

**Yakima Valley Libraries**  
**Board of Trustees**  
*Special Meeting-Board Retreat*  
Monday, August 12, 2024– 9:00 a.m.  
Iron Horse Lodge – Pacific Northwest University of Health Sciences

**I. OPENING OF MEETING:**

**Board Member Present:** President Darline Charbonneau, Vice-President Bradley Liebrecht, Secretary Mary MacKintosh, Trustee Jameson Watkins, Trustee Judith Panagakos

**Staff Present:** Executive Director-Candelaria Mendoza, Executive Assistant- Michael Huff, Business Services Director-John Slaughter, Public Library Services Director-Francisco Garcia-Ortiz, Public Services Manager- Rondi Downs, Collection Development & Circulation Manager-LeNee Gatton, Community Engagement & Impact Manager- Sully Gama, Regional Library Manager Region 1- Kristine Tardiff, Regional Library Manager Region 2- Heather Campbell, Facilities Manager-Susan Miller, IT Manager-Melissa Vickers, Technical Services & NWRR Manager -Sherrie Prentice

**Absent:**

**Visitors:** No visitors

Call to Order

President Charbonneau called the meeting to order at 9:00 am.

- a. Determination of quorum  
President Charbonneau determined a quorum of the Trustees was present.
- b. Recognition of visitors  
No visitors were present.
- c. Approval of the agenda

**MOTION:** Trustee Liebrecht moved to approve the agenda as presented. Trustee MacKintosh seconded the motion. Motion passed unanimously.

**II. Public Comment**

N.A.

## Introduction:

Mendoza began the retreat by introducing the agenda, which included new initiatives and a reflection on the Strategic Plan. Then, she said the conversation would transition from the Strategic Plan to the Classification and Compensation Study to phase one of the Services and Facilities Assessment.

## III. Business

### a. Strategic Plan Overview/Visioning

Information/Action

Mendoza shared a PowerPoint presentation (attached) covering the Strategic Plan Outcomes: Empower, Inspire, and Connect. She stated that the Strategic Plan has guided YVL's latest initiatives: the classification and Compensation Study and Services and Facilities Assessment.

Next, Mendoza shared that YVL is meeting or exceeding nine out of ten strategic indicator goals. She shared a list of additional areas for increased growth in 2024: active users, circulation, programming, community engagement, and strategic partnerships. Mendoza then commented on recent programming events and that they've seen significant attendance, even turning guests away because they were at room capacity. Mendoza said she would provide the Trustees with more information on the qualitative data in the following months.

Trustee Charbonneau asked which goal wasn't getting met and why. Mendoza said it was the website visits and that Programming is collecting additional data and implementing ideas to encourage more website visits. However, management needs to decide how effective those strategies are. Gama added that YVL is exceeding its social media goal and that the Programming team is more intentional about linking the website. Regarding being user-friendly, she said they've been linking the events calendar, but it doesn't count as website usage; the traffic is there, but it doesn't get counted as a website visit. Trustee Panagakos asked if what's being shared on social media is a link and if it's integrative. Vickers said integration is complex because the events calendar is a third party. Trustee Watkins suggested stopping tracking website visits, and Mendoza made a note to reevaluate later to make a formal action on that decision.

In conclusion, Mendoza commented on the one percent cap. She shared that some libraries are beginning to get out in the community more to inform them that expenses aren't aligning with revenue. These libraries are proposing a potential levy lid lift or to make needed organizational adjustments. Mendoza said she would like to work with the Chamber of Commerce to help spread the word about YVL in the community. She said she would keep the Board updated.

There were no other questions or action items to make a motion.

### b. Class & Compensation Findings

Information/Action

Mendoza shared the classification and compensation overview on page four of her PowerPoint presentation before a McGrath Human Resources Group representative joined over Zoom. In the overview, she communicated that the market has significantly changed since the last study, done eight years ago. With this new study, Mendoza expressed that YVL would like to accomplish the following: gain more understanding of the employment market and for YVL to be more competitive against comparable organizations, update its job descriptions to reflect best practices and its strategic plan, update its wage scale to reflect the market analysis, and have increased opportunities for staff development and engagement by gaining more insights to help inform its Personnel Policy.

Next, Mendoza explained the term "mobile staff" used in the study. She explained that it applies to staff under forty who are generally not looking to stay with the library until they retire and



that it is something to consider regarding YVL's staff retention numbers. She expressed that it encompasses work-life balance (more people taking leave), which should be supported. With this in mind, she asked how YVL can best support its staff, given its limited resources.

This concluded the overview, and Mendoza asked if there were any questions. Trustee Watkins asked if YVL plans to do additional studies more often. Mendoza replied that McGrath recommends doing one every three years to stay competitive. Slaughter said that the minimum wage is also a factor, and Mendoza commented that McGrath provided YVL with a recommended salary schedule; however, Mendoza wanted more time to process their recommendations and consider budget impacts so it will be shared at a later date. Mendoza communicated that McGrath is providing YVL with options, and with the complexity of the market analysis, management needs to consider all of it. In addition, she said the YVL team is continuing to reflect on a recurring cost of living adjustment and how to forecast for it, as YVL's revenue would be less than its expenses. Trustee Charbonneau asked for an implementation timeline, and Mendoza replied that the hope is January 2025, which would be considered in this year's budget meetings. She reiterated that this project will help the organization reset with an updated wage scale, a new personnel policy, an adjustment for performance appraisals, and job descriptions. With the findings and implementation, YVL will empower, support, and train all staff accordingly to excel in their roles. Trustee Panagakos asked when the personnel policy was last updated, and Slaughter replied that it was around 2018. Mendoza said she doesn't anticipate significant policy changes but would ensure it reflects the compensation and classification study. She added that there are a few things the organization could implement, such as PTO payouts and having an HSA account.

A representative from McGrath joined the meeting at 10:04.

They delivered a PowerPoint presentation (attached). They delivered information from the following slides: Study Objectives, Methodology, Public Comparable Organizations, Market Analysis, Minimum Salary Analysis, Maximum Salary Analysis, Demographics, Compensation Philosophy, Current Salary Systems, Recommendations, Position Placement, Managing the Structure, Recommended Implementation, Benefits Review, and ended with any questions.

#### **Study Objectives:**

The representative shared that the study's goal was to determine YVL's level of market competitiveness through an external market evaluation, which led to the review of positions to establish equity among them. Then, the goal was to integrate the external market, local market, and job audit data into a tailored classification and compensation system. This would lead to developing a classification and compensation plan with recommendations on keeping the plan current and equitable. Finally, the study would compare benefits and recommendations on job descriptions and the organization's policies.

#### **Methodology:**

The presentation transitioned to how the study was accomplished. It began with interviews led by McGrath consultants with YVL leadership. The current compensation systems, job descriptions, and policies were reviewed during this time. McGrath then sent surveys to specific staff who represented all positions. Upon gathering this data, McGrath collected compensation from comparable organizations and used this information to draft a new compensation schedule for YVL. Finally, the consultants met with YVL leadership to finalize the schedule and its implementation.

**Public Comparable Organizations:**

McGrath consultants collected data from twelve organizations, two of which did not participate. The participating organizations included the City of Yakima, Yakima County, Mid-Columbia Library, and various school districts.

