

MINUTES
LAS VEGAS-CLARK COUNTY LIBRARY DISTRICT
BOARD OF TRUSTEES' MEETING
LAS VEGAS, NEVADA
January 9, 2008
(approved February 14, 2008)

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., Wednesday, January 9, 2008.

Present: Board: V. Davis-Hoggard L. Overstreet
F. Sponer L. Harala
A. Arthurholtz A. Aguirre
K. Benavidez K. Carter
J. Costello E. Sanchez

Counsel: G. Welt

Absent: None

Staff: Daniel L. Walters, Executive Director
Numerous Staff

Guests: Ronald Dubberly, Dubberly Garcia Associates, Inc.

V. Davis-Hoggard, Chair, called the meeting to order at 6:00 p.m.

Roll Call All members listed above represent a quorum. Trustees Benavidez, Costello and Sanchez arrived as roll was called. Trustees Aguirre and Sponer arrived during the Executive Session.

Agenda (Item II.) Trustee Carter moved to approve the Agenda as proposed. There was no opposition and the motion carried.

Executive Session – Briefing by Counsel regarding pending litigation. (Item III.) Trustee Overstreet moved that the Board adjourn into Executive Session for a briefing by Counsel. Chair Davis-Hoggard indicated it was to be a closed session and no action would be taken. Counsel Welt advised that the briefing covered pending litigation at the District's Mt. Charleston location. Mr. Welt also announced that Trustee Arthurholtz would not be able to participate because she has an interest in property in the area.

There was no opposition and the motion passed. The meeting was closed at 6:05 p.m.

Chair Hoggard moved that the Board resume. There was no opposition and the motion carried. The meeting resumed at 6:29 p.m.

Approval of Proposed Minutes - Regular Session, November 8, 2007 and Bylaws Committee Meeting, December 21, 2007. (Item IV.) Trustee Arthurholtz moved to approve the Minutes of the Board of Trustees Meeting held November 8, 2007. There was no opposition and the motion carried.

Trustee Arthurholtz moved to approve the Minutes of the Bylaws Committee Meeting held December 21, 2007. There was no opposition from Committee members and the motion carried.

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Chair's Report (Item V.)

Chair Davis-Hoggard asked Trustees to review the ALTA (Association for Library Trustees and Advocates) member publication, *the Voice*, especially the President's message. Davis-Hoggard noted that she and Trustee Arthurholtz have seen many organizational changes within the group. ALTA is in the process of exploring a merger with FOLUSA (Friends of Libraries U.S.A.). Davis-Hoggard said the President's message discusses the implication of the proposed action.

Chair Davis-Hoggard also asked Trustees to notify the Executive Assistant if they planned to attend several events: the Public Library Association's bi-annual meeting scheduled March 25-29 in Minneapolis, the American Library Association's annual meeting scheduled for June 26 – July 2 in Anaheim, and the 28th Annual Martin Luther King Jr. dinner scheduled for Friday, January 18 at Caesar's Palace.

Chair Davis-Hoggard then asked Trustee Overstreet to discuss the recent Bylaws Committee meeting. Overstreet reviewed the items discussed: Trustee attendance, term limits for Executive Committee officers, references to links in the District's policy for minority and female hires and vendor commitments, and incorporation of the new change order policy in the Bylaws. He asked for questions and comments from Trustees and advised them that another Bylaws Committee will be held to formalize the changes. As directed in the Bylaws, the changes will then be brought before the Board for approval.

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

Chair Davis-Hoggard asked Deputy Director Robb Morss, Deputy Director Fred James and General Services Director Steve Rice to present their reports. Executive Director Walters' written report was provided to Trustees at the meeting.

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

Deputy Director Robb Morss presented the report. Responding to Trustees' request at the November Board meeting, Mr. Morss provided examples of non-resident use policies utilized by other libraries and gave an overview. If no policies are in place, some libraries utilize a yearly charge for services, restrictions on holds and limits on computer use. He noted that there are a variety of different ways to handle the issue.

