

Yakima Valley Libraries
Board of Trustees
Budget Study Session
Monday, September 23, 2024– 3:15 p.m.
Yakima Central Library Boardroom

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, Community Engagement & Impact Manager- Sully Gama, Regional Library Manager Region 1- Kristine Tardiff, Facilities Manager-Susan Miller, IT Manager-Melissa Vickers, Technical Services & NWRR Manager -Sherrie Prentice,

Absent: Collection Development & Circulation Manager- LeNee Gatton, Regional Library Manager Region 2- Heather Campbell

Visitors: No Visitors

Call to Order

President Charbonneau called the meeting to order at 3:15 pm.

a. Determination of quorum

President Charbonneau determined a quorum of the Trustees was present.

b. Recognition of visitors

No visitors were present.

Approval of the agenda

MOTION: Trustee Panagakos moved to approve the agenda as presented. Trustee Watkins seconded the motion. Motion passed unanimously.

II. Budget Study Session: Potential 2025 Initiatives

a. Deferred Maintenance

Discussion/Action

Mendoza shared a PowerPoint presentation on the 2025 budget initiatives (attached). The first slide covered Deferred Maintenance. Mendoza communicated that with Trustee approval in 2023, one percent of the total revenue went toward Deferred Maintenance, and a half percent went toward technology. She said YVL is recommending that it continue the same practice in 2025, but the exact amount will be shared at the October 28th board meeting. In addition, Mendoza noted that YVL would like to continue to provide a \$20,000 Critical Infrastructure line item to facilities that would be pulled from the Deferred Maintenance account.

Mendoza communicated that technology costs have increased, and there's a need to support future capital improvement projects, for which YVL hopes to use the Deferred Maintenance fund. The next item to consider was the strategic plan outcomes to support the Digital Inclusion Initiative and potential facility plan.

b. Services and Facilities Assessment

Discussion/Action

Mendoza stated that this part of the discussion was a continuation of the Board Retreat conversation on the assessment. She began by sharing about the current state of the project. First, staff have captured usage data, demographics, community needs, and direct and indirect costs for each location. Second, Mendoza shared that those findings had captured opportunities for improvements and modifications to YVL's current footprint, as several locations are underutilized.

Next, Mendoza provided a high-level overview of YVL's patron usage rate from the 2023 weekly average statistics on circulation, patron visits, computer sessions, and WIFI usage. She also provided information on the total weekly activity and the hours open at each location. She commented that Union Gap was the only location that had yet to be reported on since it is not open yet. She then shared the final data set that captured the hourly activity at each location. To do this, Mendoza took the average of the three data points (circulation, visits, and computer/WIFI) by adding them together and then dividing by the hours open/week to get the total. Mendoza asked the Trustees if they had any questions, and they said no.

Using that data and understanding, Mendoza said that YVL has a large footprint and recommended breaking the project into two phases. The first phase would be to start connecting with the contract cities and updating the agreements in 2025 to implement new agreements for the 2026 fiscal year and pivoting to the Bookmobile for the Southeast location in 2025. Next, YVL would begin phase two, which would start by connecting with the library locations' owners in annexed cities and unincorporated Yakima County to update those agreements. Mendoza then moved to the next slide, which provided the same high-level overview but with Southeast highlighted in green.

Next, Mendoza shared the staff recommendations for Phase One. Again, this phase focuses on the contract cities. Mendoza communicated that the main focus would reaffirm the following: YVL to continue its long-standing relationship with each city so the Library can continue to provide some level of library access to the community, expenses of operating the library are exceeding the annual fee provided by the city and is no longer sustainable for YVL, the Library wants to collaborate with the owners to revise the agreements to ensure both parties can meet the needs of the community as well as create sustainable partnerships, and the Library to minimize the impact to staffing if the options were to lead to a reduction of services.

Continuing with the staff recommendations, Mendoza communicated that by using the initial assessment and expenses, YVL would provide each owner with one of the following options. Option A would increase the fee to continue providing library access without a physical location; Option B would increase the fee to continue providing library access and a Bookmobile stop; Option C would increase the fee to continue operating the library location. Mendoza commented that patrons would have access to nearby locations and YVL's digital resources for Option A.

Trustee Panagakos asked why Option C was at the bottom of the list as it would allow the continued use of the building. Mendoza replied that for some of these Cities, even if they annexed, it wouldn't produce enough funding to continue to operate the library. Trustee Charbonneau asked if Option C should stay on the list, and Mendoza said it would remain an option for the libraries that could remain in operation.

The next part of the presentation covered Phase One statistics for Mabton, Tieton, Naches, and Granger, followed by staff recommendations for each.

