. They imagine spaces where people interact naturally, game nights, book clubs, youth programs, craft rooms, gardening activities, cultural celebrations, and intergenerational events. They value **flexible layouts** that can shift from study spaces to community gatherings, and they want **affordable or free meeting rooms** for neighborhood groups, non-profits, and civic conversations.

There is also a strong call for **basic provisions** that help people feel safe and cared for, clean and well-maintained spaces, accessible design, resources for people in need, and partnerships that provide fundamental assistance (i.e. food insecurity). Many note that a welcoming library is one where **everyone—kids, teens, seniors, unhoused neighbors—feels seen and supported**.

Ultimately, the community imagines libraries as vibrant, inclusive, people-centered environments that are full of color, comfortable, and lively, where neighbors can gather, learn, and feel at home.

**“The people. Not feeling like an outsider because of being different. When you go in, they show you that they want to help you and are patient.”**

**“Acceptance of all persons. A non-sterile environment. Being greeted upon arrival.”**

**“A place that feels cozy but not overwhelming, with designated areas for conversation away from the typical quiet of the library.”**

**“Each branch should feature information about the neighborhood it’s in.”**

**“Not just white or beige surfaces—color, art, natural light, and comfortable areas make a space feel like community.”**



**Q3** Question 3: What are the key areas of untapped potential for your neighborhood?

Throughout the community, people describe an amalgamation of **gaps in essential services** and **untapped opportunities for community connection**, and they see the library as a trusted institution that could help bridge both.

A recurring theme is the **lack of basic amenities** in certain areas, especially grocery stores, fresh food options, small-parcel essentials, and accessible postal services. Residents also point to the need for **safe outdoor spaces**, children’s play areas, and environments that feel secure for all. Several communities noted that **meeting rooms and gathering spaces are scarce**, making it difficult for neighborhood associations, PTAs, HOAs, and grassroots groups to convene.

People see strong potential for the library to expand its role as a **community anchor**. They want more **speaker series, special exhibits, climate and sustainability dialogue, computer and language classes, tutoring, job training, and youth career readiness opportunities**. Many highlight the need for **bilingual materials**, multicultural programming, and events that reflect Hispanic/Latino communities and other diverse groups. Residents also emphasized the importance of **youth engagement**, after-school centers, teen programs, life-skills classes, job or trade training, and safe places for kids to gather.

Technology access remains a critical need. Patrons ask for **mobile hotspots**, expanded digital services, more study rooms, and extended hours so people can use computers before work or school. Some branches, especially Trails West, are described as needing **upgrades, visibility improvements, or refreshed spaces**.

Neighborhood identity and local culture matter deeply. People want **murals, public art, way-finding centers, and displays that reflect each community’s history and character**. They also see value in partnerships with schools, food insecurity organizations, and other library systems (i.e. Mid-Continent) to strengthen outreach and visibility across all stages of life.

Creativity and connection matter. Respondents imagine **gardening programs, meet-and-greets, volunteer events, art showcases, sensory rooms, serene plant-filled spaces, and community boards** that help neighbors discover opportunities. They want more activities that bring people together (ex. cooking classes, yoga, and skill-sharing workshops led by local talent).

Finally, people emphasized the importance of **visibility and identity**. They want clearer signage, stronger advertising, newsletters, and outreach that help residents understand the full range of services. Many note that the library should feel unmistakably like a community anchor, warm, lively, culturally reflective, and unmistakably welcoming to all-ages, languages, and backgrounds.

**“There are a lot of highly skilled people downtown who could support programming, but limited hours are a barrier.”**

**“Job training, mental health services, and onsite food pantry support are major untapped needs.”**

**“Many people lack reading and language skills. Education is a major area where libraries could do more.”**

**“We are a strong volunteering community — we just need more opportunities to work together.”**



## APPENDIX E: PATHWAY GROUP FUNDING REPORT

### Funding Options

**Certificates of Participation (COP):**

A financing method that allows public entities to fund capital projects without a voter-approved bond. Investors purchase shares in lease revenues, and the entity makes annual appropriation-based payments.

**General Obligation (GO) Bond:**

A voter-approved funding mechanism that allow municipalities to raise funds for public projects by issuing bonds and is typically repaid through property taxes.

**Legislative Appropriation:**

Funding that is formally approved and allocated by a state, county, or local legislative body. It provides public dollars for a specific purpose through an annual or special budget process.

**Local Bond Authority (LBA)/Municipal Bond:**

A financial tool that does not require a vote and is typically repaid through lease payments from the facility it funds rather than general taxes.

**Missouri GO Bond Requirements:**

Depending on the election year, GO bonds must receive either 57.1% (4/7) or 66.7% (2/3) voter approval. Bond debt may not exceed the 5% of the value of tangible property.

**Mixed-Use Government Facility:**

A joint-use space combining a library with other community services (e.g., recreation or senior centers) to maximize efficiency, community support, and funding opportunities.

**New Market Tax Credits:**

A federal financing tool designed to attract private investment into underserved or economically distressed communities. Qualified projects receive equity through investors who, in exchange, obtain tax credits over a seven-year period.

**Philanthropic Support:**

Philanthropic effort on behalf of the library has historically funded programming and capital projects.

**Public-Private Partnerships (P3s):**

A model that leverages private investment to reduce taxpayer burden and enhance community services. Mixed-use developments could generate revenue for operations and construction costs.

## Funding Scenarios

### Step 1: Bluford

- Second quarter 2026: conduct a Capital Campaign Feasibility Study to test the viability of a \$24M Capital Campaign.
  - If feasible: launch the \$24M campaign and use existing ~\$10M building fund as matching funds for the Bluford Project. Move to Step 2B.
  - If partially feasible: adjust the campaign goal and evaluate gap financing such as a Certificates of Participation (COP) or Local Bond Authority (LBA) options. Move to Step 2B.
  - If not feasible or less than 25%: move to Step 2A.

### Step 2A: Bond in 2027

- Third quarter 2026: launch Capital Campaign/Public Outreach Campaign.
- GO Bond in April 2027
  - This will include funding for: Bluford, Waldo, Library Operations Hub, Ruiz, Westport, Central, and Southeast.
  - ~\$90-\$130M requiring a ~57.14% voter approval
  - Use ~\$10M capital fund from Kansas City Public Library.
  - Bring ~\$14M+ to the table in philanthropic support.
  - Draw down in tranches over six years.
- 2036 Philanthropic Support and Tax Increase.
  - This will allow additional funding for staffing/operations and potential COP/Municipal Bond payments for Trails West, New Branch & Plaza.

### Step 2B: Bond in 2028

- Third Quarter 2026: launch Capital Campaign/Public Outreach Campaign and move Bluford forward
- GO Bond in April 2028
  - This will include funding for: Waldo, Library Operations Hub, Ruiz, Westport, Central, and Southeast.
  - ~\$90M - \$150M requiring a ~57.14% voter approval for priority projects:
  - Potential to see additional funding for: Trails West, New Branch, and Plaza.
- Drawing down in tranches:
  - Path allows for longer fundraising timeline after Bluford project has started.
  - One-time voter campaign vs. multiple increases.
  - Allows time for exploration of public/private partnerships.
  - Does not allow for increases in operations support for new facilities/upgrades.

*\*Disclaimer: The dollar amounts reflected represent construction costs only. It is important to consider operational expenses and future inflation will be added to any new capital investments.*

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