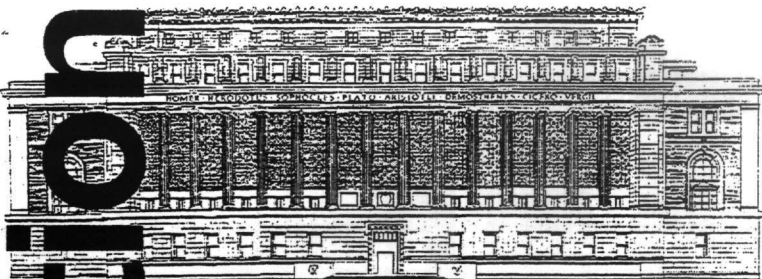


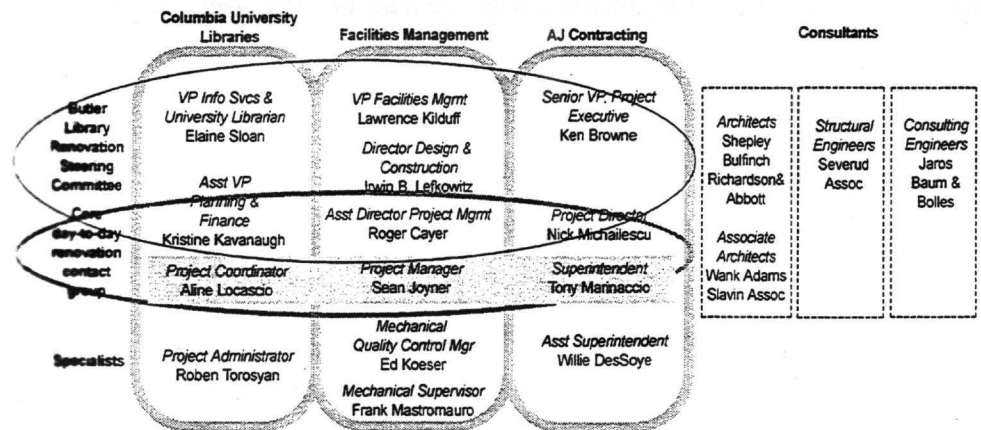
Renovation News



Butler Library Renovation

Columbia University Libraries
Butler Renovation News
May/June 1996
v. 1, no. 3

Butler Library Renovation— Key Teams & Players



Behind The Scenes—The Team That Makes It Happen

A successful renovation depends on the teamwork of a variety of key individuals, each of whom has different talents, abilities and assignments.

Butler Library, the largest building on the Morningside Heights campus, must continue full library services for roughly 15,000 users per week throughout the renovation.

To handle this complicated situation, four main groups of people work together in several intersecting teams (see schematic diagram): 1) University Facilities Management, which manages the project for the university; 2) Columbia University Libraries, which participates in planning, helps coordinate the logistics of daily work, and handles communications with students, faculty, staff and visitors; 3) AJ

Contracting Company, the construction management firm that directs the sub-contractors to execute the design as conceived by the consultants; and 4) the consultants, including the original design architects, local architects structural engineers and consulting engineers.

The day-to-day work is managed by a core group of people who meet and communicate at least three times each week and sometimes every day. Hour-to-hour, three of those core individuals are in constant contact. Project Coordinator for the Libraries Aline Locascio, acts as communications liaison between library staff and the construction team, providing advance notice of all work on the project. She works closely with Facilities

Management Project Manager Sean Joyner, who monitors the construction budget and overall progress of the job, maintaining constant contact with the Libraries, construction management firm, architects, engineers and Facilities. Superintendent Tony Marinaccio, from AJ Contracting, supervises the sub-contractors on the job, under the direction of AJ Contracting Project Director Nick Michalescu.

Mr. Michalescu manages the thirty-five sub-contractors who handle fourteen trades including demolition, concrete, masonry, drywall, fire protection, electrical, plumbing, and architectural woodwork.