Mabton Library Overview:

- Population: 1,932
- Low population density sets library up to be underutilized
- About 15 miles from Sunnyside Library
- 4.09 activities per hour-2023 statistics
- Total YVL could receive if City/community moves to annex: about \$32,330
- Current fee from the City after maintenance: \$10,762
- Current (2024 estimated) direct costs to operate the library: about \$71,166
- Potential Cost Savings for YVL: about \$69,076

Staff Recommendation for Mabton:

- Option A: increase fee to continue to provide library access, but no physical location---\$25,000, or
- Option B: increase fee to continue to provide library access and a Bookmobile stop---\$35,000

Mendoza commented that the population of Mabton isn't very high, and the library closest to it is Sunnyside. While it isn't ideal for patrons to go to the Sunnyside location, it could make sense for people to visit the library when they drive there for other needs. Mendoza said that the focus for Mabton was more on direct costs instead of indirect, so there might be room to work with. Mendoza then commented on the \$32,330 that would be paid if the city were to annex and said it wouldn't be enough to sustain the operation of a physical location. She said YVL would offer Mabton the option of increasing the fee without a location or to increase the fee to continue to provide library access without a physical library. Trustee Charbonneau asked what would happen if they were to say no. Mendoza replied that YVL is offering them a deal, and philosophically, YVL wants them to have library access. Referencing the Staff Recommendation, Trustee Watkins asked how the \$25,000 was calculated. Mendoza said it was estimated by finding a middle ground between the maximum that YVL would receive through annexation of \$32,330 and a non-resident fee of \$100 per household.

Tieton Library Overview:

- Population: 1,560
- Low population density sets library up to be underutilized
- Less than 5 miles from Naches Library
- 8.89 activities per hour-2023 statistics
- Total YVL could receive if City/community moves to annex: about \$55,500
- Current fee from the City after maintenance: \$22,177
- Current (2024 estimated) direct costs to operate library: about \$25,072
- Potential Cost Savings for YVL: about \$22,684

Staff Recommendation for Tieton:

- Option A: increase fee to continue to provide library access, but no physical location---\$25,000, or
- Option B: increase fee to continue to provide library access and a Bookmobile stop---\$35,000

Mendoza shared that Tieton isn't in the red as much as the others, but the current fee doesn't include books, computers, and technology. She said that YVL wouldn't offer a physical location because it's close to the Naches library, which YVL wants to keep open. Trustee Watkins asked what would happen if they were to refuse either option or couldn't come up with the higher fee. Mendoza replied that she would approach the Board on whatever option Tieton presented. But if no deal was made, she said residents would need to pay a non-resident fee to use library services.

Naches Library Overview:

- Population: 1,073
- Residents from nearby unincorporated county pulls in more demand & use of the facility
- About 12 miles from Selah Library
- 22.49 activities per hour-2023 statistics
- Total YVL could receive if City/community moves to annex: about \$55,000
- Current fee from the City after utilities & maintenance: \$14,125
- Current (2024 estimated) direct costs to operate library: about \$85,376
- Potential Cost Savings for YVL: about \$77,643

Staff Recommendations for Naches:

- Option A: increase fee to continue to provide library access, but no physical location---\$25,000, or
- Option B: increase fee to continue to provide library access and a Bookmobile stop---\$35,000
- *Option C: increase fee to continue to operate library location---\$45,000; explore the viability of annexation and a new building for the library; Option A or B will be a backup pending conversations with the City*

Mendoza said Naches was an exception regarding usage because while it has a lower population, it is close to unincorporated areas of the County that use the library. For Naches, YVL would be interested in doing a cost-sharing model. Trustee MacKintosh commented on the direct cost of \$85,376 being a large number, and Mendoza replied it was because of the salary of staff at the library. She said YVL would begin by offering Option C but also have options A and B. Mendoza informed the Board that Miller completed a risk assessment of the Naches library, and the results indicated the building was in terrible shape and hazardous. An aspect of this is that the city keeps chlorine in the building. Trustee Panagakos asked why that was, and Mendoza replied it was for the community pool. In concluding the discussion on Naches, Mendoza expressed the need to navigate the talks with the community so they understand it's a lack of resources and that we need more collaboration and resources from the city.

Granger Library Overview:

- Population: 3,676
- About 9 miles from either Sunnyside or Toppenish Libraries
- 14.16 activities per hour-2023 statistics
- Total YVL could receive if City/community moves to annex: about \$64,000
- Current fee from the City after maintenance: \$22,829
- Current (2024 estimated) direct costs to operate library: about \$52,944
- Potential Cost Savings for Direct Costs: about \$49,361

Staff Recommendation for Granger:

- Option A: increase fee to continue to provide library access, but no physical location---\$25,000, or
- Option B: increase fee to continue to provide library access and a Bookmobile stop---\$35,000
- *Option C: increase fee to continue to operate library location---\$50,000 and explore the viability of annexation in the near future; Option A or B will be a backup pending conversations with the City*

Mendoza said YVL would also consider keeping the Granger Library open. She said YVL would start by proposing Option C and consider the viability of annexing in the future. She said the Granger library has had problems with its HVAC unit that have caused it to close more than once. It was asked

why the city has been slow to act in those situations. Mendoza replied that the city has been responsive, but the unit is very old, so finding replacement parts is difficult.

Southeast Library:

Mendoza then provided an update and staff recommendations on the Southeast Library. She shared that staff at the Central Library have been operating the library, so there wouldn't be an impact to staff if changes were made. She communicated that the consideration of closing the library there was due to resource constraints, underutilization, and duplication of services provided by Yakima Central. She said YVL would inform the community that the Bookmobile would provide additional library access, and Yakima Central would continue to provide them services as it's less than two miles away. She then shared the following information.

