

SAN JUAN ISLAND LIBRARY DISTRICT BOARD OF TRUSTEES

Special Meeting for the Purpose of a Work Session

Windermere Conference Room, Friday Harbor

September 7, 2016

Members Present: Fred Henley, Barry Jacobson, Mark Madsen, Lynn Weber/Roochvarg

Staff Present: Laurie Orton, Leslie Baker, Carrie Lacher

Public Present: Karen Vedder

Facilitator Present: Lynne Hobbs

Call to Order: President Mark Madsen called Work Session #4 to order at 9:00 a.m. Work session focus: Continue to develop public input process and information for any facility solutions, as part of Library Facility Exploration begun at Work Session #1 on May 26, 2015.

Public Access: None

Agenda Approval

Facilitator Lynne Hobbs reviewed the agenda and the proposed process for the day with Board members. Approved by acclamation.

Review Principles of this Process

1. Keep all stakeholders apprised of the schedule, process, and outcomes of the facilities consideration process.
2. Listen actively without preconceptions.
3. Receive all input from all sources as worthy of thoughtful attention and consideration.
4. Withhold from decision making until all input has been evaluated with stakeholder participation throughout.

Review Actions from December 15, 2015 Work Session #3

Lynne H. reviewed action items from Work Session #3 and updated items as of June 6, 2016 with the Board:

Action	Description	Owner	Complete by
1	Develop Actions List for Facility Exploration not related directly to Public Input process: <ul style="list-style-type: none">• cost projections for possible facility scenarios (current facility, new facility, renovated facility—architectural, property,	ALL	At January 2016 Board Meeting – for Work Session #4

	furniture, cost per sq. ft.) <ul style="list-style-type: none"> • Foundation development • Possible Bond campaign 		
2	Develop statement or visual graph depiction of building cost trends and impact on library service delivery	FH	Work Session #4
3	Monitor EMS election date	MM	February Board Meeting – DONE
4	Send Laurie additional names for first Advisory Group list particularly for balanced community representation	ALL	2016 – ONGOING
5	Present Data from School Dist.	MM	Work Session #4 ACTION ITEM
6	Gather Data re meeting requests received by staff, computer class space needs, electrical outlets need, etc. Send Laurie other data needs re: facility process	LO ALL	Work Session #4 ACTION ITEM asap
7	Report population trends impacting library services and tax revenue	MM	Work Session #4
8	Invitations [and phone calls?] to all on list to attend one of three Focus Group dates.		Invitations sent early December 2016 – REVISIT – Work Session #4
9	Focus Groups conducted to: <ul style="list-style-type: none"> • Share background of Facility Exploration process • Have them take ‘test’ survey • Listen to participant questions and recommendations • Ask for feedback: “Are we considering everything we should?” 		Second week January 2017
10	Refine survey based on Focus Group input		Complete by March 31, 2017

11	Send out surveys (4 weeks to return by early May, 2017)		April 5, 2017
12	Complete analysis of survey results and develop report of results for public posting		By May 21, 2017
13	Public Hearing to take official responses to Report for the record [this can be reopened later for additional responses] *Determine date required for public notice of this Official Hearing		Early June 2017
14	Board Decision	ALL	June-July 2017
15	If filing for Bond election is an outcome of the public input, determine timeline and Actions for that process		

ADDED/UPDATED ITEMS:

16	Contact new Exec. Director of SJI Community Foundation	MM	Work Session #4
17	Research Friends vs. Foundations; distribute information (check ALA Magazine article on cost canvas and <i>Library Journal</i> architectural issue)	LO	Work Session #4
18	Contact Phil of Orcas Island Library to inquire how he estimated for new addition	LO	Work Session #4
19	Resend rough building cost projections to Board	MM	Work Session #4

Review Action Items:

#16. Contact new Executive Director of SJI Community Foundation: Mark Madsen reported that he spoke with Carrie Unpingco, Executive Director, and Michel Vekved, Development Director, of SJI Community Foundation about exploring options of large-scale fundraising for Library facility improvements and/or developing a new building. Executive Director Unpingco agreed to invite Library Trustees to an upcoming Community Foundation board meeting to discuss plans. Mark and Lynn Weber/Roochvarg explained that a Donor Advised Fund was an identified fund within SJI Community Foundation to which donors could direct their donations. More information can be found at the Community Foundation website: sjicf.org/donor-services/donor-advised-funds/

also included links to informative video links. Laurie additionally addressed the comparison of a Library Foundation to a fund within the SJI Community Foundation (for a small administrative fee). It was noted that while such a fund might obviate the need for a Library Foundation, there would still be a need for a group committed to Library fundraising.

