

WEBER COUNTY LIBRARY

BOARD OF TRUSTEES

MINUTES

Date: October 3, 2017

Board Members

in Attendance: Diana Allison
Jim Harvey
Brent Innes
Kathleen Jensen
Judith Jones
Cynthia Mattson

Board Members

Excused: Spencer Stokes

Others in

Attendance: Lynnda Wangsgard, Library Director
Julia Valle, Library Business Office Manager
Bryan Baron, Deputy Weber County Attorney
Marcia Harris, Library Development Board
Evelyn Bertilson, Friends of the Library

Allison called the meeting to order at 7 p.m.

Public Comments:

There were no public comments.

Approval of Meeting Minutes:

Harvey moved acceptance of the August 1, 2017 meeting minutes. Mattson seconded the motion. Allison asked if there were any questions or comments. Hearing none, she called for the vote. All voted in the affirmative.

Harvey moved acceptance of the September 5, 2017 meeting minutes. Mattson seconded the motion. Allison asked if there were any questions or comments. Hearing none, she called for the vote. All voted in the affirmative.

Commissioner's Report:

Harvey reported on a presentation Wangsgard made earlier that day during County Commission meeting, detailing Library third place services and reporting on the capital plan progress. Harvey also acknowledged Wangsgard as recipient of Weber State University's Lew Shurtliff Award for her contributions to lifelong education. He noted that Wangsgard had also been invited by the Utah State Library to present on the topic of designing third place libraries during a statewide conference for library directors to be held later that week.

Harvey reported that Farr West Mayor, Lee Dickemore, had asked to present his plan for a new library to serve the residents of northwestern Weber County during a meeting of the County Commission. The date for this presentation had not been set.

Board members were invited to forward issues they wished to have addressed during the 2018 legislative session. Harvey will be pleased to serve as a point of contact with area legislators to forward Board input on issues relative to libraries. Friends of the Library were invited to give input as well.

Director's Report:

Wangsgard asked if there were questions concerning the output metrics report included in the Board meeting packets. Board members did not have any questions. The report illustrated that 10,600 new titles and 20,770 duplicate titles had been added to the collection during the year. A large number of these materials had been acquired to prepare opening day collections for the Main Library and North Branch. Popular and duplicate copies of classic titles had been transferred to the Southwest and Pleasant Valley branch libraries to facilitate a greater workload at these outlets while two buildings were being renovated. It will not be cost effective to transfer these worn items back to their home location.

Approximately one-half of the new materials purchased as replacements were being processed by Baker & Taylor, a library materials jobber. Wangsgard acknowledged the tremendous amount of work done by staff in developing the processing specifications to Weber County standards, as well as in evaluating the collections remaining in the two libraries and then procuring appropriate replacements for those items now housed at other locations.

The "building and grounds" budget line item had been overspent and was currently at 107% of the total allocated for the year. Three separate lightning strikes required repairs at the Southwest Branch, and tornado damage at Pleasant Valley Branch was also still being addressed. Neither of these items was included in the current year budget as they both occurred after the budget was prepared and presented for approval. Transfers will be made from other line items to the building and grounds line item to keep the repairs moving forward throughout 2017. The work will not be completed until 2018, using funding requested in the next budget cycle.

A group of library administrators from Arkansas had recently spent time touring Weber County's third place libraries. They were preparing plans for construction and renovation of libraries in their area, which are to be funded by a very large, recently approved bond.

The entire Logan City Library staff will be at the Southwest Branch for a full day of training October 9th. The City is building a new library and Weber County employees will be immersing the Logan staff in the concept of third place libraries and building for the future. Logan City closes their library each year on Columbus Day for a full day of training. Wangsgard also provided training for their staff during 2016. Last year's training topic was public ethics.

Weber County Library will hold a staff development day training November 10th. The major focus will be strategic planning for a new service model. A consultant from Pryor and Associates will kick off the event with a four-hour session titled, "Safety & Security Begins at the Front Desk." Board members and Friends officers were encouraged to attend. An agenda was distributed.