- Current (2024 estimated) direct costs to operate library: about \$31,316
- Potential Cost Savings for YVL: about \$30,321
- 6.77 activities per hour-2023 statistics
- Potential impact for staff: None
- Potential Timeline: January 1st, 2025

The next part of the presentation covered the potential budgetary impact of the Services and Facilities Assessment; Mendoza iterated that these were what-if scenarios.

YVL could receive an annual fee pending the option that the City selects

- Option A: increase fee to continue to provide library access, but no physical location---\$25,000 w/ a 3% increase per year
- Option B: increase fee to continue to provide library access and a Bookmobile stop---\$35,000 w/ a 3% increase per year
- Option C: increase fee to continue to operate library location---\$45,000 or \$50,000 w/ a 3% increase per year, and city's pay utilities and maintenance

YVL would also see cost savings from each location:

- About \$22,684 for Tieton to no longer have a physical location
- About \$69,076 for Mabton to no longer have a physical location
- About \$5,000 for Naches to keep operating location, but the City pays utilities
- \$0 for Granger to keep operating the location since the City already pays utilities
- About \$30,321 for Southeast to have the Bookmobile provide additional library access to that area instead of a physical location

Potential Examples based on ideal scenarios:

Tieton: YVL saves about \$22,600 in direct costs, and City provides \$35,000 for Option B

- YVL will add about \$57,600 to general revenue

Mabton: YVL saves about \$69,000 in direct costs, and the City provides \$25,000 for Option A

- YVL will add about \$94,000 to general revenue for Mabton

Naches: YVL saves about \$5,000 in direct costs, and the City provides \$45,000 for Option C

- YVL will add about \$50,000 to general revenue for Naches

Granger: YVL saves \$0 in direct costs, and the City provides \$50,000 for Option C

- YVL will add about \$50,000 to general revenue for Granger

Mendoza said about \$250,000 would be added to YVL's general revenue for 2026 and beyond to modify contract agreements and an additional \$30,000 from savings for Southeast, making it a grand total of about \$280,000 per year.

Trustee Charbonneau asked when YVL anticipated contacting these cities. Mendoza replied that conversations would be in 2025 to begin planning for 2026. She said Slaughter will mail the budget letters to the contract cities in October. He will include an FYI in the letter that meetings will start taking place. Trustee Panagakos asked about the unincorporated areas. Mendoza said they pay taxes to the library, similar to the annexed cities, but they receive library services from our online resources along with any physical location. Trustee Liebrecht asked if adding several more Bookmobile stops would be feasible in addition to their current schedule. Mendoza replied that she wasn't sure the Bookmobile would go to these locations as often, as each location would be about two hours a week. She added that this is why YVL wants to negotiate the contract cities first because she believed the Bookmobile could handle it. Trustee Watkin said that it seems possible that some cities may choose to opt out as a way for them to have cost savings as well. Mendoza replied that YVL wants to provide services but that even a levy lid lift wouldn't help YVL with these particular libraries since they are contracted and not annexed. She said it would hurt, but YVL would need to be okay parting ways. Trustee Panagakos said it could be good to discuss how long it has been since an agreement was made. Mendoza replied that the Library needs to be clear about what it's bringing into the deal (people, collection, facilities, services, and elements of programming). She said some of these cities, such as Mabton, aren't in a great financial place, while Naches is in a more optimistic position, and the city manager seems to be more pro-library. Mendoza also said that the capital improvement grant YVL applied to could be used if they're willing to set-up a long term agreement. At the same time, the possibility of them disconnecting from YVL is also there.

The last slide of the presentation provided a snapshot of Phase 2. Mendoza said this is when YVL would begin connecting with the annexed cities and location owners from unincorporated county libraries to update agreements.

Using assessment and funds received through annexation, provide one of the following options:

- Option A: Owner pays all maintenance, utilities & janitorial
- Option B: Owner pays maintenance, janitorial & YVL may cost share for utilities
- Option C: Owner pays maintenance and YVL cost shares for utilities & janitorial
- Option D: Physical location is replaced with Bookmobile Service and/or a nearby library

Timeline: Mendoza said YVL would initiate meetings with owners in the Fall of 2025 and aim to have new agreements with all of them by FY 2027.

Mendoza said Phase Two is more about formalizing YVL's agreements between YVL and the annexed cities and location owners from unincorporated county libraries. She added that the recent agreement with Union Gap can be used as a model to reference, which clearly explains the responsibilities of both parties. Mendoza said the cities that have relationships with YVL haven't tried to change agreements. She said when conversations take place, they will be centered on funds. Trustee Charbonneau said she's happy there's a plan in place. It was then briefly discussed that the first Services and Facilities Assessment done in 2018 contained some of the elements in the new plan. Trustee Watkins asked about the project's timeline and when conversations with building owners would occur. Slaughter replied that the letters are going out to the contract cities in October. Mendoza added that YVL missed the window to renegotiate the annexed cities in 2025. Trustee Liebrecht asked about any public relations efforts. Mendoza said that YVL will need to work on creating talking points and ensuring that our message is about resources and sustainability. Trustee MacKintosh asked about the potential impact to staff. Mendoza said that the buildings YVL would negotiate a non-physical space for are staffed with two people. She expressed her hope to pivot those staff members to different roles instead of parting ways. Trustee Watkins asked about the non-resident fee of \$100 and if there would be any scholarships for families who are unable to pay that. Mendoza said there's potential through the Foundation and will revisit that idea after conversations with the cities. Trustee Panagakos said the cost would be an annual fee, which could be difficult to maintain through the Foundation. Mendoza added that YVL doesn't currently have many non-resident fee card holders.