There are a variety of challenges in the renovation process, foremost of which is the range and sheer number of

decisions that have to be made almost on a daily basis. Construction work has to be structured around the intersecting schedules of sub-contractors, Facilities and Libraries staff and the

sent, interim and future schemes of what will occur there. While the walls for riser pipe work on the first floor may only need temporary covering because the entire floor will be renovated in a few months, surfaces on the sixth floor demand more permanent treatment since they will not be renovated for a few years. When bookcases are removed to install risers, some must be replaced meticulously by architectural woodwork specialists because they will

eventually be restored, while others used only for shorter-term functional purposes may require less special care.

The nature of the building, being a place dedicated to quiet study and research, constitutes another central challenge to construction. As with any renovation, it is efficient to maintain continuity and minimize interruptions with the trades-people, each of whom learns the special needs of the building and its occupants. This is sometimes difficult to do given the fact that the library is fully occupied and open twenty-four hours a day. In addition, work has to be planned around the academic calendar, avoiding exam periods and taking advantage of holidays and breaks to get noisier work out of the way. Any work in or near staff-occupied areas must first be planned in close consultation with the libraries staff. General briefings for staff are held on an on-going basis. As Mr. Michailescu puts it, "Everything here is based on communication."

To date, the first phase of the reno-

vation has been successful by most accounts, owing to "a unique chemistry between the team members," according to Mr. Michailescu. Each person on the project is not only knowledgeable in their own area of responsibility, but also interested in continually collaborating with the rest of the team to make the project a success every step of the way.

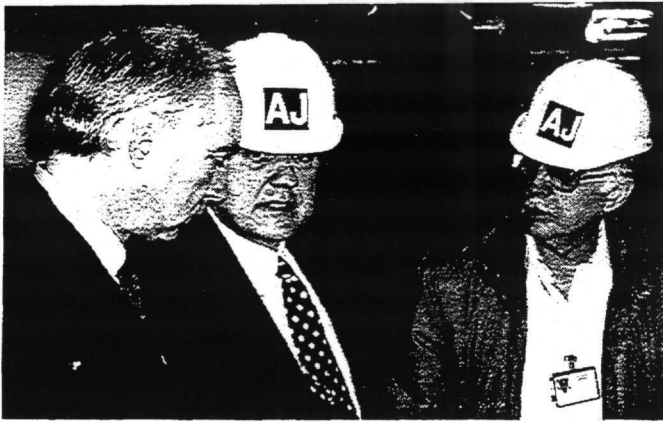
Mr. Michailescu concludes, "It's probably a little luck-but the level of communication is, I think, superior, and the way we work together is just fantastic." □

May/June In Brief:

- Installation of risers 5-8
- Continuing work in sub-basement, level 100 and M1 mechanical shaft
- Next issue of *Renovation News* will be September/October

An illustrated exhibit on the renovation has been installed in the lobby of Butler Library, showing the long-range plans for the relocation and expansion of library services and the reclaiming of many of the library's most elegant spaces. The exhibit features floor plans of the building as-is and as-proposed. Accompanying photographs show proposed relocations of services, much of which will result in more reading rooms and public spaces for users in the future.

Please feel free to send your renovation comments or questions directly to Aline Locascio, at (212) 854-1641 (email: locascio@columbia.edu), or Kris Kavanaugh, at (212) 854-7754 (email: kavanaugh@columbia.edu). We all look forward to the successful completion of this project and appreciate your patience.



L-R: Roger Cayer of Facilities Management, Nick Michailescu and Tony Marinaccio of AJ Contracting

academic calendar. Plans have to be devised to accommodate myriad limitations, from narrow physical passages to special restrictions in areas such as the Rare Book & Manuscript Library. Special precautions have to be taken to maintain clean, obstacle-free public areas. All the decisions have to be made by the right people, and nearly all are made jointly by the renovation team with the cooperation of other university service staff such as Butler Library maintenance personnel.

Decisions are made through the direct involvement of many levels and groups of people on the renovation team and in the university community. Students, faculty, and staff all contributed to the project planning before construction began, and they continue to do so now. Moreover, the principals behind each of the organizations involved are very committed to the project, even though it may be only one among many.

To plan work in any given space, consideration must be given to the pre-