**Market Analysis:**

The analysis included the following comp ratio:

- A comparison of the Library's salary range and/or salaries to the "market."
- An average market rate of 50%
- Acceptable comp ratio ranges between 45% and 60%

**Minimum Salary Analysis Findings:**

- 79% of starting positions were under-market
- 18% at risk
- 3% aligned with market

**Maximum Salary Analysis Findings:**

- 70% under market
- 13% at risk
- 16% aligned with market

**Demographics:**

The consultants shared two graphs. The first showed years of service, and the second, a percentage of employees by age group.

**Years of Service:**

- Tenure: 7.23 years
- National Average: 6.9 years
- 48% hired in the past two years

**Percentage of Employees by Age Group:**

- 38% of the workforce will be eligible for retirement over the next decade
- 45% of workforce under age 40 (mobile workforce)

**Compensation Philosophy (strategy):**

The consultant shared that the goal is to attract, retain, and motivate qualified people. They communicated that a consistent philosophy sets the direction for determining the compensation package to offer employees and should align with the organization's overall mission. They shared three different compensation strategies and communicated that YVL chose to meet the local market by aligning the ranges with the average market.

**Current Salary Systems Findings:**

- Step Model
- 14 pay grades and 2% steps
- 3.6% - 28% grade separation
- 43% spread between steps one and thirteen



**Recommendations:**

- Step model
- 16 pay grades and 2.5% steps
- 7% - 19% grade separation
- 10% to step 5 (aligned with market average)
- 31% spread between steps one and 12
- Pay grade A – minimum wage and six steps

**Position Placement:**

The consultant communicated that the placement should be based on the position and not the person.

**Managing the Structure:**

The consultant shared that YVL should be consistent and continue doing comparable surveys. Additionally, McGrath recommends an annual salary schedule adjustment to stay aligned with the market and perform a market update every three years.

**Recommended Implementation:**

McGrath suggests a 2-year implementation strategy between 2025 and 2026. McGrath is continuing to work with YVL on this process.

**Benefit Review:**

The consultants examined health insurance, holidays, personal days, vacation, and sick leave. They mentioned possibly implementing an HSA option to improve YVL's health insurance. For the additional benefits, they said YVL is aligned with the market on everything, but could consider changing the structure of how vacation time is accrued.

**Questions:**

Mendoza asked the consultant to bring back up the comparable slides. After reviewing the Minimum and Maximum salary analysis, the consultant reiterated that both are under-market. She said the new structure is to realign YVL to the average market and provide a strategy to maintain the structure. Next, a second consultant stated that McGrath had developed a draft model they've been working on with management. They communicated that the key takeaway was how YVL moves forward. As wages change annually, she suggested that YVL Administration look at the CPI or local economic indicator to help YVL remain competitive, and the second priority is how employees progress through the min-max ranges.

Regarding the comparable organizations, Trustee Watkins asked the consultants if they found similar position titles to compare data against? They replied that it was a lot easier to find within the other library systems, but they also have categories they can use for other organizations.

Trustee Charbonneau expressed that this was excellent information. Mendoza replied that YVL leadership is continuing to work on the final report, which will be shared later. She and the team are also working on the salary schedule and will determine when the implementation could happen. She concluded by saying YVL leadership hopes for a decision sooner rather than later because they want to inform staff about the changes in 2025. Mendoza told the Trustees that she hopes to share more in September.

There were no other questions for the McGrath consultants, and they ended the Zoom meeting.

Trustee Panagakos asked about how information is currently shared with staff around budget? Mendoza replied that YVL leadership has had conversations about incorporating and sharing more information with staff in addition to the Director's Report and Board Packets. She said keeping staff informed of the upcoming changes will be critical to prevent misunderstandings and potential disconnects. She added that with the compression elements of the minimum wage changing, there were some misunderstandings among staff. Trustee Panagakos asked about the staff survey sent by McGrath and if some may have felt left out. Campbell shared that this wasn't the case for her team, and Gama stated that some employees got to work together on a survey if they had the same position. Slaughter said with the surveys, the managers for those individuals could review them. Mendoza provided additional context: employees were selected from each position, completed the survey, and then managers reviewed them and made notes; they could not delete anything. Trustee Panagakos asked when the process started, and Slaughter said it was in March or April. She then asked if there's an exit survey when people leave the organization, and Slaughter replied yes. Mendoza said YVL leadership needs to keep an eye on retention and gather more details from the exit interviews. Trustee Watkins asked if there were any remote workers, and Slaughter replied that all were in person. Mendoza commented that managers do have the ability to work from home when the need arises.

Next, Mendoza returned to the PowerPoint presentation to share the next steps. She said that to get everyone to the minimum salary range, YVL is looking at around \$300,000 and that between the two stages, the increase will be closer to \$400,000. Trustee Charbonneau requested a confirmation that it was an increase to our current amount, and Slaughter replied yes. Slaughter said that McGrath provided YVL with a phased approach to ensure they weren't going to add undue stress to the library's resources. Trustee Panagakos asked how much would need to get done between now and January 2025 and how the Board would vote to approve the changes. Mendoza said she hopes to have captured accurate numbers and seek approval on which direction to take (phased or all at once) during the budget meeting in November. She added that staff could be informed of upcoming changes before then based on the outcomes of the budget study sessions. She also commented on using YVL's reserves, and it was agreed that it wouldn't be sustainable to pull from them regularly to apply towards salaries. In the meantime, YVL leadership will continue working with McGrath and keep the Board informed.

There were no other questions or action items to make a motion.

c. **Services and Facilities Assessment**

Information/Action

Mendoza continued from the PowerPoint and said the Services and Facilities Assessment is divided into two phases. In the overview, she stated that the first phase will capture services and outcomes YVL tries to achieve in each location, incorporating feedback from YVL leadership, Trustees, and building owners. Next, the second phase encompasses the findings from the first phase to establish a scope of work that will inform and build the facilities assessment; some examples might include the cost of a mini-makeover and estimates of adding a meeting room or space for teens.

Mendoza shared that YVL applied for the capital improvement grant, and if it's received, the projects listed on the application would be prioritized.

Next, Mendoza shared how helpful a levy lid lift would be and said it could be an option to increase revenue. Then, she commented on contract cities and how YVL would benefit from working on contract renegotiations as all of the contract cities were currently being subsidized.



Mendoza let the Board know that there wasn't an easy solution to help maintain those branches as some of them are so small that even if the City's annexed to YVL they still wouldn't bring in enough funds to pay for the operation of their libraries in Granger, Mabton, Naches, and Tieton.

Next, she walked the Trustees through the packet of individual locations and their statistics that YVL's Services and Facilities Committee compiled (separate attachment). Mendoza commented that YVL has inherited many locations, which may no longer serve their areas well, making it challenging to provide excellent service.

Continuing from the main PowerPoint presentation, Mendoza moved to Phase 1: Service Assessment. This first phase assesses all YVL locations and references the Strategic Plan and Community Needs Assessment to inform and evaluate the following: outcomes YVL would like to achieve, current usage of each location, service levels of each location, open hours, and staffing. She commented that if YVL is going to provide safe spaces, the leadership needs to determine what that means for many of the single-staffed locations. This part of the discussion transitioned into the slide on phase one findings.