In concluding the Services and Facilities Assessment, Mendoza asked the Board if it felt like a good plan, at least for Phase 1. Trustee Charbonneau asked Mendoza if a motion was needed to move forward, and she said no. Trustee Panagakos iterated that the decision now is to initiate conversations. Trustee Charbonneau asked if a decision was needed on Southeast, and Mendoza said there would need to be a motion on that (at a later meeting). It was about Southeast's usage, and Mendoza replied that it continues to decrease. Trustee Liebrecht said he doesn't want to close Mabton, and Trustee Charbonneau said they could come back with a counteroffer. Trustee MacKintosh commented she's happy there's a plan, but it's difficult to consider.

This concluded the Services and Facilities Assessment discussion.

- c. Class & Comp- 2025 Salary Schedule Discussion/Action
Mendoza began by sharing the following informational overview from the PowerPoint presentation.

Current State:

- 79% of our minimum salary is under market, and 18% are at risk
- 70% of our maximum salary is under market, and 13% are at risk
- We have struggled to fill professional-level positions (BA or higher)
- 22% of our workforce are eligible for retirement over the next 5 years
- 48% of our workforce was hired in the last 2 years

Mendoza commented on the 48% and said it could be a consistent trend for YVL if staff that are eligible to retire decide to retire. Next, she communicated YVL's compensation philosophy (meeting the local market by aligning the ranges to the average market) and provided the Board with YVL's recommendation. She shared the following points on the 2025 salary schedule to place all positions at market.

- Step Model
- 16 Pay Grades and 2.5% between steps
- 7%-19% Grade Separation
- 31% Spread between Step 1 and Step 12

Mendoza said YVL recommends moving forward with the suggested salary schedule. She said YVL has had a performance-based step increase and that this new schedule would make it easier to predict for accounting purposes.

Mendoza then provided the Trustees with a copy of the salary schedule (attached). It aligns each title with the market with only slight title changes. She said McGrath gave us the pay grades and steps. She said the first pay grade follows the State's minimum wage, but the rest would require a Cost of Living Adjustment (COLA) based on changes in the market. Mendoza asked if there were any questions but added that IT, Marketing, and Payroll were areas that were more off from market than others. Trustee Charbonneau asked why nothing was in the Pay Grade B column, and Mendoza replied it was to ensure that formula stayed in place to leave enough separation from one grade to another. Trustee Charbonneau commented that it was nice work. Trustee MacKintosh asked for an update on the Union, and Mendoza said it's still in process.

The following slide was on benefits. Mendoza said McGrath suggested that YVL update its health insurance benefits. She said it would be something to continue working on, but more is needed to find a better insurance package, so there won't be any recommended changes in 2025. In addition to health insurance, there won't be any recommended changes to holiday or personal days in 2025 either. Mendoza said YVL continues working with McGrath on vacation and sick leave

recommendations.

The final part of the presentation covered the potential impact on the budget. Mendoza said the 2025 salary schedule would place everyone at market and correct the most compression by adding approximately \$400,000 to salaries and benefits. Mendoza said it's too early to tell if any of that would need to be pulled from reserves, but she thinks it could all be absorbed in 2025 from savings. She also shared that the Union Gap Friends applied for a USDA grant, and there is potential that up to \$300,000 of Union Gap expenses could be reimbursed back to YVL; more will come on this in October. In conclusion, Mendoza expressed that in 2026 and beyond, admin will create cost savings through contract cities and budget adjustments to line items that could include professional services, supplies, and collect development. Lastly, she asked if there were any questions. Trustee Panagakos asked about two things: vacation and sick leave. Mendoza replied that she needs to meet with McGrath to discuss their recommendations, but she believes they have something ready. Trustee Panagakos then asked if YVL needed anything from the Board to move forward. Mendoza said she would like a green light from the Board to move forward with the salary schedule. Trustee Liebrecht asked if this would be a one-time hit to reserves and expressed that he's not committed to approving a salary schedule if it meant using reserves more often. Mendoza replied that the Board's approval would only be for 2025. Then, she said YVL would go to the Board at the end of 2025 to approve the following year. She added that YVL has a very healthy reserve and reiterated that it isn't likely that YVL would need to use the reserves.

MOTION: Trustee Panagakos moved to approve the Class & Comp 2025 Salary Schedule. Trustee MacKintosh seconded. Motion passed unanimously.

