

Capital Framework Summary

Strategic Goal

The Capital Framework has been developed to provide the structure and strategy to guide capital improvement work. This will allow Sno-Isle Libraries to successfully deliver on the strategic goal to:

Create **inspiring spaces** so that customers and staff experience spaces that are welcoming, inclusive, easy-to-use, and support current and emerging library use.

Strategy Statement

To achieve our vision, mission, values, and goals we will:

- **Consider the realities** of our facility conditions, communities, District resources, opportunities and the key consideration of funding; and
- **Use the guiding principles** outlined in our vision and values; in order to
- **Develop and implement a framework** that provides a responsive plan with clear outcomes for the District.



Introduction

The Capital Framework consists of 17 categories organized within 5 criteria – the critical realities to be considered: facility conditions, communities, District resources, opportunities and funding. For each category there is a method to evaluate and quantify the circumstances and conditions for each library building and community.

The Capital Plan is developed within the structure of the framework, and it consists of:

- Defining the processes for evaluation in each category.
- The steps to be taken to perform the evaluation.
- Ongoing work performed in each category in support of capital improvements and long term planning.

The plan is practical and usable, flexible and adaptable, and able to grow more sophisticated over time. Each category will be evaluated based on current knowledge and information with a goal of developing improved evaluation processes over time. When work advances, an evaluation is produced, or conditions change for any of the criteria, it is added to the plan.

The dynamic and adaptable approach allows for continued capital improvement and capital project efforts and a continually updated and adapting plan. Strategy and planning efforts inform the projects, and the projects inform the strategy and planning.

Providing the evaluations in each category for each library community provides a fully developed understanding of the current realities for the library. This understanding will support decision making related to capital improvements and provide an understanding of the strategy and goals for each facility in each community. These strategy conclusions, placed in context with each other, form the long term plan and strategy for capital needs for each library and the library district overall.

By working within the capital framework to develop capital plans and long term strategies, Sno-Isle Libraries will:

- Perform ongoing capital improvement work on our buildings
- Identify the right capital projects to do at the right time, including in 2021
- Develop an understanding and strategy for each facility and community
- Use a dynamic system for prioritizing, selecting, and implementing improvements
- Plan confidently for near- and long-term capital budget needs

Framework

We will consider the realities in these five essential criteria areas to evaluate our facilities, prioritize our capital projects, and make decisions about our buildings. Within each criteria, there are defined categories that will each have a process for evaluation and a volume of ongoing work in support of capital and planning efforts.

Facility conditions

- **Core**
Identify, monitor, repair, budget for and replace critical infrastructure and systems at all locations. Includes: roofing, electrical, water, HVAC systems, building control and security, windows, structural repair.
- **Base level**
Meet established Sno-Isle Libraries facility standards for customer and staff experience. This category provides leading-edge goals that take the condition and experience of the facilities well beyond essential requirements.
- **Inspiring**
Periodic upgrades and refurbishes to create inspiring spaces that support emerging library use and address dynamic community needs.

Communities

- **Community health**
Use community indicators and knowledge to ensure equitable, diverse and inclusive outcomes in capital projects.
- **Civic roadmaps**
Build on existing civic engagement infrastructure to inform capital decisions. Incorporate information from civic roadmaps, use capital strategy in civic roadmap work.
- **Demographics and data**
The collection and analysis of community demographics and other data points. A data-driven understanding of what characterizes each library community.

- **Community input**
Public engagement to ensure the voice of the community is included in capital decisions.

District resources

- **Capital strategy and planning**
Staff, time, and consultants to set strategy and create plans to deliver on library capital goals. Includes strategy, planning, evaluation, production of reports, communication, implementation and managing of projects.
- **Facilities**
Staffing levels and contracting resources to meet capital and facility goals. Includes resources to meet Core, Base and maintenance goals as well as resources needed to support refurbish project and Inspiring goals.
- **Community and stakeholder engagement**
Staff, time, and consultants to work with communities and civic leaders. Coordinate long term engagement strategies in support of capital goals, provide authentic engagement to include community voices in capital decision making.

Opportunities

- **Facility ownership**
Different ownership structures present different logistics and challenges. Accounts for how ownership impacts capital planning, primarily whether Sno-Isle or City owned.
- **Community conditions**
Current community realities, goals and developments. Based on an understanding of where the library's capital goals fit and are embedded in the broader community's long-term goals.
- **Emerging conditions**
Changes or unexpected developments in any realities that factor into or press a capital decision. Conditions which represent an opportunity or make a capital decision urgent. These are conditions that are not permanent or long term.

Funding (key consideration)

- **Building reserve funds**
Existing and newly established reserve funds designated for capital needs. Includes library-specific reserves and discretionary district reserves.
- **Capital bonds**
General obligation bonds and revenue bonds, including potential LCFA or District bond ballot measures.
- **Levy operating funds**
Established guidelines for the use of levy funds on maintenance and capital improvement work.
- **Supplemental sources**
Creative and diverse sources of funding, including federal, state and local designations, grant opportunities, and community fundraising efforts.

Next Steps

With the introduction of the Capital Framework, some key next steps come in to focus. These will be the areas of concentration for the next phases of our capital planning and strategy work:

- Staff engagement across the system.
 - Focus on developing Guiding Principles
 - Concentrated work with staff whose areas of responsibility are addressed in framework categories
- Define and refine elements of each category, incorporating input.
 - Establish ongoing work
 - Provide a process for initial evaluation
 - Develop improved and ongoing evaluation process
- Produce initial evaluations for each category.