#### **Phase 1: Findings:**

Mendoza reiterated that some locations may no longer serve their area well, as indicated by 3,000 or fewer visits yearly. In addition, funds needed to operate some of the annexed cities aren't keeping up. She said many locations are outdated, such as having no restrooms, limited to no programming space, having a small footprint, being non-ADA accessible, and having limited parking. From these findings, Mendoza moved on to recommendations.

#### **Staff recommendations:**

Mendoza began by communicating the need to establish minimum library standards to ensure the biggest impact for our service areas, which includes the following: Safety for the public and staff, ADA Accessibility, programming space (indoor and/or outdoor), population density/annual visitor count, public restroom in the library, space for collection and holds, and opened for a minimum of 25 hours a week, which only two locations are not.

Mendoza requested feedback from the Board. Trustee Watkins asked for a better definition of safety as it encompasses many different aspects. Mendoza replied that YVL leadership used incident reports to inform the need for security and considered single-staffed locations that aren't ideal if a staff member does encounter a potentially unsafe situation. He commented on the difficulty of the topic as it relates to staff protection. Mendoza replied that YVL could make its contract agreements more precise regarding safety moving forward and have something written up about what's expected from law enforcement. Trustee Charbonneau asked if there had been thought on the Bookmobile to service some of these other locations and if a second one may be necessary. Mendoza said that could be an option if we determined that was the best path forward.

Trustee Watkins asked if a matrix or scale would make more sense to rate each location rather than just having a yes or no for each criteria. Mendoza said YVL leadership is working on developing report cards for each location, but wanted to capture the Trustees' feedback before moving forward. Trustee Charbonneau asked about tracking population density and annual visitor count. She wondered how each item is defined and how to know if it's successful. The Trustees requested that the costs be included in the matrix. Trustee Watkins also asked to include the distance between locations. He also suggested including a risk factor and how much maintenance would be needed at the locations.

Moving on, Mendoza addressed additional recommendations, which included meeting with contract cities to share the findings and workshop the following options: YVL's ability to meet standards, increasing the annual fee, and transitioning to a Bookmobile stop. Trustee Panagakos requested that the distance between locations be included. Next, Mendoza transitioned to phase

two of the facilities assessment, which would involve an experienced architect. The assessment will consist of the following: an assessment of the condition of each location, estimates of work needed based on the outcomes YVL is trying to achieve in their owned buildings, and estimates of work needed based on the building owner's ability to support and share in the cost.

### **Phase 2: Facilities Assessment**

Phase two would include modifying the project team, developing the scope of work based on the approval of standards set in Phase 1, and following the priority order of owned, annexed, and contracted.

In conclusion, Mendoza said YVL leadership will pull together the location matrix and develop the game plan. Trustee Watkins said the trustees are in favor of looking at the locations and are open to closing some of them if needed. Trustee Charbonneau expressed that it's a tough decision but might need to happen for the good of the order. Trustee Liebrecht said it's possible that this decision could lead to some of the contract cities agreeing to pay more.

Trustee Liebrecht also said the library should conduct a study to do a levy lid lift. Mendoza said she would look into the process and potential costs. Trustee Panagakos said YVL should look at how much the library has added into the reserves over the last five years. Trustee Liebrecht asked the management team to consider how the trustees could be helpful moving forward. Trustee Charbonneau said YVL would likely need to close some locations and a levy lid lift because of the consistent increase in the cost of living. She asked about the cost-effectiveness of getting a second Bookmobile, and Mendoza replied that she isn't sure if YVL would need another at this time and that they have to consider the mechanical and maintenance aspects of the vehicle. Trustee Watkins said promoting the digital library collection in some of these locations could be beneficial. Gama agreed and replied that her team was already working on the initial phase of that project. Mendoza expressed the importance of getting out there in the community before YVL begins campaigning for the levy lid lift.

There were no other questions or action items to make a motion on.

### **Additional Topics of Discussion:**

Mendoza clarified that the Board could discuss topics not on the agenda but could not take formal action.

### **Board Packet**

Trustee Panagakos suggested the board packets be digital. Mendoza said the packet sent through email would meet the Open Public Meeting Act requirements. She said if the packet is digital, it could be best for the trustees to have a device provided by the Library at each Board meeting. She said the exception to solely digital could be the budget packet. Trustee Panagakos added that it shouldn't be a significant expense if people can also bring their own. Trustee Watkins asked who would need one provided, and none of the trustees raised their hand; however, Trustee Liebrecht suggested looking into the legal side of using personal devices because of potential public records requests. Mendoza agreed that she would look into the computer options and any compliance requirements. She also stated that this topic would be moved to a regular Board meeting to make it official. After additional consideration, Mendoza asked if going digital should be a requirement or if there should be an opt-in option. Trustee Watkins suggested the default could be digital, and requests could be made for paper.

There were no further questions or comments on the topic of the board packet.



### **Board Recruitment**

The second additional topic discussed was the Board vacancy recruitment process. Trustee Liebrecht said the internal part of the process should be discussed. Mendoza said anyone interested can apply through the county, but YVL's contribution to the process is more extensive because of the recruitment questionnaire. Mendoza said that non-profits usually consider recruiting candidates who are "experts" in particular areas when seeking new candidates. Trustee Charbonneau asked if the plan is to go that direction, and Mendoza said it's something to consider. Trustee Liebrecht said this could mean getting the Board more involved. Mendoza said an area of involvement could be the levy lid lift because it would require the help of the Board, and another opportunity could be committee involvement. Trustee Watkins said the point of the Board getting more involved wouldn't be for busy work but to help where they are needed. Mendoza said the Board could be involved in decisions made about specific locations and how to communicate with those communities. Mendoza said the contract cities wouldn't be affected by the levy lift. She said the initial step for contract cities is to decide if they should remain physical locations. Trustee Panagakos asked if the Board has always had five members and how vacancies have been advertised in the past. Mendoza said the Board has always had five members and that there have been postings in the paper and on the websites of the County and YVL. She added that the Board's involvement started with the vacancy that led to Trustee Liebrecht. Trustee Panagakos suggested sending something out to all of the Chambers, which could also be beneficial. In concluding this discussion, Mendoza shared that the County restricted how long the YVL vacancy could be advertised last year. Trustee Panagakos asked Mendoza if she knew of a library with a best practice for board recruitment, and Mendoza said she would look at different examples and share them.

Lastly, Trustee Panagakos asked if there was an update on Union Gap. Mendoza said they just got power, but the city understands that it will take four to five weeks for YVL to move in and be functional.

This concluded the additional topics of discussion.

In concluding the retreat, Mendoza provided a recap of the different discussions.

For the facility ranking and assessment matrix, Mendoza reiterated that YVL would include elements of the standards, including distance, cost, and risk factors. She said they would also include notes on the history of YVL's reserves. Next was the levy lid lift, and she will research the process and estimated cost and then report back to the Board. The next priority was considering ways of utilizing the Board, including the levy lid lift and committee work. Lastly, Mendoza reiterated that the board packet discussion would be moved to a regular meeting for formal action.

After the recap, some additional conversations took place around Board vacancy recruitment.