- d. Rebranding Discussion/Action
- Moving on to the final topic, Mendoza expressed that redesigning the branding is less of a priority; she didn't want it to fall from the queue. She hopes to use the rebranding process as a community engagement tool. She then communicated that the Redesign Initiative could begin anytime. The redesign would include the YVL logo and brand identity and be used as a style guide. Trustee Charbonneau suggested getting submissions from college students. Trustee Liebrecht asked if the Bookmobile would need to be wrapped again with the new design. Mendoza said the logo was intentionally left off for this purpose. Trustee Panagakos asked when the current logo was done and it was determined between 2008 and 2009.

There were no more questions.

III. Adjournment

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

President Charbonneau adjourned the meeting at 4:29 p.m.

Respectfully submitted,



Mary MacKintosh

Secretary



BUDGET STUDY SESSION: 2025 INITIATIVES

CANDELARIA MENDOZA, EXECUTIVE DIRECTOR

- DEFERRED MAINTENANCE
- SERVICES AND FACILITIES ASSESSMENT PHASE I
- CLASSIFICATION AND COMPENSATION
- BRAND REDESIGN

DEFERRED MAINTENANCE

CURRENT STATE

- In 2024, with Trustee approval, YVL created two separate internal accounts for Deferred Maintenance and Technology and placed
 - 1% of Total Revenue into Deferred Maintenance and
 - .5% of Total Revenue to Technology

STAFF RECOMMENDATION

- In 2025, keep the same percent of 1.5% of Total Revenue- *exact number will be provided in October*
 - Provide 1% of Total Revenue to Deferred Maintenance
 - Provide .5% of Total Revenue to Technology
 - Continue to provide a \$20,000 Critical Infrastructure line item in facilities that will be pulled from the current Deferred Maintenance account



DEFERRED MAINTENANCE

ITEMS TAKEN INTO CONSIDERATION

- Increase cost of technology
- Support for future capital improvement projects
- Strategic Plan Outcomes to Support:
 - Digital Inclusion Initiative
 - Potential Facility Plan



SERVICES AND FACILITIES ASSESSMENT

CURRENT STATE

- Staff have captured usage data, demographics, community needs, and direct and indirect costs for each location
- Findings captured some opportunities for improvements and modifications to our current foot print as several locations are underutilized

SERVICES AND FACILITIES ASSESSMENT

HIGH LEVEL USAGE RATE

| LIBRARY | 2023 AVERAGE CIRC/WEEK | 2023 AVERAGE PATRONS/WEEK | 2023 AVERAGE COMPUTER SESSIONS AND WIFI/WEEK | TOTAL WEEKLY ACTIVITY | HOURS OPEN /WEEK | (B+C+D)/F= HOURLY ACTIVITY |
|---------|---------------------------|------------------------------|---|--------------------------|---------------------|----------------------------------|
| HH | 37 | 20 | 2 | 58 | 25 | 2.33 |
| MA | 35 | 54 | 13 | 102 | 25 | 4.09 |
| SE | 20 | 50 | 11 | 81 | 12 | 6.77 |
| TI | 64 | 64 | 6 | 133 | 15 | 8.89 |
| BU | 67 | 122 | 43 | 232 | 25 | 9.27 |
| TH | 201 | 147 | 7 | 356 | 28 | 12.72 |
| WA | 148 | 301 | 62 | 510 | 39 | 13.09 |
| MX | 183 | 133 | 14 | 330 | 25 | 13.18 |
| GR | 82 | 232 | 40 | 354 | 25 | 14.16 |
| ZI | 231 | 109 | 18 | 358 | 25 | 14.34 |
| TO | 209 | 297 | 40 | 545 | 35 | 15.57 |
| NA | 364 | 191 | 7 | 562 | 25 | 22.49 |
| SS | 549 | 669 | 93 | 1,311 | 45 | 29.13 |
| SL | 1,304 | 673 | 60 | 2,037 | 50 | 40.74 |
| YCL | 1,952 | 2,018 | 549 | 4,519 | 53 | 85.26 |
| WV | 4,004 | 1,859 | 210 | 6,073 | 58 | 104.70 |
| UG | N/A | N/A | N/A | N/A | 40 | N/A |



SERVICES AND FACILITIES ASSESSMENT

STAFF RECOMMENDATION

Using all data compiled by staff, set up project into two phases as shown below:

PHASE I: CONTRACT CITIES & SOUTHEAST

Start connecting with contract cities and updating agreements in 2025 with the goal of implementing new agreements for FY 2026; as well as pivoting to Bookmobile for Southeast in 2025