WEBER COUNTY LIBRARY SYSTEM

Staff Development Day

November 10, 2017

PLEASE TURN OFF ALL PERSONAL ELECTRONIC DEVICES.

- 11:30 - 12:00... (OPTIONAL - ON YOUR OWN TIME)
Building Open, Drinks & Snacks Available, View Exhibits,
and Visit with Colleagues
Staff Association Raffle Ticket Sales
- 12:00 - 1:00 Overview: Strategic Planning for a New Service Model
- 1:00 - 2:30 Safety & Security Begins at the Front Desk, with
Glen Daniels
- 2:30 - 2:45 Break & Staff Association Raffle Ticket Sales
- 2:45 - 5:00 Safety & Security Begins at the Front Desk, Continued
- 5:00 - 6:00 Dinner - Staff Association Raffle Ticket Sales
- 6:00 - 6:30 Weber Reads with Margaret Rostkowski
- 6:30 - 7:00 ROAD to SUCCESS: New Performance Appraisal System
- 7:00 - 8:30 Getting Results: Writing BY Statements by Position Title
Turn In Your Reporting Forms to Table Discussion Leaders
- 8:30 - 9:00 Wrap Up and Review
Great Pumpkin Awards
Staff Association Raffle
- 9:00 Adjourn

Thank you for your time and participation!

Weber Reads: Fire, Margaret Rostkowski:

Allison welcomed Rostkowski, thanking her for the work she does throughout the year to make the project possible.

Rostkowski reviewed the history of Weber Reads, noting it is a derivative of the “One Community One Book,” program sponsored by the Library of Congress, but with a twist. Weber Reads is unique in that the book or topic selected for community-wide discussion must be accessible to people of all ages and reading abilities. Materials are included for discussion in non-print formats and in other languages in an effort to include all who wish to participate. Rostkowski coordinates Weber Reads among several entities, including the Library System, Weber State University, the Standard-Examiner, and the Wasatch Range Writers (WRW) group.

Her coordination, Wangsgard noted, makes the program possible and successful.

Rostkowski acknowledged the extra measure of support provided by Library Friends and employees, including Phoebe Carter, Lezlie Sokolik, Vanessa Watkins, and Marcia Thomas.

Rostkowski said Weber Reads is in its 11th year and has previously included the following books and topics: *Beowulf*, *Frankenstein*, *Tom Sawyer* and *Huckleberry Finn*, the writing of Frederick Douglass & Harriet Jacobs, the U. S. Founders and Their Documents, Emily Dickinson, *The Odyssey*, E. B. White and *Charlotte’s Web*, Shakespeare, and the Japanese-American Internment. The 2017-2018 theme is “Fire.” The topic is timely and reaches across the curriculum of elementary, junior high, and high schools to encourage writing in the classroom. Materials selected for promotion included books on topics as diverse as volcanos; dragons; the many uses of fire; fire’s dual role as destroyer and rejuvenator in nature; fire animals and equipment; firefighters and smokejumpers; and historical books about famous fires, including those that resulted in changes to child labor laws and safety measures for workers.

Rostkowski recommend the book, *Young Men and Fire*, by Norman MacLean, the story of the 1949 Mann Gulch fire that took the lives of 12 US Forest Service’s elite airborne firefighters.

Rostkowski discussed lesson plans that were written by master teachers in the WRW group. The plans had been distributed to all public and private elementary, junior high, and senior high schools in the County. The lesson plans were packaged in a special container developed by the Library staff. The box also housed age-appropriate books that were donated to each school.

Rostkowski thanked County Commissioners for their letter of support that was included in each of the boxes of lesson plans and books delivered to the schools.

At the urging of Board member Spencer Stokes, the 2018-2019 Weber Reads will focus on the 150th anniversary of the completion of the transcontinental railroad. Tie-ins with State sponsored celebrations will give the community-wide reading program additional appeal.