Trustee Liebrecht suggested the recruitment questionnaire be revisited. He also commented that if the County continues to welcome the Board's input, the Board should have a process in place. Mendoza said she would look into potential Board sub-committees made up of two Trustees starting in early 2025 to discuss matters of importance to take back to a regular meeting for formal action. Lastly, she told the Trustee she would provide the questionnaire questions to the Board and that the recruitment discussion would continue early next year.

Next, Mendoza said she informed the Board that department reports would start again at the regular meetings. She said there has been a lot of movement in the different departments, and she would like these reports to happen after the upcoming budget meetings.

In addition, she shared that Garcia-Ortiz and Gama have been working on a literacy campaign to encourage more families to read. This process opened an opportunity to submit a proposal for a \$30,000 grant, which YVL was awarded. She said part of those funds would help engage West Valley, Sunnyside, Mabton, and Granger in a digital materials campaign to help them learn about YVL's digital materials and additional resources. These funds also provide YVL with an opportunity to use a system called Beanstack that contains fun reading challenges throughout the year. Mendoza added that significantly more programming is planned throughout the year, and Gama is ensuring that YVL's strategic partnership agreements make sense. Lastly, she informed the Board that Vickers had worked hard on E-rate, which was approved and will save YVL over \$94,000.

In conclusion, Mendoza said that the Bookmobile is doing well and that the new manager is doing an excellent job. The new manager is reviewing the current routes right now to help inform a new schedule.

There were no other questions or action items to make a motion.

#### **IV. Adjournment**

**MOTION:** Trustee Liebrecht moved to adjourn the meeting. Trustee Watkins seconded. Motion passed unanimously.

President Charbonneau adjourned the meeting at 2:00 p.m.

**Next meeting will be  
Regular Meeting  
Monday, August 26, 2024, at 3:15 p.m.  
Yakima Central Library Boardroom**

Respectfully submitted,



Mary MacKintosh  
Secretary





# BOARD RETREAT: INITIATIVES

CANDELARIA MENDOZA, EXECUTIVE DIRECTOR

- STRATEGIC PLAN OVERVIEW
- CLASSIFICATION AND COMPENSATION STUDY
- SERVICES AND FACILITIES ASSESSMENT



# STRATEGIC PLAN OVERVIEW

## OUTCOMES

### EMPOWER

- We will provide programs, services, and resources that give people the tools they need to achieve their goals

### INSPIRE

- We will foster spaces, programs, and services that invite people in, where they feel safe and welcome to explore their imagination and pursue their dreams.

### CONNECT

- We will bring the community together to foster a sense of belonging and place.





## STRATEGIC PLAN OVERVIEW

### 2024 Progress

- Meeting or exceeding 9 out of 10 indicators
- Working to build and implement surveys to capture qualitative feedback

### Additional Areas for Increased Growth for 2024 and Beyond

- Active Users
- Circulation
- Programming
- Community Engagement
- Strategic Partnerships

# CLASSIFICATION AND COMPENSATION STUDY

## OVERVIEW

- 8 years since our last class and comp study
- Compression of current salary scale due to the changes at the state and market
- Struggling to fill professional level positions (BA or higher)
- To gain more understanding of the employment market and efforts that would allow YVL to be more competitive against comparable organizations;
- Updated job descriptions that reflect best practices and YVL's strategic plan
- Updated wage scale that reflects market analysis of comparable libraries; and
- Increased opportunities for staff development & engagement by gaining more insights to help inform YVL's Personnel Policy;



# CLASSIFICATION AND COMPENSATION STUDY

## NEXT STEPS

- Continue to assess recommendations and insights from final report so that staff can provide thoughtful recommendations for Trustee consideration during 2025 budget development process
- Work with McGrath to review and update personnel policy to bring a draft to Trustees in October to seek final approval in November
- Continue working with McGrath to update job descriptions and performance appraisal to launch with new salary schedule in 2025
- Once recommendations are approved, work to communicate changes to all YVL staff

# SERVICES AND FACILITIES ASSESSMENT

## PROJECT OVERVIEW

- **First Phase:** *will capture services and outcomes that we are trying to achieve in each location incorporating feedback from YVL Leadership, Trustees, and building owners (their willingness to support outcomes & cost sharing)*
- **Second Phase:** will pull in findings from the first phase to build scope of work that will inform and build the facilities assessment
  - Examples could include: cost of a mini-makeover, estimates of adding a meeting room, or teen area





# SERVICES AND FACILITIES ASSESSMENT

## PHASE 1: SERVICE ASSESSMENT

- Assess all YVL locations
- Strategic Plan/Community Needs Assessment to inform and evaluate:
  - Outcomes YVL would like to achieve
  - Current usage of each location
  - Service levels of each location
  - Open hours
  - Staffing

## SERVICES AND FACILITIES ASSESSMENT

### PHASE 1: FINDINGS

- Current foot print was inherited over several decades and needs modifications to meet the needs of YVL's service area
- Many locations are underutilized with 3,000 or less visits a year
- As expenses have increased, all of our contract locations are being subsidized
- Many locations are dated and missing basic features that are expected and needed in a modern public library:
  - No restrooms
  - Limited to No Programming Space
  - Small Foot Print (Less than 1000 sq. ft.)
  - ADA Accessibility
  - Parking



## SERVICES AND FACILITIES ASSESSMENT

### STAFF RECOMMENDATION

- Establish minimum library standards to ensure the biggest impact to our service area
  - Safety for public and staff
  - ADA Accessibility
  - Programming space (indoor and/or outdoor)
  - Population density/ Annual Visitor Count
  - Public restroom in the library
  - Space for Collections & Holds
  - Open a Minimum of 25 Hours a week



## SERVICES AND FACILITIES ASSESSMENT

### STAFF RECOMMENDATION

- Meet with contract cities to share findings and workshop the following options:
  - Ability to meet standards
  - Increasing annual fee
  - Transitioning to a Bookmobile Stop





# SERVICES AND FACILITIES ASSESSMENT

## PHASE 2: FACILITIES ASSESSMENT

- Modify Project Team
- Develop Scope of Work based on approval of standards set in Phase 1
- Priority Order:
  - Owned Buildings
  - Annexed Cities
  - Contract Cities



