

MINUTES
LAS VEGAS-CLARK COUNTY LIBRARY DISTRICT
BOARD OF TRUSTEES MEETING
LAS VEGAS, NEVADA
October 14, 2004
(approved November 18, 2004)

The Board of Trustees of the Las Vegas-Clark County Library District met in regular session in the Las Vegas Library, Las Vegas, Nevada, at 6:00 p.m., Thursday, October 14, 2004.

Present: Board: E. Sanchez, Chair A. Aguirre
V. Hoggard, Vice Chair K. Benavidez
A. Arthurholtz, Treasurer T. Wong
K. Carter, Secretary F. Sponer

Counsel: G. Welt

Absent: L. Overstreet
M. Pohl

Staff: Daniel L. Walters, Executive Director
Numerous Staff

Guests: Ron Dubberly
June Garcia
Marilyn Bancel

E. Sanchez, Chair, called the meeting to order at 6:00 p.m.

Roll Call All members listed above represent a quorum.

Agenda Chair Sanchez moved to approve the Agenda as proposed. There was no opposition and the motion carried.

Approval of Proposed Minutes Regular Session, September 9, 2004. Chair Sanchez moved to approve the Minutes of the Board of Trustees Meeting held September 9, 2004. There was no opposition and the motion carried.

Chair's Report (Item IV.) Chair Sanchez apologized that the Executive Committee had to be postponed due to her responsibilities at the airport regarding President Bush's visit to Las Vegas. The Executive Committee meeting was rescheduled for Monday, November 1, 2004, at the Las Vegas Library from 2-4 p.m.

Unfinished Business (Item V.) None

Presentation of a report and Board discussion and Executive Director Walters introduced Ron Dubberly and June Garcia of Dubberly/Garcia Inc., who have been meeting with staff to assist in developing planning issues to be discussed with the Board. Mr.

direction regarding planning issues presented by the District's planning consultants, Dubberly/Garcia, Inc. This item is scheduled for 60-90 minutes. (Item VI.A.)

Dubberly began by bringing the Board up to date regarding the key conditions of planning that have been met so far and stated the policy discussion questions regarding partnerships and joint-use facilities that would be covered in the meeting. Regarding "partnerships", Mr. Dubberly asked for comments about the purposes and criteria for entering into partnerships, with whom would the Board wish to establish partnerships and how would the establishment of a partnership support the goals and objectives of the Board and District.

Trustee Arthurholtz noted that at previous Board retreats, partnerships with the School District had been discussed. This could encompass facilities, materials and land use. Trustee Davis-Hoggard mentioned that a partnership with the University was also a potential area of importance. Chair Sanchez agreed that she would like to see a partnership with UNLV.

Executive Director Walters provided examples of current partnerships with UNLV, including a collaboration on a digitalization project of an historic newspaper for the Centennial. There is also a federally funded grant program that provides for a Master of Library Science program from the University of North Texas.

Trustee Aguirre stated that he would like to see a multi-agency partnership with sharing of responsibility in developing literacy as a community-wide effort that would include children, adults and senior citizens.

Ms. Garcia noted that there are other types of partnerships such as economic partnerships where someone gives a lot of money or partnerships where audiences are shared. Promotional partnerships might also be an area of consideration.

Under the joint-use facilities portion of the discussion, Mr. Dubberly asked under what circumstances the Board would consider a joint-use facility, with whom the District would establish a joint-use facility and how would the establishment of a joint-use facility support the goals and objectives of the District.

Trustee Wong stated that the Board needs to come to grips as to what the District wants to be and where it wants to go before it can determine the type of partnerships to pursue. Long-term partnerships need to have both sides receiving value with true synergy.

Executive Director Walters added that having a sense from the Board of what criteria it would like to set for partnership affiliations is extremely important in determining how to move forward in this aspect of planning.

Trustee Aguirre suggested that the District go into partnerships where it can provide technical training to other agencies and share leadership abilities that are vital to advancing literacy in the community.

Trustee Davis-Hoggard stated that the District has to be careful in that it is not possible to be everything to everybody. She suggested that the public relations outreach be further expanded to make the community more aware of all the different things that the District offers and that the library isn't just about books.

Trustee Wong added that he wanted to clarify his position regarding outreach and partnerships and added responsibilities that might be required by staff. The District is reaching a nexus in which if it asks staff to do things in addition to what the core mission values are, then it is asking staff to go above and beyond its already "maxed-out" capability. He would like to see the Board establish some criteria for joint use and partnerships that everyone can agree upon.

Mr. Dubberly stated that an effective plan is grounded in reality with the planners understanding and responding to current conditions and likely possibilities. An effective plan sustains core values having been developed with the organization's primary purposes in mind. It addresses important community needs and deals with issues vital to its stakeholders and to the organization's well-being. An effective plan is focused on key goals and uses efficient means to get more done with less.