Discussion developed about the nuts and bolts of developing a Library Foundation such as establishing a 501(c)(3), creating a separate board, overseeing investments, costs being spent out of donated funds, etc. It was agreed that it would be beneficial to develop a good working relationship with the Community Foundation. Such a relationship could evolve over time starting with a donor advised fund and ending with a full-on capital campaign fund. It was decided to authorize at the next regular meeting of the SJI Library Board of Trustees Laurie and identified Board members to interact with the Community Foundation. The recent distribution to the Library from the Jan Osborne estate was noted as an example of non-taxpayer funds that could be utilized as seed money to establish a donor-advised fund with the SJI Community Foundation. SJI Library Friends of the Library could also be encouraged to put their funds earmarked for capital improvements towards go a Library donor-advised fund with the Community Foundation, should that be established.

#18. Contact Director of Orcas Island Library to inquire how he estimated size and costs for new addition: Laurie distributed a packet of information regarding estimated costs of the planned addition to the Orcas Island Library. Of particular note was the estimated cost per square foot that was originally estimated at about \$300 per square foot but that has now been increased to a more realistic \$650 per square foot. This was primarily due to the costs of a public works project on an island. One process Director Phil Heikkinen explained to Laurie that he went through was to estimate the square footage of current areas of the library based on usage and then projected out 10 to 15 years. These estimates were then discussed with contractors to develop a new square footage need.

In estimating square footage costs, Laurie explained that they did start by considering changes at the Burlington Library and that was how the \$300 per square foot was calculated. It was noted that the Burlington Library construction took place on the mainland during the recession and this would have effectively lowered construction costs. Of note is that the SJI Library following was following a different process of seeking public input first before developing a facilities plan. It was also noted that final costs for large building projects (building or expansion) can often be a moving target. Laurie would like to dive into the books she has recently acquired on steps and timing of figuring out actual space and size needs. Fred Henley noted that in the history of the Library, space needs had doubled about every 10 years and on such a timeline, the Library was currently overdue for an expansion.

ACTION ITEM: Space analysis with staff. Can be done in two steps – 1) what space currently available and how being utilized; 2) projections into the future.

ACTION ITEM: Space analysis with staff. Could be done in two steps – 1) what space currently available and how being utilized; 2) projections into the future. May mean possible early engagement with a library design consultant. Ongoing.

#2. Develop statement or visual graph depiction of building cost trends and impact on library service delivery: Fred distributed a graph he had developed based on historical Library budgets with a breakout of expenses that were for “normal wear and tear” and “special projects” related to the building and compare changes in these costs to the changes in the annual levy rate. Final conclusion was that costs of regular facilities repair exceeded monies received from the levy. Adding in special projects, such as the current roof replacement project, ended up driving the discrepancy even further apart. The amount of facilities maintenance projects seemed to now be outstripping monies the Board has been setting aside in reserves. It was noted, however, that going to the public for a levy lid lift was currently moot until the effective levy rate comes significantly under the 50 cent cap, potentially within five years. Mark and Laurie have been working to keep the budget within the funds being received from the current levy rate.

#19. Resend rough building cost projections to Board. Mark reviewed estimated cost projections for various building scenarios from expansion to new property acquisition and construction of a new building. Mark based his projections on costs of \$700 to \$900 per square foot. Using this basis, it would cost at least \$7 million to simply replace the current building. Mark also did a per capita analysis: \$7 million would require \$46 per person per year for 20 years, \$11 million would be \$72 per person per year, and \$15 million would be \$98 per person per year. These figures would point to the critical need to solicit private fundraising.

#17. Check ALA Magazine article on cost canvas and *Library Journal* architectural issue. Laurie distributed a packet of information from *Library Journal* regarding construction costs of public library buildings and renovations during 2015. Architects were also listed in the information. This data was provided to the Board for information purposes only. It was noted that the only new building in Washington State constructed during 2015 was the Ferndale branch of the Whatcom County system. Laurie pointed out that these articles noted it would be helpful to consult with a library-specific designer. The wide range of costs per square foot was also noted although these were only building costs and did not include furniture and equipment. Phil Heikkinen’s estimated costs per square foot for the OIPL expansion was a total, all-in number.

Clarify next steps in public process and library exploration

Lynne H. introduced this topic by asking if more data needed to be gathered:

1. Space needs analysis
2. Meeting room space
 - a. Attendance figures for adult and children’s programs that could help give an idea of meeting room space for programs; all facilities planning may need to be as flexible as possible to allow for larger and smaller groups.