FEEDBACK OR QUESTIONS





# BOARD RETREAT: INITIATIVES

CANDELARIA MENDOZA, EXECUTIVE DIRECTOR

- STRATEGIC PLAN OVERVIEW
- CLASSIFICATION AND COMPENSATION STUDY
- SERVICES AND FACILITIES ASSESSMENT



# Classification and Compensation Study

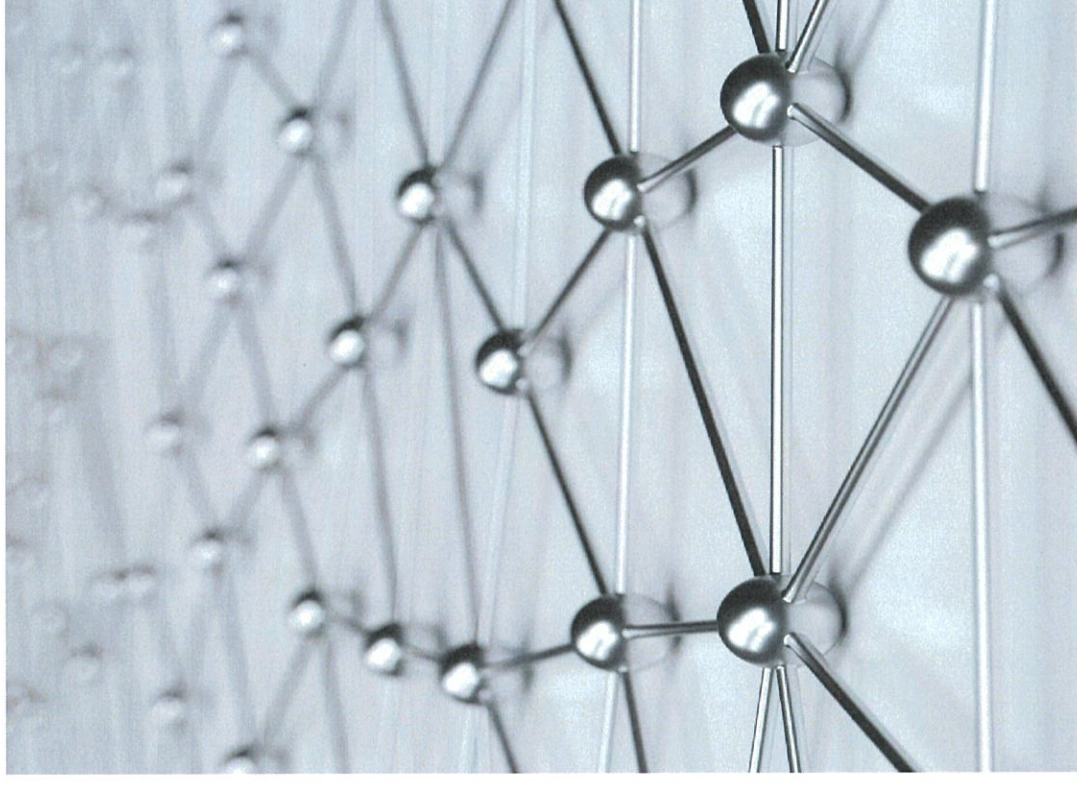
August 12, 2024





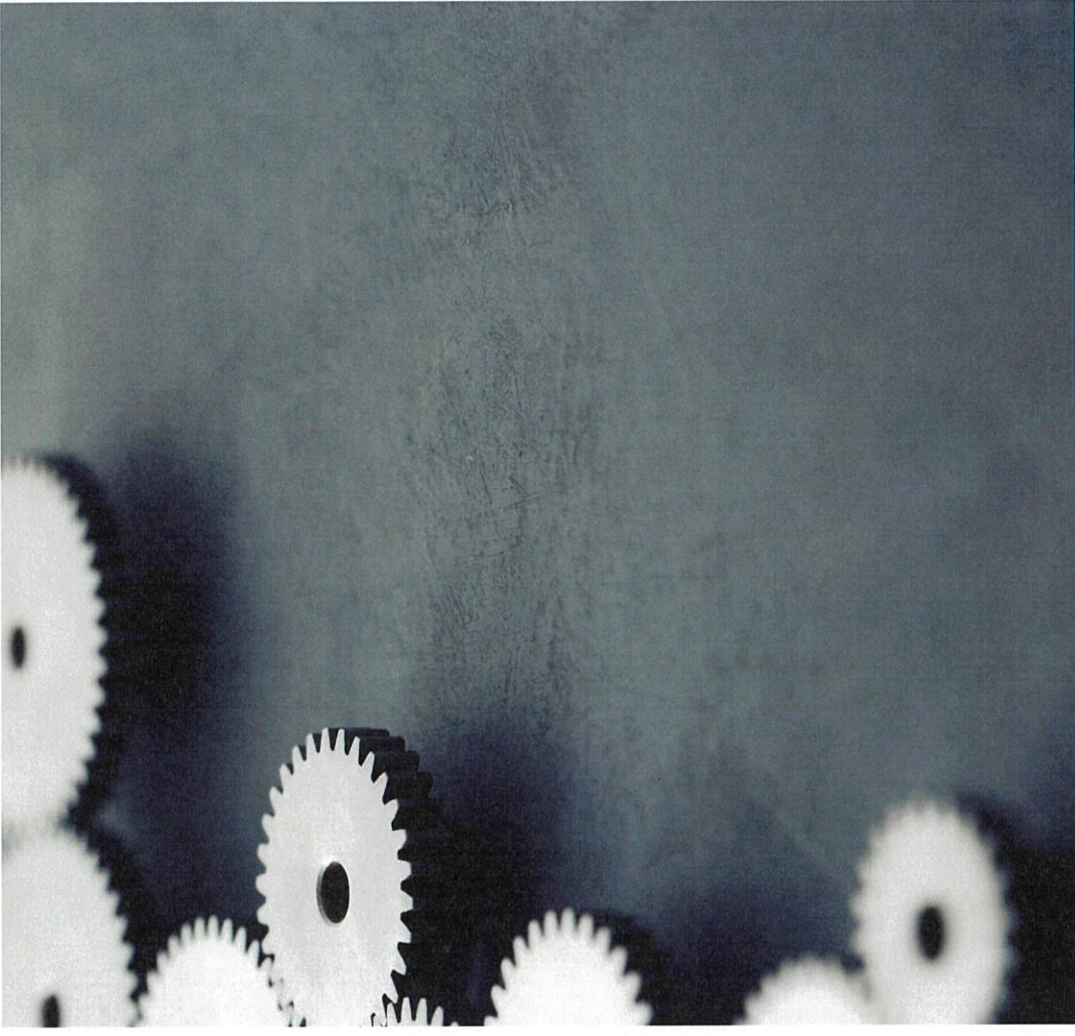
# Study Objectives

- Determine YVL's level of market competitiveness through evaluation of the external market.
- Review positions and establish internal equity among YVL positions.
- Integrate the external market, internal market, and job audit data into a tailored classification and compensation system.
- Develop a classification and compensation plan.
- Make recommendations on keeping the plan current, equitable, and up to date.
- Provide a comparison of benefits.
- Job Description updates and policy review.



# Methodology

- Interviews with Business Services Director, Executive Director, and Department leaders.
- Review data from current Compensation Systems, demographics, job descriptions, and policies.
- All positions requested to complete a Position Questionnaire (PQ). At least one (1) PQ was required per position/department.
- Solicited compensation data from public organizations (Minimum, Midpoint, Maximum, and Incumbent Salary).
- Upon completion of the draft compensation schedule, the Consultants met with the Administration to finalize the schedule and implementation.