Reconstruction of Delivery Entry to Accommodate America First Parking Lot Expansion:

When the Southwest Branch/Headquarters Library was constructed, some property belonging to Roy City was landscaped to provide continuity between the new library and the park. A portion of the park has now been sold to America First Credit Union to expand their parking lot. As this work is completed, 4125 S, which connected to 2025 W on the east side of the Southwest Branch, will be closed and the entrance to the Branch delivery access road will be reworked.

Library maintenance employees will dig up the plants that are being displaced and move them to other areas on Library property. The work is scheduled to be completed by mid-December.

Conceptual Plan – Northwest Branch:

Discussion of the conceptual plan for a northwest branch was placed on the October agenda, giving Board members time to reflect on a presentation made by Farr West Mayor, Lee Dickemore, during a previous meeting.

In introducing the agenda item, Allison noted that the preferred site, north of Wahlquist Junior High and west of Farr West Elementary School, had been thoroughly vetted by an independent selection committee that considered a number of locations. The Board agreed a library is needed and the site was optimal. However, there are some questions about the project that are not yet answered. For example, what are the Commissioners’ thoughts; what is the projected future cost of the building; and what will be the source of additional funding for on-going operations.

Wangsgard noted the cost of the facility would likely be higher in the future than the \$10,000,000 detailed in the Mayor’s current plan. Building costs are escalating rapidly and by the time the project moves forward, the cost will be closer to \$12,000,000 or \$14,000,000, depending on the length of the wait. Jones asked for a benchmark cost for operations. Minimum operating costs in today’s dollars would be approximately \$500,000 per year, Wangsgard said, about the same as the Pleasant Valley Branch. Jones noted that the Board has their hands full operating what they have now given the current tax rate without taking on another facility. An adjustment would have to be made to accommodate additional operations.

Bertilson noted that employee salary increases need to be addressed in order to keep good people. Several key individuals have left for better opportunities. She cautioned that expanding the size of the staff without adequate funding to retain talented individuals would ultimately result in a degradation of public service.

Harvey noted that the Library fund balance will be utilized to help stabilize staff, but much of the money will be needed to hire additional employees to open and expanded Main and North Branch. In light of the Library’s relatively low tax rate when compared to other libraries along the Wasatch Front, Harvey has had tax adjustment discussions with the County Comptroller and Commissioners. They would like formal input from the Library Board as to how to proceed.

Harvey explained it will be three years before the County can sell additional tax revenue bonds. Payment of these bonds are guaranteed with a pledge of sales tax. An additional levy would risk the County’s AAA bond rating.

2016 COMPARATIVE WASATCH FRONT LIBRARY FUNDING LEVELS OF SUPPORT

Tax Rate Comparisons for Wasatch Front Libraries
(Source: Utah State Library)

Library Tax Levy Cap Specified in Utah Code = 0.001
9-7-401(2) for City Libraries 9-7-501(2) for County Libraries

<u>Jurisdiction</u>	<u>Current Tax Rate</u>	<u>% Tax Levy Used</u>	<u>% Tax Levy Available</u>
Logan City	.000923	92.30	07.7
Salt Lake City	.000700	70.00	30.0
Provo City	.000663	66.30	33.7
North Logan	.000643	64.30	35.7
Salt Lake County	.000639	63.90	36.1
Weber County	.000597	59.70	40.3*
Brigham City	.000595	59.50	40.5
Davis County	.000370	37.00	63.0

*Weber County Library’s (WCL) tax rate for operating expenses must be evaluated with the knowledge that approximately \$530,000 is taken from the operating budget on an annual basis to service debt on Pleasant Valley Branch tax increment bonds. The WCL tax rate is also used to cover the costs of running the County Law Library and providing electronic legal services to County General Fund departments and officials. These costs are not reflected in the tax rate levied for other libraries in this comparison.

Harvey noted that he and others support construction of a northwest branch, but it must be done in a responsible way. Using sales tax to secure revenue bonds is not a good idea, as some have suggested, at least for two or three more years when some of the current bonds will be paid off. At that time, a decision can be made as to how to prioritize County capital needs. Other projects that should be addressed include repair or replacement of the parking structure at the Weber Center.