- b. Noted that there were currently no island facilities for groups larger than about 125 people and does the Library need to address this lack?
 - c. Meeting room space needs will impact total costs and will need to be carefully considered. Important to try and understand the current unmet need for community meeting space. Make sure to ask the question of the public so they understand the economic and library services trade-offs.
3. Data Mark was able to collect from most recent census indicated that local population growth was very slow and relatively stable over time. It was agreed that changes in the types of staff-patron interactions could affect the operational budget and that requests for technology and space for technology would need to be building cost considerations. It was noted that the Board should not build a building the Library cannot afford to staff. For example, the implications of staffing costs to have a 2-story building was beyond the current capacity of the Library's budget. Important question of what are the essential functions the Library is being asked to serve? Perhaps develop a presentation and/or visual timeline of services added during the last 10 years, on top of maintaining collections and providing circulation, as a response to community needs. Lynne H. suggested layering in major changes/costs of the building.

ACTION ITEM: Laurie will consolidate all data collected during the facilities exploration process into one place. Leslie Baker will work with Laurie to develop a Board online resource for these materials. November 2016

ACTION ITEM: Barry Jacobson will work on a historical timeline of the Library utilizing data regarding services, facility events, etc. End of September.

Next steps in public outreach process:

1. Laurie noted that the public was involved a lot sooner in the process for the OIPL than the SJI Library was currently planning. She therefore suggested the Board could identify people from the community who might be interested in helping with the public process, for example, working as a possible steering committee.
2. Develop a summary presentation to share with this select group of people. This presentation would include information on how the Board envisioned the public process would unfold. This project could be done with two Board members and the Director.
3. Discussion developed on how to manage and coordinate such a committee and the need for and how to utilize potential public focus groups.

Lynne H. reviewed the action items from the December 15th meeting (see table above). It was noted that Items 8 through the end of the list were future items. Several of the next steps concentrated on focus groups and the public survey. Discussion developed on whether or not this process was still relevant, what information to now share with the public, different types of public input, determining support for new/renovated building, and determining need for programs and facilities use.

Laurie distributed for review and discussion the latest revised version of the *San Juan Island Library Building and Services Survey – 2015* intended for public input. After reviewing the survey, it was agreed a lot of information does not need to be provided to the public in advance of sending out the public survey. It was suggested to have two types of focus groups for the survey. One group would simply take the survey, the other group would receive an informative introductory presentation before taking the survey. Lynne H. recommended that the informative introduction be vetted so as to be as unbiased as possible.

Lunch Break at 12:07 pm. Session reconvened at 12:55 pm

Continued Discussion: clarify next steps

Purpose of the initial survey groups was to help clarify the process. The response from the two different focus groups would help to clarify not only the content but also the process.

ACTION ITEM: Lynn W/R and Barry agreed to work on developing the background information for the survey focus groups. *Mid October.*

ACTION ITEM: Laurie, Mark, and Leslie will work on logistics of creating and organizing the focus groups and developing a list of names. Names could be added to provide better representation of the community. *Mid to late September. Focus groups take place by end of October.*

Reviewed and Updated Other Existing Action Items:

#10 – new deadline mid-December

#11 – surveys mailed out mid-January; returning mid-February

#12 – Complete analysis of survey results – end of March

#13 – Public meeting to accept public responses and input moved back to mid-May to capture better attendance

#14 – Based on input from surveys and public meeting, Board makes a decision on next steps – June 2017

It was decided to have a special meeting sometime in April 2017 between receiving survey analysis and the public meeting (Action Item #13).

Format of Survey

Barry reviewed the process and format of the public survey for the Long Range Planning process:

- SurveyMonkey online
- handed out paper forms at the Library and at Market Place
- manually entered paper information into SurveyMonkey in order to generate analysis

The Board agreed to the following steps and actions for the facilities public survey:

- Bulk mailing of a postcard with a SurveyMonkey link that also notes that paper surveys would be available at specific locations. This information could also be emailed out using the Library's programs email lists.
- Press releases.
- Document actions taken to reach out to all of the public.
- Limit focus group size; ideally be limited to 8 to 12 people.
- FAQ about survey available at the Library.
- A visual longitudinal timeline developed for posting on the website for a public record of the process that the Board has gone through.
- Update facilities assessment web page on the Library website and include the process timeline.

ACTION ITEM: Leslie will add timeline of facility exploration onto the Library's new website. May also add "library calculator" that calculates for patron how using the Library saves money. Leslie and staff will update the facilities assessment page of the current website. Mid-January 2017.

Discussion ensued about renovating vs. building a new facility and the costs of these choices. It was suggested that this financial information could be included in the communications with the public. The Board also touched on a general review of the report given last year on the long-term health and condition of the current building. Lynn W/R suggested a series of informative articles in the media to the public in advance of the public survey.

Board wrapped up the session by taking a few minutes to summarize their work and tenure on the San Juan Island Library Board of Trustees.

ADJOURNMENT

Barry Jacobson moved and Fred Henley seconded to adjourn at 2:32 pm. Carried.

Respectfully submitted:

Board Secretary

Approved:

Board President