# Public Comparable Organizations

City of Yakima
Yakima County
Mid-Columbia Library
North Central Washington Libraries
Timberland Regional Library
Fort Vancouver Regional Libraries
Grandview Public Library
Educational Service District 105 - DNP
West Valley School District
East Valley School District
Yakima Valley College - DNP
Central Washington University

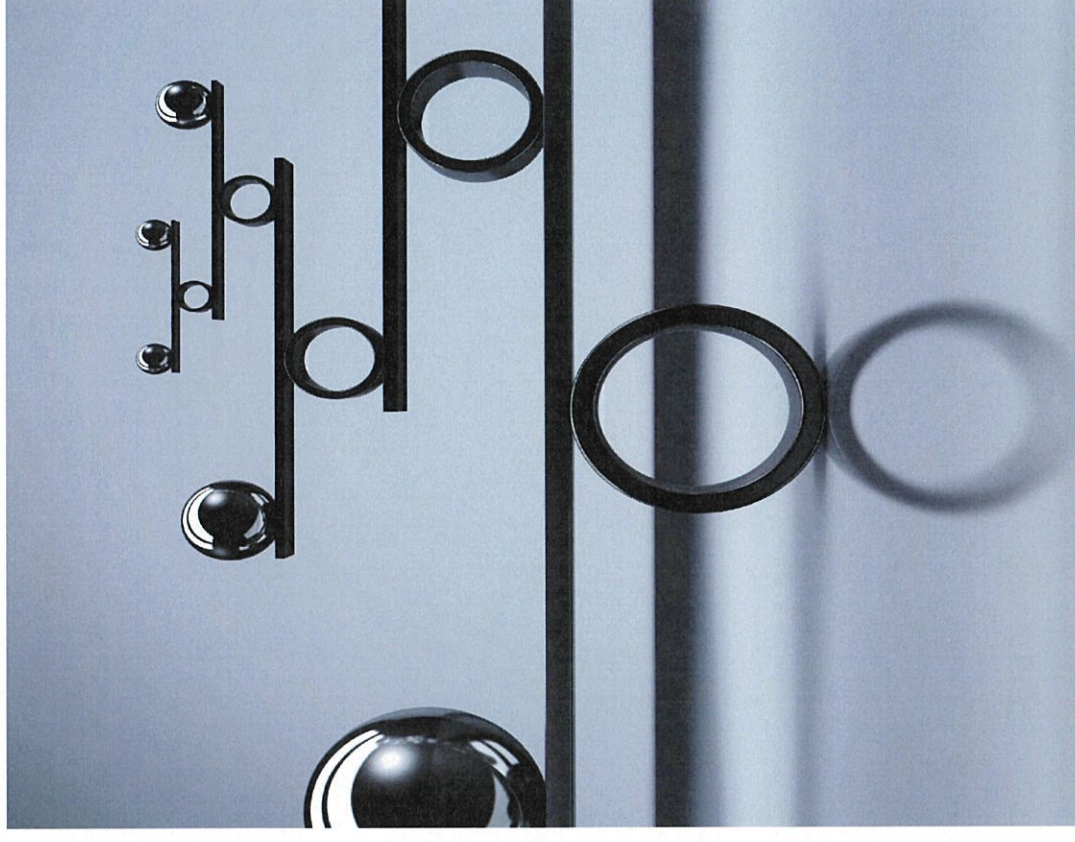
DNP = Did not participate



# Market Analysis

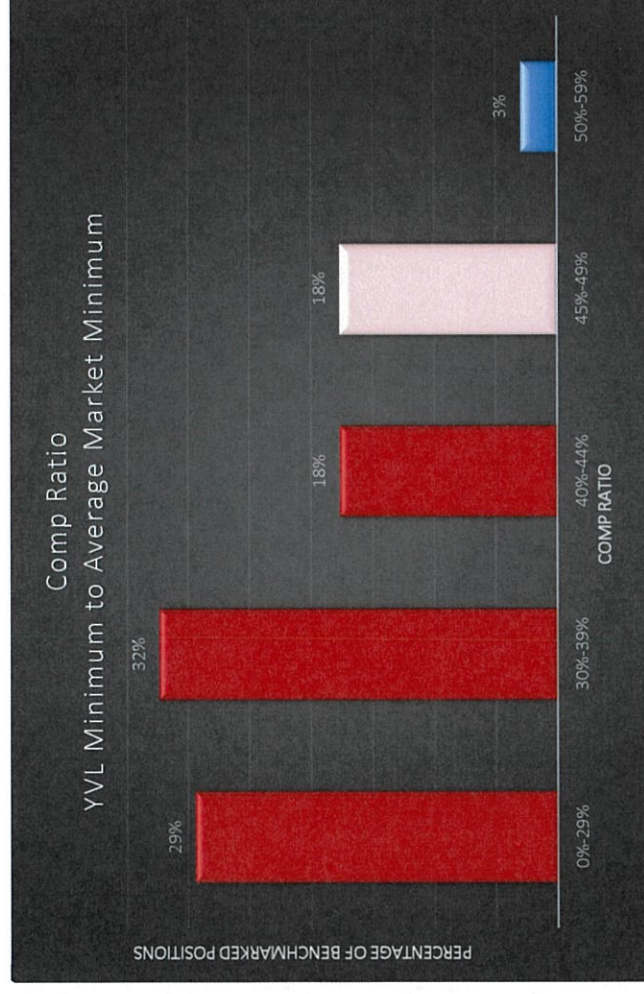
## Comp Ratio

- A comparison of the Library's Salary Range and/or salaries to the "Market"
- Average Market Rate: 50%
- Acceptable Comp Ratio Range: 45%\* - 60%