Harvey explained that he did not want the northwest branch to become a political issue, sandwiching the Board between an ever-growing demand for library services and County budget priorities. He acknowledged that a tax increase will be needed for library operations and indicated that at that time it may be good to bring forward the prospect of bonding for a new library. After all, if a tax increase is planned for operations, it may be appropriate to ask the public about also expanding to serve those currently without a library in their area. He assured everyone that nothing would happen without the support and planning of the Board and Friends of the Library. What is the Board's appetite for this service, Harvey wondered.

Harvey indicated that he has absolutely no question as to the effective oversight of the Board and efficiency of the library administration. Will \$14,000,000 be enough to service the rapidly growing population in the Farr West area? Will the Board be able to provide the level of services the community is coming to need and expect with an operating budget of \$500,000; or will adequate service levels require more support as the usage in the northwestern portion of the County will likely be phenomenal?

Harvey noted he had made many unannounced visits to the Ogden Valley, Pleasant Valley, and Southwest branch libraries over the past several months, so he could be absolutely informed as to how the libraries were being used and by whom. After what he has seen, he is supportive of the third place library concept.

Northwest Branch Plan:

Allison reminded the Board that Mayor Dickemore had asked the Board to make a public statement on their position concerning a new library in Farr West. She asked if anyone on the Board wished to make a proposal.

Harvey suggested they hold their response for 60 days and see what happens with the 2018 operating budget. Jones agreed, saying it would be wise to wait and gather more information before taking a position. It was the general consensus of the Board that while they were very supportive of constructing a library in Farr West, they needed additional documentation from County officials in order to put together a realistic plan that can be presented to elected officials, and ultimately to the public. The Board will investigate financial options and perhaps invite the County finance committee to attend a Board meeting and offer guidance for a future capital plan.

Capital Update – Main Library:

The Main Library was scheduled to be substantially complete December 15th. Substantial completion is the stage in progress when the work or a designated portion thereof is sufficiently complete in accordance with contract documents so that the owner can occupy or utilize the work for its intended use. Not all punch list items need to be complete for substantial completion, but everything has to be done so the owner can proceed to occupy the building without interruption.

Wangsgard noted the Main Library will not be substantially complete by December 15th. The general contractor is at a critical time in the process as they begin to address finishes. Finishes are not something that can be covered up or forgiven if they are not done according to contract expectations. There are penalties in the contract for finishing late, but the Board is not at that place in the process at this time. Wangsgard advised that they sit back and evaluate progress while not making any announcements. They can see the state of progress to date when they tour the facility.

A LEED (leadership in energy and environmental design) building commissioning agent is under contract with the Board. The Agent worked with the architect during design to maximize building efficiencies and is now reviewing the work done by the general contractor to ensure the design specifications are accomplished. The Library gets regular reports from the commissioning agent concerning issues that need to be addressed. There may be several hundred, or even a thousand or more issues, discovered and reported during a project. Sometimes the issues are small, like the incorrect thermostat range appropriate for managing the chilled water system or the need to add a drain line to the overflow line on cooling equipment to avoid the buildup of hazardous slime on the floor. In other cases, the reports reference issues that have more long-term implications.

An on-going issue that was reported, and is now becoming critical, has to do with housekeeping on the construction site. The general contractor has not adequately held subcontractors accountable for keeping the project clean, or for protecting equipment from cement and sheetrock dust, both of which are extremely deleterious to integrated circuits and motors. A lot of the equipment and circuits are filled with this dust. These substances may also have infiltrated ductwork that was not properly sealed.

Board members received articles detailing why sheetrock and cement dust needs to be controlled and how it can shorten the life of building equipment. The articles indicate that equipment may not fail within the first year, while the building is under warranty, but dust shortens equipment lifespan. If a chiller goes out after the first year, for example, the factory may ask to have it sent back for analysis. If it is dirty, they may not honor the warranty. In many cases, it may only be possible to tell if the equipment or circuits are compromised by taking them apart after they fail.