LVCCLD entered the strategic planning process in an environment of unprecedented growth in customer use, continuing explosive population expansion and very limited funding for capital needs. The District now faces the possibility of tighter limits on operating revenue growth that might translate into fewer budget dollars per resident after inflation.

Increasing customer use of services requires more efficient use of staff, collections, technologies and facilities. The continuing population growth and expansion requires that physical access be augmented by easy electronic access and other delivery strategies that are not capital or staff intensive. The economic environment requires care in committing future resources and flexibility in adjusting to several possible fiscal scenarios.

The District's values are embodied in its policy statements which state why the District does things. During the Strategic Planning process, there will be discussions regarding developing recommended goals, objectives and activities in the three areas of service delivery, joint-use facilities and partnerships. Possibly, the Board will consider and adopt formal policy statements for these topics at some future point.

Community needs are the service context for the strategic plan. Information about community needs is being collected through public input meetings and surveys of users and non-users. Planners will also pay attention to the District's organizational needs, particularly those that maintain and enhance its effectiveness in addressing priority service needs.

Because resources are limited, the District must focus its efforts on those goals that matter most. This means that some important, but not critical, efforts will not be undertaken during this plan. The District finds itself in a period of growing service demands and increasingly scarce resources. To be effective, the new strategic plan must be grounded in reality, sustain core values, address important needs, focus on key goals and use efficient means.

Regarding joint-use facilities, there was general discussion among the Trustees including ideas of investigating space in schools, looking into using abandoned or vacant buildings such as the National Guard Armory, Montgomery Ward, Vegas Village, etc.

Executive Director Walters asked for guidance regarding criteria the Trustees would like to put forth in reaching and maintain the Board's objectives. Trustee Sponer asked if he wanted financial criteria or value criteria. Walters answered that he is requesting criteria to determine what choices to make using the limited funding and resources that are available.

Ms. Garcia added that additional criteria to be added to the mix would be the matter of governance. When aligning with partnerships and joint-use facilities, staffing, rules and other variables would have to be taken into consideration.

Trustee Wong stated that he felt the Board needs to open up discussion regarding the accessibility, fairness, and equality of service that is offered to neighborhoods that are currently being served as opposed to what might be available to other areas in the future.

Agreeing with Trustee Wong, Trustee Sponer added that she felt the need to go back to the original core values and specifically, objectively, outline the resources available to address the needs and prioritize the outcomes desired.

Trustee Davis-Hoggard said the feed-back from the community meetings would be instrumental in making the necessary decisions. And, Trustee Arthurholtz noted that even if the bond had passed, the same level of service might not be possible for every new facility because theaters and other amenities are cost prohibitive for every location unless outside monies are raised. Trustee Davis-Hoggard stated that some communities might not feel that a theater is a necessary part of a library. All agreed that strategic planning is the key to establishing future success of the District.

Mr. Dubberly ended the session by putting forth a few questions to be considered when thinking about joint-use facilities. What types of schools would be of interest, i.e., public, private, religious, new, existing? What are the benefits to the District and its users? What kind of ownership are you interested in? Do you want to be an owner or a tenant? Who is going to pay for the operating costs? Who will take the lead in managing the facilities? How will the community be

involved in the process of making the decisions?

Chair Sanchez called for a ten-minute recess at 7:30 p.m.

Meeting was reconvened at 7:40 p.m.

Consent Agenda. 1. Action to approve the days of closing for calendar year 2005. 2. Action to authorize the Executive Director to enter into a contract for Staff Day 2005. (Item VI.B.)

Chair Sanchez moved to approve the consent agenda. There was no opposition and the motion was approved.

Presentation of a final report regarding completed planning study for the Las Vegas-Clark County Library District Foundation's proposed capital campaign. (Item VI.C.)

Development Director Suzanne Hackett-Morgan introduced Marilyn Bancel, Vice President of The Oram Group, a San Francisco-based fundraising consulting firm. Ms. Bancel reported on the findings and recommendations concluded by The Oram Group's study regarding the local climate for private philanthropic support for the Library District Foundation, the viability of the desired projects previously identified by the Board and suggested strategies for implementing the foundation's initial fund-raising program.

Ms. Bancel said that the key elements of the study were 35 confidential local interviews conducted by herself and her associate Paula Chiarmonte of the firm Skystone/Ryan with potential major gift prospects, Foundation board members and influential community members between June and September 2004.

The study was initiated under several assumptions: There was an established need for supplemental funds beyond tax-based revenues, a nascent fundraising program at the LVCCLD Foundation and there was a 10-year horizon to see what could be accomplished. The purpose of the study was to find potential leaders or a potential leadership group who could take the prime ideas and priorities that find support and carry it forward. It was important to uncover previously unknown leads and sources of revenue and find out what people think now.

There are basically four major sources of revenue for the kinds of capital projects that the District is contemplating. The first source is public funds and private foundations. This study was based mostly on individual interviews with people who would give out of their own pockets to something in which they strongly believed. Almost all of the 35 interviewees had no donor history with LVCCLD. To make a capital campaign work in a classic environment, it has been shown that approximately 50 people or giving entities supply at least 80% of the capital that is needed. To get about 100 major donors, it is

recommended that you work with at least 1000 potential donors.