# Minimum Salary Analysis



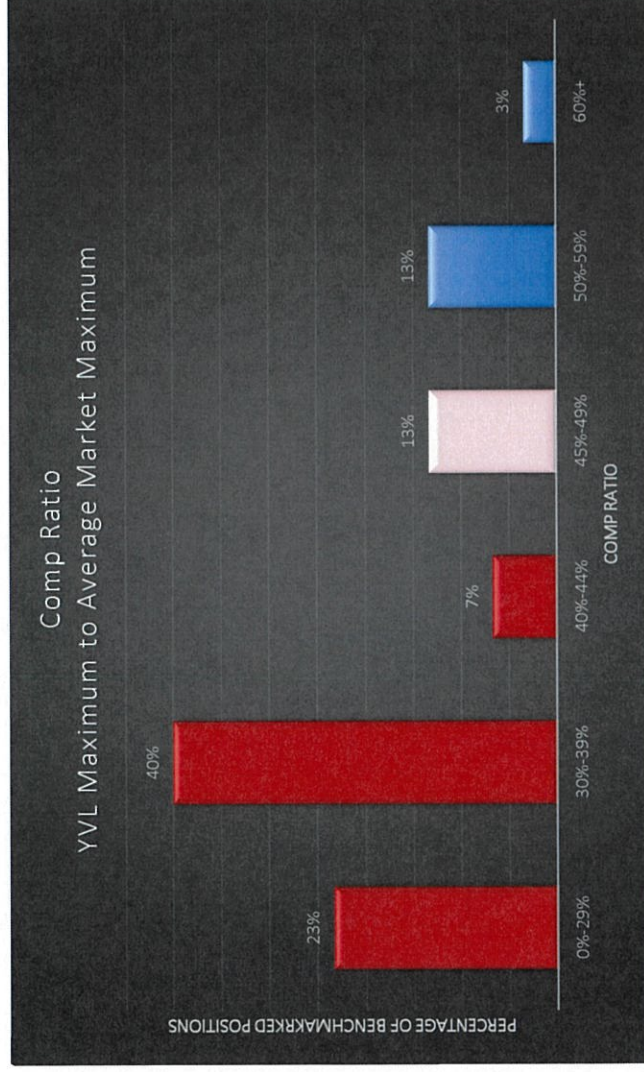
79% under Market

18% at Risk

3% aligned with Market

May not result in 100% due to rounding

# Maximum Salary Analysis



70% under Market

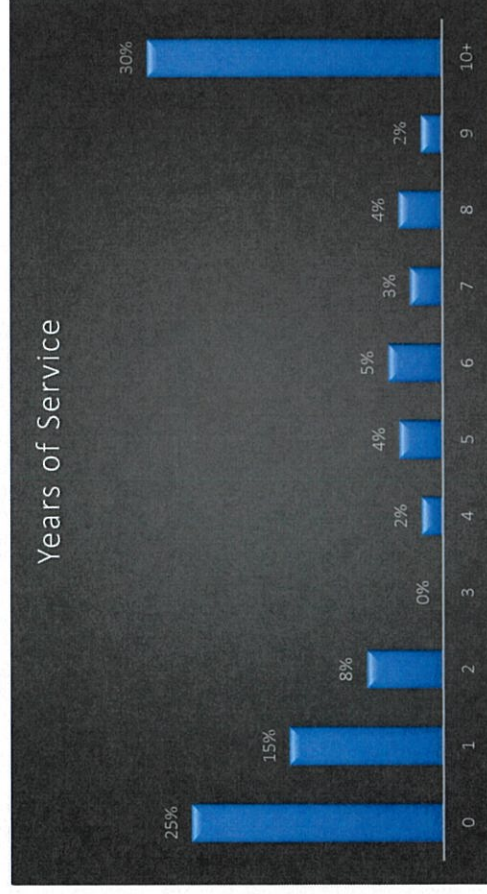
13% at Risk

16% aligned with Market

May not result in 100% due to rounding



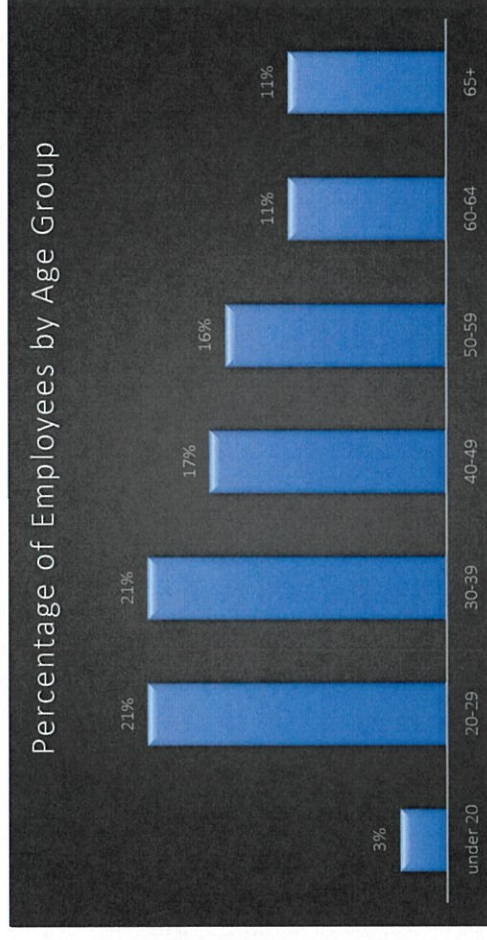
# Demographics



Tenure: 7.23 years

National Average: 6.9 years

48% hired in past 2 years



38% of the workforce eligible for retirement over the next decade

45% of workforce under age 40 (mobile workforce)

# Compensation Philosophy

## May also be referred to as Compensation Strategy

An organization's commitment to compensation for its employees. The goal of a compensation philosophy (and practice) is to attract, retain, and motivate qualified people. A consistent philosophy sets the direction for determining the compensation package to offer employees and should align with the overall Mission of the organization.

- ❖ Lead the local market for competitive recruitment/retention by setting the ranges over the average market.
- ❖ **Meet the local market by aligning the ranges to the average market. *Most organizations strive for average.***
- ❖ Follow the local market by not reaching the average. *This typically only happens for financial purposes, and fiscal resources will then be allocated to recruitment and turnover.*

Total Payout Cost + Recruitment Cost + Replacement Compensation/Benefit Cost + Training Cost.

Turnover Costs will typically calculate around 1.5 times the cost of the original position, in addition to the impact to operations that can be felt to its constituents over time.

Organizations with limited financial resources should find balance with competitive salaries or the organization will be using its limited financial resources on turnover costs.



# Current Salary Systems

- Step Model
- 14 Pay Grades and 2% steps
- 3.6% - 28% Grade Separation
- 43% Spread between Step 1 and Step 13

# Recommendations

Compensation Philosophy set to market average

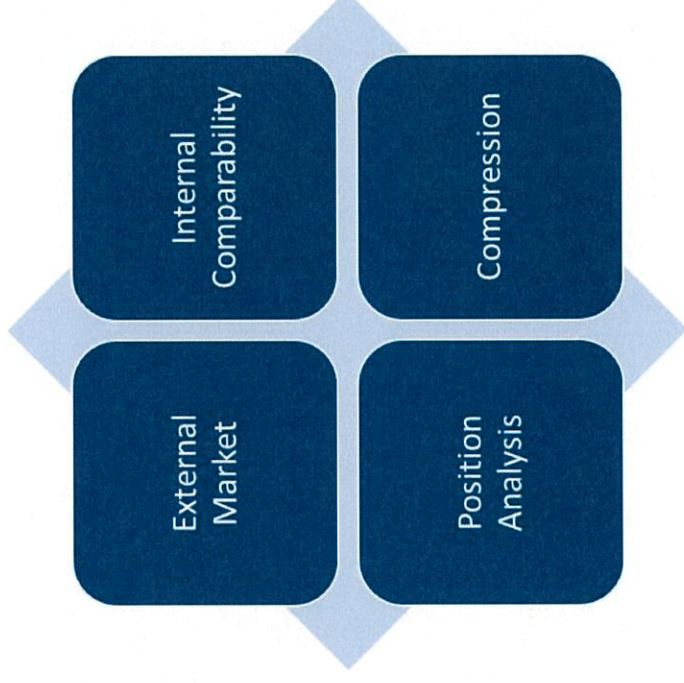
- Step Model
- 16 Pay Grades and 2.5% steps
- 7% - 19% Grade Separation
- 10% to Step 5 (aligned to Market Average)
- 31% Spread between Step 1 and Step 12
- Pay Grade A – minimum wage and 6 steps



# Position Placement

Utilization of several factors  
used to place positions:

Based on the Position **NOT**  
the Person



# Managing the Structure

Determine an economic indicator to rely on annually

- Be consistent
- CPI-W, survey comparators to average their adjustments

Salary Schedule Adjustments

- Annual adjustment to keep the ranges aligned to the market

Market Updates

- Every 3 years while current market conditions continue
- Metrics



# **Recommended Implementation**

## **2-Year Implementation Strategy**

### **Year 1 - January 1, 2025**

- Salary Ranges implemented at 2.5% less than full recommendations.
  - Allows for additional in-range adjustments in Year 1
- Employees are placed to the Minimum of their Salary Range of 2025 Salary Schedule, if under.
- In-range adjustments recommended based on time in position with YVL.
- No red-circle scenarios.

### **Year 2 - January 1, 2026**

- Bring the Ranges up the remaining 2.5% plus economic range adjustment.
- Ensure employees are placed in the 2026 Salary Schedule.
- Assess for any additional in-range adjustments that may be needed.