Main Library equipment was currently being cleaned by blowing it out, but dust cannot be completely removed from many integrated circuits, for example. According to the articles distributed to the Board, a thin layer remains and "insulates" the circuit, which then heats up and eventually fails.

The reports of the LEED commissioning agent are not shared to embarrass anyone, but they do provide a framework within which the work of the general contractor can be evaluated to help determine if it has been completed in an acceptable manner. The final evaluation will have to take place before the Board takes financial responsibility for operations and maintenance.

Keep in mind, Wangsgard cautioned, once the Board accepts substantial completion, the building warranty kicks in and, after one year, anything that breaks down is the Library's responsibility. The public will end up paying twice if issues created during construction have to be corrected using the Library operating budget.

Bertilson asked if the library staff could be in the building before it is substantially complete.

Wangsgard responded there are provisions in the contract to allow the owner to do work in the facility before completion but, for the most part, the goal will be to coordinate equipment and furniture delivery so they arrive at an appropriate time, after substantial completion.

Construction projects are always dusty, but housekeeping is important, especially in a library where materials are being housed during a phased renovation, Wangsgard noted. When the staff moved the books from the lower level to the two upper floors, which were supposed to be ready for the owner to occupy at that time, the new shelving and books were immediately covered with a thick layer of concrete and drywall dust. Library employees worked from early morning until late at night, seven days a week, in an attempt to mitigate what could have resulted in substantial damage to the materials. The contractor did not follow through with dust control as they had indicated they would in order to protect the public's investment.

The Board was reminded that ThermalWest did the demolition and asbestos abatement at the Main Library while the building was open to the public. ThermalWest did not create a dust problem. Because they were abating asbestos, they left the building in pristine condition for the general contractor.

Capital Update – North Branch:

The North Branch renovation was proceeding on schedule. A major issue with upgrading the building power supply had been resolved. The project is scheduled to be substantially complete by the end of January.

Proposal to Cancel November Board Meeting, Meet at 4 p.m. to Tour Main/North Branch:

Board members planned to tour both the North Branch and Main Library in lieu of the regularly scheduled meeting in order to evaluate progress on the two projects. They will also make arrangements to tour individually as time allows and the need arises. Wangsgard ensured them they will be pleased with much good work that has been done.

Completed 2018 Draft Budget Submittal and Hearing Schedule:

Wangsgard presented an updated draft of the 2018 budget that focused on revisions of the "salaries & wages," and "benefits" line items. Discussion of these revisions was framed by a commitment to change the Library public service philosophy, addressing behavioral issues of those who create disruptions and pose perceived threats to other users.

On three occasions over the past year, staff members were asked for their insights and participation in developing a methodology for accomplishing a changed service philosophy. They reported on skills they have that might be leveraged and detailed how they would like to be engaged in this process. At the same time, employees reported on how they would like a career ladder structured to accommodate their future with the Library System.

A public service plan was developed that included a minimal staffing pattern for Main and the North Branch. This plan was detailed for every public service point, and a "what if" scenario was advanced using the information submitted by employees. This scenario included plugging individuals into jobs they were prepared for and had indicated they were interested in performing. This scenario was used to identify funding needed for salaries, wages, and benefits.

When the revised service plan was completed and the funding needs totaled, it was found to be unsustainable over a period of five years without a resulting tax adjustment of operational expenses.

During meetings with Commissioners and the County Comptroller, Wangsgard was asked to cut the overall budget by \$500,000. She did so by taking half of the required cuts from the "books and materials" line item, and the other half from salaries, wages, and benefits. Two new positions, one for a security guard and another for a social worker, had been included to help change the service plan at the Main Library. Both positions had to be cut. Reducing operational line items that are fixed costs would necessitate a change in the scope of available public services, Wangsgard noted.

Board members reviewed the revised budget and discussed the line items.