Mr. Morss said that, in accordance with the District's circulation policy, residents of Bullhead City and Littleton, Arizona as well as residents of Needles and Sandy Valley, California are classified as Nevada residents and allowed to check out 15 items at a time instead of the 5 item limit for out-of-state users. District residents are allowed to check out up to 50 items. Morss mentioned Trustees may want to consider the issue as part of the *2008-2011 Strategic Plan*, a draft of which will be up for discussion by Trustees at a later date, possibly in March.

Mr. Morss then reviewed District statistics in circulation (up 13%), programming (numbers go up and down), new library card registration (same), PC sessions (down 2%) and the Homework Help programs.

Mr. Morss reviewed several possible reasons for the increase in

circulation. He said he initially believed that the revamped circulation policy that allowed a larger number of books to be checked out to patrons was a major factor, but in reviewing the information, only 407 patrons had more than 35 items checked out at one time. Morss also thought that increasing the fine limit to \$10 would encourage people to return and use the library until they reached the limit, but that only accounted for a small amount as well. He believes that Collection Development's skillful monitoring of patron circulation for patron interest and subsequent adjustment in purchasing of new materials, as well as increased use of the request system to reserve books and DVDs, are the reasons for the large increase. The economy is an additional factor affecting circulation. Morss believed, due to past experience, that parks, community centers and libraries are utilized more often when the economy takes a downward turn because they are free.

Mr. Morss indicated that he believed the programming numbers will increase as several busy months for both the adult's and children's programs are coming up. Morss said that library card registrations are fluctuating due to the new requirement that all regular computer users must register for a library card to use the public internet stations. Now that the regular users have registered, the numbers have flattened out. Though PC use is down 2% at this time, he said the decrease is shrinking and believes that the extended closure of the computer lab during the West Las Vegas remodel contributed to the decline. Now that the work is done, patrons have discovered the new computer lab at West Las Vegas and numbers have increased. He also noted the increase in the Virtual Library report as use of the District's wi-fi capability has increased by a large amount; patrons are bringing their laptops into the library in record numbers.

Mr. Morss then discussed the status of the Homework Help Initiative (HHI) and reported several results. He noted that the District is measuring the success of the HHI by tracking the circulation of HHI materials, visits to the HHI web page, and newly created programs for parents, teachers and students. Circulation of the HHI materials should show a 10% increase over last year, visits to the HHI web page have increased 78% over the same period last year, and online tutoring services show a 76% increase from the previous year. New tutoring programs are being added to the web page, including a product called Brainfuse which incorporates a self-assessment test. Last fall, the District began offering programs; nine HHI programs attracted 200 patrons and more programs are planned. Morss also has been encouraged by the District's partnership with the Clark County School District (CCSD). Though not a serviceable metric, CCSD has been very receptive to District programs and ideas and he believed the HHI is the strongest relationship yet with them. For example, CCSD received a grant for tutoring assistance to students needing proficiency test and needed locations for the tutoring and the tests. The District provided the locations.

Trustee Aguirre asked how branches were handling staffing due to the increased circulation and if the District had received any media coverage due to the added convenience and efficiency of the self-check

machines. Trustee Costello asked if other possible reasons for the circulation increase had been investigated, such as an increased number of renewals of the same materials instead of new patrons checking out new materials. Also, Costello also asked what criteria the District is using to declare the HHI a success.

Mr. Walters commented that renewals are one measure of circulation used by libraries across the country, and a performance indicator of how the collection is being used. He also noted that one of the reasons staff is reviewing non-resident use policies is to understand how the industry measures performance and how uniform are the policies. With benchmark comparisons staff can see if the District is in line with other libraries serving more than one million people with a number of branches. Staff will understand that circulation policies are generally the same or know how the policies differ. For example, Walters said that one thing that staff has learned is that several large urban libraries allow unlimited renewals.

Trustee Costello suggested that perhaps the District should be comparing its performance, not against other libraries, but against itself to see if the District is circulating more books to new patrons. Costello asked that staff look at how the circulation figure has increased, to see how much of a factor the additional renewals of materials play in the increased circulation. Mr. Walters said that he does not believe the District tracked renewals in the past, so he will ask staff to take a closer look at renewals to see how those have altered due to the circulation policy change and to provide those numbers as well as the information requested on the Homework Help Initiative to Trustees.