The study was broken down into three different categories of interest that combined would require \$30 million to achieve. \$15 million would go toward an on-line service center and technology-based improvements, \$5 million would be earmarked for an East Las Vegas library branch and \$10 million would go into a Program Endowment Fund.

It was found that potential current support from individuals and businesses amounted to \$600,000-\$700,000 which would grow with cultivation of relationships. Most of the people interviewed stated that they would not get fully involved until they could understand how proposed improvements would affect the community and actually change people's lives. With the fund raising effort being so new, Ms. Bancel stated that it will take some time to cultivate and put leadership in place. She concluded that it is too soon to put a capital campaign in place, but it is not too soon to start talking about how to characterize the theme of getting the message out to solicit potential supporters.

Ms. Bancel suggested building a community task force, led by the District Foundation and staff, with goals to expand the group of informed leaders. Task Force goals would be to lead a strategic information campaign emphasizing human stories and to build brand recognition for the giving theme that is decided upon.

A prospect base is built with a strong stewardship program, good organization and committed leadership. It is important that you don't invite more "relationships" than can be maintained. Ms. Bancel stated that it won't be easy, but it will certainly be satisfying.

Trustee Aguirre asked about the criteria used to select the interviewees. Ms. Bancel answered that the original list was of 150 of the most influential people in the area and after about 140 calls, the goal of 30 interviews was accomplished.

Trustee Davis-Hoggard asked if large donors are more apt to give if their name is on a building. Ms. Bancel answered in the affirmative.

Trustee Wong asked if there is any compelling factor that donors relate to over anything else. Ms. Bancel answered that children growing up to be knowledgeable, well-educated people is a universal theme that resonates with the community.

The report was presented for the Board's information and comment. No action was taken.

Discussion and possible Board action regarding ratification of emergency contract

General Services Director Steve Rice presented this item. On October 1, 2004, the District's contractor for security guard services, Official Security, Inc., served official notice that it is ceasing its operations as a provider of security guard services as of 12:01 a.m. on November 1,

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award for security guard services. (Item VI.D.)

2004. Providing security guard services in District branches is of vital importance in protecting the safety and welfare of District patrons and staff and it is imperative that there be no lapse in service. NRS 332 provides for the emergency award of a contract without competitive bidding to protect the safety and welfare of the public. Since it takes a minimum of three (3) months to conduct a proper bid process and to allow sufficient time for the successful contractor to staff the account, staff took measures to secure a contractor to provide services on a temporary basis. Staff is proposing that a contract be awarded for a period not to exceed four (4) months to allow sufficient time for the temporary contractor to secure adequate staff and perhaps begin the transition prior to November 1, 2004. Three security companies presented proposals and Wackenhut Corporation was chosen and has agreed to a short term contract to provide service until the necessary bid documents can be put together with the proper advertisements and interviews taking place.

Trustee Carter moved to ratify the Executive Director's emergency award of a temporary contract to provide security guard services for a period not to exceed four (4) months beginning October 11, 2004 and for an amount not to exceed \$400,000. There was no opposition and the motion carried.

Executive Director's Report (Item VII.A.)

Executive Director Walters noted that at the Finance and Audit Committee meeting prior to the Board meeting, it was reported that the audit will be presented to the Board next month. Walters noted that Deputy Director, CFO Fred James received the Award of Financial Reporting Achievement for the fiscal year ending June 30, 2003. Walters added commendations to Floresto Cabias and all Business Office staff as well.

Walters called attention to a 2-page feature article in the *Las Vegas Sun* relating to Development Director Suzanne Hackett-Morgan's stewardship with her husband Charles of the Goldwell Open Air Museum near Rhyolite, Nevada.

Trustee Benavidez thanked Executive Director Walters for recently being a guest speaker at the Hispanics in Politics monthly breakfast meeting.

Trustee Davis-Hoggard moved to accept Reports V.A. 1-7. There was no opposition and the reports were accepted.

Public Services and Security Report (Item VII.A.1.)

Accepted.

Business Office Report (Item VII.A.2.)

Accepted.

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Human Resources Report (Item VII.A.3.)	Accepted.
Technology Report (Item VII.A.4.)	Accepted.
General Services Report (Item VII.A.5.)	Accepted.
Marketing Report (Item VII.A.6.)	Accepted.
Development Report (Item VII.A.7.)	Accepted.
Announcements (Item VIII.)	The next Board Meeting will be held Thursday, November 18, 2004 in the Sahara West Library at 6:00 p.m. Executive Committee will meet from Noon until 2 p.m. on October 14, 2004 at the Las Vegas Library.
Public Comment (Item IX.)	None
Adjournment (Item X.)	Chair Sanchez adjourned the meeting at 8:40 p.m.

Respectfully submitted,

Ken Carter, Secretary