Wangsgard assured the Board that she was not critical of the requirement to cut the budget request by \$500,000; disappointed but not critical. She explained that County finance officials had done an admirable job of implementing a new financial system that can generate comparable numbers across County departments which can then be used to evaluate several issues that the Board may wish to address during the formal budget hearing. For example:

Administrative fees: The library pays administrative fees to the general fund for services provided; the general fund does not reciprocate.

Termination pool: This line item allocation is used to cover the cost of insurance for employees who retire and qualify for continued inclusion in the County health insurance program. Since approximately 65% of the Library workforce is part-time, charging an across the board rate based upon a department's overall salary and wages line item may not be equitable.

Risk Management: The formula for allocating insurance costs may not adequately compensate those departments where the overall square footage insured is high, but the risk of accident or other liability is low.

Wangsgard noted that, in all her years working for the Library, she could not remember a time when the operating budget was balanced by cutting the book budget allocation. The total 2018 allocation for books and other materials will be 10.5% of the total operating budget; it should be a minimum of 15%. The budget summary spreadsheet distributed to the Board illustrated that employees positions had been cut, moved to part time, and benefits were taken away. There was no more room to balance the budget on the staff. Operating costs for the Main Library and North Branch are unknowns. It would be too bad, she noted, if funding were to be spent for books and then the Board couldn't pay for utilities, or repair damages to a building as a result of a tornado or lightning strike, both of which have created budget issues during the past year.

Jensen inquired as to what the Board could do to help alleviate the budget challenges.

Wangsgard noted she has faith that the County will find a way to help lead the Library out of this situation. There are many fair-minded people who are concerned and, if anything can be done, it will be done, she said. Many officials realize the Library fund balance was used for County priorities that were not calculated into the Board's plan to open new and expanded libraries.

People in the County are fair minded, she continued, and if there is anything that can be done, it will be done. For now, Wangsgard said, she believed everyone should sit tight, take their medicine, and do what the County has asked them to do.

Bertilson asked if Friends should attend the budget hearings.

Wangsgard said not necessarily; the budget is a financial plan, not something for which we lobby. That time may come, but it is not now.

Mattson asked if Wangsgard was pleased with staff's input to the budget plan.

Wangsgard said many were very helpful and are ready to step up and take charge, especially in implementing the new service philosophy.

Regrettably, there are individuals who, on some days, do not belong in a library. They need special services and defined help. We are advised, Wangsgard said, to just pick up the phone and call for help. However, help is not available, it does not come. The only help the staff can count on is the police. Ogden City police do an outstanding job. They respond, the person is removed, and the immediate problem is solved. However, a few days or weeks later, the person with unacceptable behavior issues is back. The vision for really changing the service culture at the Main Library hinges upon having a psychiatric social worker on staff who can accept responsibility for connecting individuals with chronic behavior issues to appropriate community services. Managing these individuals fairly and compassionately is a life/safety issue that must be addressed.

Other:

Mattson asked for additional insight into what is a "third place library."

Wangsgard responded saying that our "first place" is our home, if we are lucky enough to have one; our "second place" is work or school, and our "third place" is where we go to engage with others in a non-judgmental environment. A third place library is a welcoming space where people go to teach and to learn.

Mattson asked for a definition of a "makerspace."

Wangsgard noted it is a collaborative workspace with equipment for making, learning, exploring, and sharing, that uses both high tech and no tech tools. Makerspaces often provide 3D printers, laser cutters, cnc machines, soldering irons, and even sewing machines. A children's makerspace may be as simple as a place with cardboard cutouts and a Legos table. Makerspaces, at their best, are places where people come to accomplish something, or learn something, with equipment they do not have access to in their home, school, or work environment.

Allison asked if there were any other questions or business to be addressed.

Hearing none, Innes moved adjournment. Jones seconded the motion. All voted in the affirmative. The meeting was adjourned at 8:55 p.m.

Respectfully submitted: Julia Valle 12/14/17
Julia Valle Date