Chair Davis-Hoggard asked if staff is prepared for increased Sunday traffic due to the Henderson Public Library District plan to close their branches on Sundays starting in February. Mr. Morss responded that the Green Valley, Enterprise and Whitney libraries are prepared for the increased usage, noting that Henderson libraries have only been open for four hours on Sundays.

Chair Davis-Hoggard asked if staff will be providing a draft policy on non-resident usage for Trustee review. Mr. Morss said the draft of the *Strategic Plan* would include a goal to update and revise the current non-resident use policy and staff currently plans to present a draft of the *Plan* in March to Trustees.

Chair Davis-Hoggard thanked Mr. Morss.

**Business Office
Report (Item
VI.A.2.)**

CFO Fred James presented the report.

Mr. James updated Trustees on District revenue and expenditures in light of the expected consolidated sales tax (CTX) shortfall which is affecting many government entities. He noted that the Business Office has been monitoring the CTX closely and CTX revenue was trending as expected to a shortfall of \$1 million from the revenue figure originally forecast. Due to conservative budget planning, the District will be able to accommodate the shortfall. Expenditures for supplies and capital

purchases have been limited to emergency items only.

Chair Davis-Hoggard wanted to confirm that the District could absorb the shortfall. Mr. James said that the District budgeted slightly below the expected revenue and discussed how the District will make up the shortfall. He expected that greater than anticipated revenue from property taxes and savings in expenditures will offset the CTX shortfall.

Mr. James then discussed the Economic Outlook 2008 presentation attended by James and Floresto Cabias, Assistant Finance Director. The Outlook is presented by the UNLV Center for Business and Economic Research (CBER) and was given in December. The presentation provided information on the outlook for both the national and local economies.

Focusing on the Southern Nevada economy, Mr. James said that CBER projected no significant improvement in 2008 from 2007. The economy performed modestly in 2007 which will continue in 2008. There will be only slow to moderate growth in the areas of employment, personal income and visitor volume. Housing and housing-related businesses took a beating which caused a decrease in housing prices that will not improve in 2008. While travel and tourism will have a good year in 2008, room-capacity restraints will mean small growth rates in the area. Job and population growth will continue to weaken due to the weaker national economy. However, James said CBER did not project a local recession.

Mr. James said that the economy should turn around in 2009, in part due to the City Center project. Housing permits, which are expected to decline 21% in 2008 from 2007, are expected to increase nearly 24% in 2009. Hotel room availability, which is expected to show no improvement in 2008, should show a 15% increase in 2009. For the hotel room count, the increase will mean that room count will increase from approximately 136,000 rooms to approximately 175,000 rooms. Those improvements will trickle down throughout the local economy and increase both the CTX and property tax revenue.

The risks for the CBER forecast, according to Mr. James, will be national housing and credit problems, a national recession, missed-property opening timelines, and unexpected international and geopolitical events. James expected, however, that with the economy projected to improve in 2009, District budgets could show increased CTX revenue in the 2009-2010 Fiscal Year Budget.

Mr. James then said that he reviewed the draft report that Hobbs, Ong and Associates is preparing for the proposed *Strategic Plan* with the CBER projections in mind. He noted that the report stated that the revenue projections used in the report were prepared recognizing the slowdown in the Southern Nevada economy as compared to the performance of the most recent years. The analysis demonstrated, even with the current economic slowdown, that the District will be able to meet its current operating costs and continue the current construction program. The report will be presented to Trustees at the

February Board meeting.

Chair Davis-Hoggard commended staff for their competency in maintaining fiscal responsibility of District resources compared to other local and national libraries. Mr. James then congratulated the Board on its stewardship, and said that both staff and Trustees have worked together over the last four to five years and put the District in the position it is today.

Trustee Costello asked several questions about the grant fund and the shortfall in intergovernmental revenue. He was concerned about the effect on the bottom line. Mr. James and Mr. Walters clarified that money budgeted in the grant fund is not spent until the grant money is in hand. The budgeted amount in the fund is a high-enough number so that staff is not required to come back to Trustees to augment the budget for authorization to spend the higher amount.