PHASE II: ANNEXED CITIES & UNINCORPORATED COUNTY

Begin connecting with owners of each location and update agreements

SERVICES AND FACILITIES ASSESSMENT

HIGH LEVEL USAGE RATE

| LIBRARY | 2023 AVERAGE CIRC/WEEK | 2023 AVERAGE PATRONS/WEEK | 2023 AVERAGE COMPUTER SESSIONS AND WIFI/WEEK | TOTAL WEEKLY ACTIVITY | HOURS OPEN /WEEK | (B+C+D)/F= HOURLY ACTIVITY |
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| MA | 35 | 54 | 13 | 102 | 25 | 4.09 |
| SE | 20 | 50 | 11 | 81 | 12 | 6.77 |
| TI | 64 | 64 | 6 | 133 | 15 | 8.89 |
| BU | 67 | 122 | 43 | 232 | 25 | 9.27 |
| TH | 201 | 147 | 7 | 356 | 28 | 12.72 |
| WA | 148 | 301 | 62 | 510 | 39 | 13.09 |
| MX | 183 | 133 | 14 | 330 | 25 | 13.18 |
| GR | 82 | 232 | 40 | 354 | 25 | 14.16 |
| ZI | 231 | 109 | 18 | 358 | 25 | 14.34 |
| TO | 209 | 297 | 40 | 545 | 35 | 15.57 |
| NA | 364 | 191 | 7 | 562 | 25 | 22.49 |
| SS | 549 | 669 | 93 | 1,311 | 45 | 29.13 |
| SL | 1,304 | 673 | 60 | 2,037 | 50 | 40.74 |
| YCL | 1,952 | 2,018 | 549 | 4,519 | 53 | 85.26 |
| WV | 4,004 | 1,859 | 210 | 6,073 | 58 | 104.70 |
| UG | N/A | N/A | N/A | N/A | 40 | N/A |

SERVICES AND FACILITIES ASSESSMENT

STAFF RECOMMENDATION

PHASE I: CONTRACT CITIES

Start connecting with contract cities and updating agreements in 2025 with the goal of implementing new agreements for FY 2026; as well as pivoting to Bookmobile for Southeast in 2025

Main focus will be on reaffirming the following:

- YVL wants to continue our long standing relationship with each city so we can continue to provide some level of library access to the community
- Expenses of operating the library is exceeding the annual fee provided by the city and is no longer sustainable for YVL
- YVL wants to collaborate to revise the agreements to ensure both parties can meet the needs of the community as well as create a partnership that is sustainable
- YVL wants to minimize impact to staffing if options lead to reductions of services

SERVICES AND FACILITIES ASSESSMENT

STAFF RECOMMENDATION

Using initial assessment and expenses, provide one of the following options:

- Option A: increase fee to continue to provide library access, but no physical location
- Option B: increase fee to continue to provide library access and a Bookmobile stop
- Option C: increase fee to continue to operate library location

An exception to Phase I: Due to resources, underutilization, as well as duplication of service provided by Yakima Central: consider closing Southeast Library and replace w/Bookmobile Stop in 2025

SERVICES AND FACILITIES ASSESSMENT

PHASE I: MABTON LIBRARY OVERVIEW

- Population: 1,932
- Low population density sets library up to be underutilized
- About 15 miles from Sunnyside Library
- 4.09 activities per hour-2023 statistics
- Total YVL could receive if City/community moves to annex: about \$32,330
- Current fee from the City after maintenance: \$10,762
- Current (2024 estimated) direct costs to operate library: about \$71,166
- Potential Cost Savings for YVL: about \$69,076

SERVICES AND FACILITIES ASSESSMENT

PHASE I: STAFF RECOMMENDATION FOR MABTON

Provide City of Mabton

- Option A: increase fee to continue to provide library access, but no physical location---\$25,000, or
- Option B: increase fee to continue to provide library access and a Bookmobile stop---\$35,000

SERVICES AND FACILITIES ASSESSMENT

PHASE I: TIETON LIBRARY OVERVIEW

- Population: 1,560
- Low population density sets library up to be underutilized
- Less than 5 miles from Naches Library
- 8.89 activities per hour-2023 statistics
- Total YVL could receive if City/community moves to annex: about \$55,500
- Current fee from the City after maintenance: \$22,177
- Current (2024 estimated) direct costs to operate library: about \$25,072
- Potential Cost Savings for YVL: about \$22,684

SERVICES AND FACILITIES ASSESSMENT

PHASE I: STAFF RECOMMENDATION FOR TIE TON

Provide City of TIE TON

- Option A: increase fee to continue to provide library access, but no physical location---\$25,000, or
- Option B: increase fee to continue to provide library access and a Bookmobile stop---\$35,000

SERVICES AND FACILITIES ASSESSMENT

PHASE I: NACHES LIBRARY OVERVIEW

- Population: 1,073
- Residents from nearby unincorporated county pulls in more demand & use of facility
- About 12 miles from Selah Library
- 22.49 activities per hour-2023 statistics
- Total YVL could receive if City/community moves to annex: about \$55,000
- Current fee from the City after utilities & maintenance: \$14,125
- Current (2024 estimated) direct costs to operate library: about \$85,376
- Potential Cost Savings for YVL: about \$77,643

SERVICES AND FACILITIES ASSESSMENT

PHASE I: STAFF RECOMMENDATION FOR NACHES

Provide City of Naches

- Option A: increase fee to continue to provide library access, but no physical location---\$25,000, or
- Option B: increase fee to continue to provide library access and a Bookmobile stop---\$35,000
- *Option C: increase fee to continue to operate library location---\$45,000; explore viability of annexation and a new building for the library; Option A or B will be a backup pending conversations with*