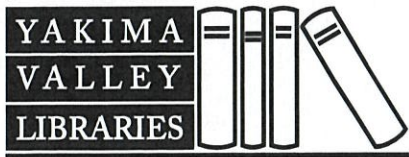
# **Benefit Review**

- Health Insurance
- Time Off Benefits
  - Holiday
  - Personal Days
  - Vacation
  - Sick Leave





# Questions



Although YVL, as a junior taxing district, is not unique in identifying that costs of providing services has gone up significantly over the last few years with inflation ranging from three to seven percent. It is unique in that their revenue model, which is determined by state law, is currently not able to absorb current inflation rates and other expenses with a 1% cap each year. Although YVL has been fiscally responsible and has been able to add funds to their reserves over the last several years, starting in FY 2025 YVL's expenses will outpace their revenue.

YVL will need to explore options to seek cost savings or to increase revenues over the next few years. The following are options and projects that will allow YVL to capture additional information that will help shape future budget forecasts and decision-making for YVL leadership and Board of Trustees.

**Levy Lid Lift:** YVL can explore seeking a levy lid lift (tax increase), but it will require time to do a feasibility study as well as funds to run the campaign if the study determines that we could be successful.

**Contract Cities:** YVL currently has contracts with four cities to provide library service: Granger, Mabton, Naches, and Tieton. YVL leadership should engage each city to negotiate an increase to their annual fee or evaluate whether the Bookmobile should serve these locations.

**Classification and Compensation Study:** to ensure that YVL can stay competitive and attract qualified candidates for their positions, the Trustees approved implementing a Class & Comp study. YVL is aiming to implement a new salary schedule for 2025 based on their findings.

**Services and Facilities Assessment:** In order to capture details about the current costs of providing library services as well as insights on their 16 library locations, Yakima Valley Libraries (YVL) initiated a Services and Facilities Assessment in early 2024. The information gathered will allow YVL Leadership to provide the Trustees with valuable insights, options, and recommendations on how to provide library services to our contract, annexed and unincorporated service areas while maintaining a balanced budget.

The priorities that drove the assessment were the outcomes that YVL committed to do in their 2024-2028 Strategic Plan. Those outcomes include providing **safe & welcoming** spaces for programs, services, and collections that will **Empower, Inspire, and Connect** our community. With those priorities in mind, YVL will create profiles for each of their library locations that will help provide insights for YVL's leadership team as well as the Board of Trustees.



YVL Libraries	Open Days/Hours	Annexed / Contract City / Unincorp. / Owned	Estimated Total Sq. Ft.	Population	Year Built	Bldg age as of 2024	Remodels/Upgrades	Notes
Buena	5 / 25	Unincorporated	1,500	1,048	2012	12	2022	2022 - Shelving & circulation desk rearranged to provide better flow & line of sight for staff
Granger	5 / 25	Contract City	2,213	3,676	1965	59	2018	Rearranged computer room and turned 1/2 the room into a reading area. Separated teen & adult computers.
Mabton	5 / 25	Contract City	1,256	1,932	1960	64	2019	2017, replaced wooden shelving w/ metal shelving; rearranged circulation desk 2019 - Replaced old computer tables w/ computer carrels
Moxee	5 / 25	Annexed	1,460	4,761	1979	45	2017	2016 - Replaced circ. Desk & added wooden library sign outside 2017 - installed some new tables, chairs & shelving
Selah	6 / 50	Annexed & Owned	4,152	8,534	2003	21	2022	2017 - Roof was replaced 2022 - Replaced all of the carpet; interior was repainted;

YVL Libraries	Open Days/Hours	Annexed / Contract City / Unincorp. / Owned	Estimated Total Sq. Ft.	Population	Bldg Year Built	Bldg age as of 2024	Remodels/ Upgrades	Notes
Sunnyside	6 / 45	Annexed & Owned	8,042	16,296	1964	60	2024	2024 - HVAC replacement 2016 - Landscaping was updated 2015 - Complete remodel - new lighting, carpet, office spaces & furniture 2011 - Roof replaced
Toppenish	5 / 35	Annexed	2,247	8,704	1921	103	2023	2023 - City installed mini-split units 2023 - Purchased solar exterior lights 2022 - Replaced exterior staff entry door; Rearranged circulation desk, moved & removed some shelving & computers 2020 - Moved book return next to rear door of library.
Union Gap	n/a	Annexed	1,854	6,546	2024	0	N/A	
Wapato	6 / 39	Annexed	2,273	4,513	1978	46	2020	2020 - New circulation desk installed - swapped circulation desk and public computers to provide better visual of the whole library. the City installed a new HVAC system 2014 - City installed new carpet.



YVL Libraries	Open Days/Hours	Annexed / Contract City / Unincorp. / Owned	Estimated Total Sq. Ft.	Population	Bldg Year Built	Bldg age as of 2024	Remodels/Upgrades	Notes
West Valley	6 / 58	Annexed & Owned	10,000	97,012	2012	12	2020	2020 - Operable wall installed, some new shelving was installed in kids area.
								2019 - 2nd exterior book return installed.
								2018 - Bollards installed in front of the library for protection. New children's mobile shelving installed.
Yakima Central	6 / 53	Annexed & Owned	12,318	97,012	1958	66	2024	2013 - bathroom counters changed out to solid surface.
								2023 - Garage roll-up door openers replaced.
								2021 - Roof replaced. New rails installed under RTU to raise them up above winter snow levels.
								2021 - Entry reconfigured and entry doors replaced with sliding doors.
								2019 - Additional electrical & cabling run in the basement to accommodate Tech Services & IT moving to the basement.
								2015 - Suspension cable replace on the main elevator
								2012 - Remodel of the public space, creating new offices, public bathrooms, and new spaces for public. This included new carpet, flooring, paint, computer areas & circulation desk in the public areas.
								2011 - HVAC system was retrofitted with new RTU on the roof.

LIBRARIES Less than 1,000 Sq. Ft.				Population	Built	2024	Last Remodel/Upgrades	Notes
Harrah	5 / 25	Annexed	493	576	1940	84	2016	New vinyl flooring installed by the City in 2016.  2018 intalled some metal shelving for the children's books.
Naches	5 / 25	Contract City	893	1,073	1920	104	2017/2018	Installed a newer circulation desk & purchased cabinets for back work counter.  2018 - Installed some additional lighting in dark areas of the library; Built a new wood library sign for front lawn; installed a new screen door.
Southeast	3 / 12	Annexed	756	97,012	1972	52	2024	2024 - Roof is in the process of being replaced.  2015 - Reorganized the furniture, removing some shelving to provide better area for children.
Terrace Hts.	5 / 28	Unincorporated	880	9,244	1931	93	2023	2023 - New carpet installed, walls all painted & new shelving was installed.  New Mitsubishi split heating/air unit was installed.
Tieton	3 / 15	Contract City	390	1,560	1950	74	N/A	2020 - THCA had the parking lot paved.
Zillah	5 / 25	Annexed	925	3,154	1911	113	2019	2019 - City installed a new wall heater.  2017 - Comfy reading chairs installed, spaces reorganized.  2016 - Computer carrels installed.