Trustee Costello then asked for an update on the unfilled Development Director position. Mr. Walters said the position has been reopened and staff will be recruiting at the upcoming ALA Midwinter meeting. Two previous efforts did not result in a pool of qualified candidates. Those who responded, according to Walters, did not meet the qualifications that are critical to success. He also said that he has been told by executive search professionals that recruitment of candidates to fill library positions, indeed anywhere in the public sector, is tough at the current time and has changed quite a bit in the last few years.

Mr. Walters noted that the District had not stopped applying for grants, even though the Development Director position is unfilled. He noted that the District had just received word that it will receive a grant from the National Endowment for the Arts for The Big Read program. Also, the District has contracted for assistance to obtain the E-rate reimbursement money.

Mr. Walters also commented that Jeremy Aguerro of Applied Analysis, who provided the statistics for the Outlook, forecast that there would be a housing shortage in 2009, due to City Center and other project openings. That means that the current housing market, with a large surplus of unsold homes, would transform completely. While there are not many people who have jumped on that bandwagon, it reinforces the consensus view that there will be an upswing in 2009-2010. Walters did note that until the next upturn, the District and other government agencies would have a tight budget year.

Chair Davis-Hoggard thanked Mr. James for the report.

**Human Resources
Report
(Item VI.A.3.)**

Accepted.

**Technology Report
(Item VI.A.4.)**

Accepted.

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General Services Report (Item VI.A.5.)

General Services Director Steve Rice gave the report. Mr. Rice reported that construction on the Centennial Hills Library is a third of the way completed and provided an update on the progress to date.

Mr. Rice also distributed the Centennial Hills Library Construction Change Order/Contingency Fund Summary Report. The report is designed to show the impact of change orders on the construction budget, contingency fund and project timeline. The report will be included with Mr. Rice's monthly report in the future.

Mr. Rice said that three Change Orders have been approved at this time and briefly discussed the changes which have slightly extended the project completion date to December 2, 2008, changed the way waste water will be handled at the site as well as one other minor change. Due to the City's decision on the waste water, the construction budget shows a positive variance of \$53,606.34.

Trustee Arthurholtz asked if the City's decision on the waste water handling jeopardizes the LEED designation. Mr. Rice said that the City's decision deducts one LEED point from the project, but that Centennial Hills is still within the guidelines for a silver designation.

Mr. Rice and Assistant General Services Director John Vino presented a slide show documenting progress on the construction of the Centennial Hills Library. Rice said he planned to provide updates every two to three months as construction progresses. The slides showed the underground electrical and plumbing installation, the excavations required for the slab and storm drains as well as the concrete slab being poured. Rice said the concrete pour was done in three sections and that there is an enormous amount of reinforcing steel in the slab. Contractors, after a short holiday delay, have begun to put the structural steel into place and Rice showed the beginning of that work. He noted the tremendous amount of underground work as extensive electrical conduits were required. He added that an enormous amount of flexibility was designed into the building for future power and data requirements.

Mr. Rice said that the project is currently four days behind schedule and the steel subcontractor has pledged to work additional hours in order to make up some of the time. Rice thought that up to two days can be made up if the subcontractor followed through. He did not feel the delay, at this stage in the project, is a cause for concern.

Trustee Aguirre asked if there are monetary damages in the contract to protect the District due to contractor delays. Mr. Rice said that liquidated damages run \$2,000 per day, payable by the contractor.

Chair Davis-Hoggard said she thought the progress was amazing, considering that it seemed like yesterday the Trustees were breaking ground. She also noted that the Mayor, in his "State of the City" address the previous evening, did acknowledge that a library was being built across from the Centennial Hills Community Center. Mr. Rice said

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that the building fits in with the Mayor's sustainability program.

Chair Davis-Hoggard thanked Mr. Rice for the report.

**Marketing Report
(Item VI.A.6.)**

Accepted.

Chair Davis-Hoggard moved to accept reports VI.A.1-6. There was no opposition and the reports were accepted.

**Unfinished Business
(Item VII.)**

None.