City



SERVICES AND FACILITIES ASSESSMENT

PHASE I: GRANGER LIBRARY OVERVIEW

- Population: 3,676
- About 9 miles from either Sunnyside or Toppenish Libraries
- 14.16 activities per hour-2023 statistics
- Total YVL could receive if City/community moves to annex: about \$64,000
- Current fee from the City after maintenance: \$22,829
- Current (2024 estimated) direct costs to operate library: about \$52,944
- Potential Cost Savings for Direct Costs: about \$49,361

SERVICES AND FACILITIES ASSESSMENT

PHASE I: STAFF RECOMMENDATION FOR GRANGER

Provide City of Granger

- Option A: increase fee to continue to provide library access, but no physical location---\$25,000, or
- Option B: increase fee to continue to provide library access and a Bookmobile stop---\$35,000
- Option C: increase fee to continue to operate library location---\$50,000 and explore viability of annexation in the near future; Option A or B will be a backup pending conversations with City

SERVICES AND FACILITIES ASSESSMENT

PHASE I: STAFF RECOMMENDATION FOR SOUTHEAST LIBRARY

Due to resource constraints, underutilization, as well as duplication of service provided by Yakima Central, inform community that Bookmobile will provide additional library access along with Yakima Central continuing to provide service since its less than 2 miles away

- Current (2024 estimated) direct costs to operate library: about \$31,316
- Potential Cost Savings for YVL: about \$30,321
- 6.77 activities per hour-2023 statistics
- Potential impact for staff: None
- Potential Timeline: January 1st 2025

SERVICES AND FACILITIES ASSESSMENT

POTENTIAL BUDGET IMPACT

YVL could receive an annual fee pending the option that the City selects

- Option A: increase fee to continue to provide library access, but no physical location---\$25,000 w/ a 3% increase per year
- Option B: increase fee to continue to provide library access and a Bookmobile stop---\$35,000 w/ a 3% increase per year
- Option C: increase fee to continue to operate library location---\$45,000 or \$50,000 w/ a 3% increase per year and city's pay utilities and maintenance

SERVICES AND FACILITIES ASSESSMENT

POTENTIAL BUDGET IMPACT

YVL would also see a cost savings from each location:

- About \$22,684 for Tieton to no longer have a physical location
- About \$69,076 for Mabton to no longer have a physical location
- About \$5,000 for Naches to keep operating location, but City pays utilities
- \$0 for Granger to keep operating location, since City already pays utilities
- About \$30,321 for Southeast to have the Bookmobile provide additional library access to that area instead of a physical location

SERVICES AND FACILITIES ASSESSMENT

POTENTIAL BUDGET IMPACT

Potential Examples based on ideal scenarios:

Tieton: YVL saves about \$22,600 in direct costs and City provides \$35,000 for Option B

- YVL will add about \$57,600 to general revenue

Mabton: YVL saves about \$69,000 in direct costs and City provides \$25,000 for Option A

- YVL will add about \$94,000 to general revenue for Mabton

Naches: YVL saves about \$5,000 in direct costs and City provides \$45,000 for Option C

- YVL will add about \$50,000 to general revenue for Naches

Granger: YVL saves \$0 in direct costs and City provides \$50,000 for Option C

- YVL will add about \$50,000 to general revenue for Granger

About \$250,000 to YVL's general revenue for 2026 and beyond to modify contract agreements as well as an additional \$30,000 from savings for Southeast making it a grand total of about \$280,000 per year

SERVICES AND FACILITIES ASSESSMENT

STAFF RECOMMENDATION

Phase II: Begin connecting with annexed Cities and location owners from unincorporated County libraries to update agreements

- Using assessment and funds received through annexation, provide one of the following options:
 - Option A: Owner pays all maintenance, utilities & janitorial
 - Option B: Owner pays maintenance, janitorial & YVL may cost share for utilities
 - Option C: Owner pays maintenance and YVL cost shares for utilities & janitorial
 - Option D: Physical location is replaced with Bookmobile Service and/or a nearby library

Timeline: Initiate meetings with owners in Fall of 2025, aim to have new agreements with all by FY 2027.



CLASSIFICATION AND COMPENSATION

CURRENT STATE

- 79% of our minimum salary are under market and 18% are at risk
- 70% of our maximum salary are under market and 13% are at risk
- We have struggled to fill professional level positions (BA or higher)
- 22% of our workforce are eligible for retirement over the next 5 years
- 48% of our workforce was hired in the last 2 years

CLASSIFICATION AND COMPENSATION

STAFF RECOMMENDATION

- A Compensation Philosophy that:
 - ❖ Leads the local market for competitive recruitment/retention by setting the ranges over the average market.
 - ❖ ***Meets the local market by aligning the ranges to the average market. Most organizations strive for average.***
 - ❖ Follows 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.*



CLASSIFICATION AND COMPENSATION

STAFF RECOMMENDATION

- Implement recommended 2025 Salary Schedule and place all positions at market
 - Step Model
 - 16 Pay Grades and 2.5% between steps
 - 7% - 19% Grade Separation
 - 31% Spread between Step 1 and Step 12

CLASSIFICATION AND COMPENSATION

STAFF RECOMMENDATIONS

Benefits

- Health Insurance--no changes in 2025
- Holidays--no changes in 2025
- Personal Days--no changes in 2025
- Vacation– Pending recommendations from McGrath
- Sick Leave—Pending recommendations from McGrath



CLASSIFICATION AND COMPENSATION

POTENTIAL BUDGET IMPACT

2025 Salary Schedule – Approximately an additional \$400,000 for Salaries and Benefits in 2025 to adopt this schedule and place everyone at market and correct most compression

For 2025, amount will be absorbed by savings from 2024 Budget mostly in salary and benefits. It's not likely, but if needed any remainder would be from reserves.

- Union Gap Friends, also applied for a USDA grant and there is potential that up to \$300,000 of Union Gap expenses could be reimbursed back to YVL (We will learn more in October.)

For 2026 and beyond, admin will create cost savings through contract cities and annexed cities as well as budget adjustments to line items that could include: professional services, supplies, and collection development



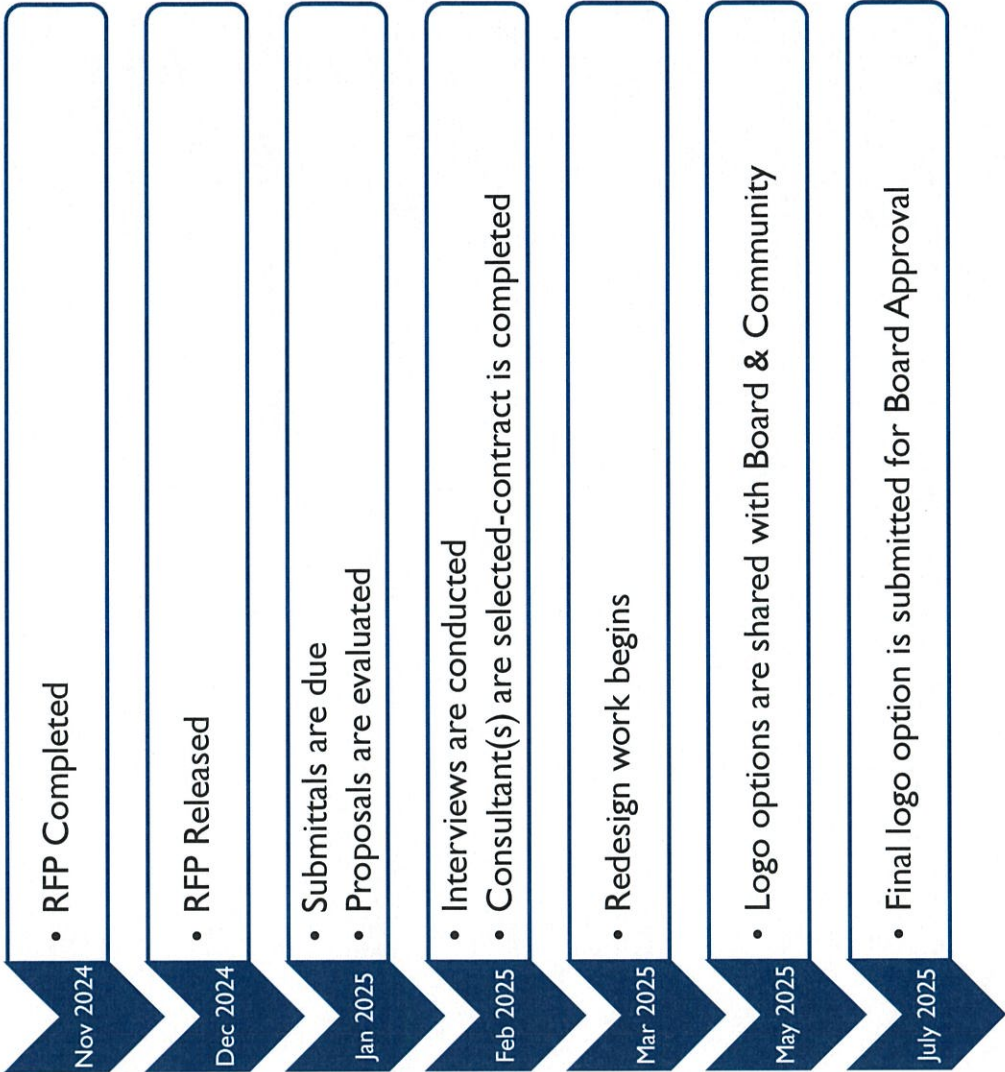
BRAND REDESIGN

YVL to seek an experienced and professional graphic design firm or agency to support YVL in the development of a Brand Redesign Initiative. The Redesign Initiative will include the following items:

- YVL Logo;
- Brand Identity; and
- Style Guide

TENTATIVE TIMELINE:

ESTIMATED BUDGET: \$50,000





FEEDBACK OR QUESTIONS



BUDGET STUDY SESSION: 2025 INITIATIVES

CANDELARIA MENDOZA, EXECUTIVE DIRECTOR

- DEFERRED MAINTENANCE
- SERVICES AND FACILITIES ASSESSMENT PHASE I
- CLASSIFICATION AND COMPENSATION
- BRAND REDESIGN

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