**Discussion and
direction to staff
and consultants
based on
presentation by
Dubberly Garcia
Associates, Inc. for
the District's 2008-
2011 Strategic Plan.
(Item VIII.A.)**

Mr. Morss introduced Mr. Ronald Dubberly, of Dubberly Garcia Associates (DGA), to lead a discussion with Trustees on Facility Resources and Phasing Criteria, one of the items under consideration for inclusion for the District's *2008-2011 Strategic Plan*. The formal presentation to Trustees was provided as an opportunity for feedback from Trustees and direction to DGA to further develop recommendations for the *Plan*.

Mr. Dubberly complimented staff on the clarity and accuracy of the reports provided to Trustees. Dubberly indicated to Trustees that such reporting is not "business as usual" for every public library.

Mr. Dubberly said the evening's discussion would will help him learn more about Trustee concerns when considering recommendations for setting priorities affecting the development of the District's future facilities. The discussion is not about specific facilities, but major policy considerations which guide future Trustee phasing of facility development.

Mr. Dubberly noted that there are several aspects to consider when discussing new facilities and the phasing of such facilities. The different issues can be divided into strategic, resource and organizational considerations. Strategic considerations relate to issues such as whether such facilities can further the organization's mission in terms of service fairness to patrons, resource availability (internal issues) and resource accessibility (external issues) and the effect of the project on District relationships with governmental entities and other libraries. Resource considerations cover the amount available for capital projects and the timing of the funds availability. Organizational considerations include project management resources and whether the proposed facility contributes to efficiency. Mr. Dubberly noted that the areas are closely related, as consideration of one leads to another.

Dubberly advised the Trustees to consider several priority questions for each project, incorporating the above considerations:

- How will service fairness be affected by the project's priority?
- How will the project contribute to District goals in making services and spaces available in appropriate amounts and types?

- How will the project contribute to District goals in making services and spaces accessible to residents – considering travel factors such as time, distance, and transportation availability?
- How will the project affect important District relationships?
- How does the timing of the project affect short and long term finances?
- Does the District have the organizational capacity for successful completion of the project given other priorities?
- How does the project affect organizational efficiency?

Trustees requested that the *Plan* include data on housing development trends and where development is planned in the District's service area, so that the District can plan for growth while not neglecting the District's urban core.

Trustees suggested choosing a flexible, environmentally sound building design that can accommodate changes in service delivery options over a number of years. Information on trends in library material use and the speed and impact of change on service delivery would be important factors. Also, the potential effect of changing trends on building design and use would be helpful in the decision-making process.

Trustees also said a priority would be spaces that allow for lifelong learning activities. Spaces that accommodated the diverse demographic makeup of the District and were able to be used by a variety of different users were favored. Trustees suggested further outreach to the Clark County School District and the City and County to create complementary programs that ensured District facilities were fully utilized.

Trustees also wanted District staff participation in any decision being taken by Trustees.

Mr. Dubberly thanked Trustees and confirmed he would be returning in March for the next phase of discussion regarding the *Strategic Plan*.

The item was presented for discussion only.

Discussion and possible Board action to approve a change to the *Personnel Policies and Procedures Manual* with respect to the provisions on Military Leave. (Item VIII.B.)

Human Resources Director Bud Pierce presented the item and explained that staff is requesting that Trustees approve a change to the *Personnel Policy and Procedures Manual* with respect to the provisions on Military Leave. The change in the policy will reflect a recent change in the Nevada Revised Statutes on pay for active duty. The change is inclusive of short, two week annual training assignments as well as a reservist being called to active duty.

Trustees asked about the benefits status of staffers called up for active duty, the District's benefit in comparison to other government entities

and how many staffers were on military duty.

Trustee Aguirre moved to approve the proposed change in the provisions on Military Leave. There was no opposition and the motion carried.

**Announcements
(Item IX.)**

The next Board Meeting will be held Thursday, February 14, 2008 in the Las Vegas Library at 6:00 p.m.

**Public Comment
(Item X.)**

None.

**Adjournment (Item
XI.)**

Chair Davis-Hoggard moved to adjourn the meeting at 8:04 p.m. There was no opposition and the motion carried.

Respectfully submitted,

Kelly Benavidez, Secretary