

MINUTES
LAS VEGAS-CLARK COUNTY LIBRARY DISTRICT
BOARD OF TRUSTEES' MEETING
LAS VEGAS, NEVADA
May 15, 2008
(approved June 12, 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., Thursday, May 15, 2008.

Present:

Board:	V. Davis-Hoggard	L. Overstreet
	F. Barron	E. Sanchez (via phone)
	A. Arthurholtz	A. Aguirre
	K. Benavidez	K. Carter
	J. Costello	

Counsel: G. Welt

Staff: Daniel L. Walters, Executive Director
Numerous Staff

Guests: Larry Harala
John Lansdell, Lucchesi Galati
Edgar Montalvo & Barb Henry, DCC Architects
Ronald Dubberly, Dubberly Garcia Associates
Eduardo Escobedo, Alberto Lau & Alonzo Casas, URS Corporation

V. Davis-Hoggard, Chair, called the meeting to order at 6:03 p.m.

Roll Call All members listed above represent a quorum.

Agenda (Item II.) Chair Davis-Hoggard changed the order of the Agenda. Item V.B. was moved to after Item II. and Item VIII.H. was moved to after Item III.

Chair Davis-Hoggard moved to approve the Agenda as changed. There was no opposition and the motion carried.

Chair's Report – Trustee Recognition (Item V.B.) Chair Davis-Hoggard presented a gift to former Trustee Larry Harala in appreciation for his service on the Board and thanked him for his time as a Trustee. Mr. Harala noted that there is no good excuse for leaving the Board of such an excellent organization but he had recently changed jobs with the City of Las Vegas and welcomed his fourth child which regretfully prompted his resignation. He thanked Board members and staff for the experience and the opportunity to serve. Harala felt that the District was at the forefront of government not only in Nevada but also the United States and wished the District and staff well. Mr. Harala was given a round of applause.

Chair Davis-Hoggard congratulated Trustee Benavidez on her upcoming wedding and presented her with a gift from the staff and Trustees in honor of the event. Trustee Benavidez thanked everyone for the present and their good wishes. She regretted that she would be on her honeymoon in Mexico for the June meeting. Trustee Benavidez was given a round of applause.

Executive Session – Possible briefing by Chair Davis-Hoggard moved that the Board adjourn into Executive Session for a briefing by Counsel on pending litigation. Chair Davis-

Minutes - Board of Trustees' Meeting

May 15, 2008

Page 2

Counsel regarding pending litigation. (Item III.)

Hoggard indicated it was to be a closed session and no action would be taken. There was no opposition and the motion passed. The meeting was closed at 6:08 p.m.

Chair Davis-Hoggard moved that the Board resume. There was no opposition and the motion carried. The meeting resumed at 6:34 p.m.

Discussion and possible Board action regarding a report from Counsel pertaining to litigation regarding the Friends of Southern Nevada Libraries. (Item VIII.H.)

Chair Davis-Hoggard asked Counsel Welt to give an update on the ongoing litigation with the Friends of Southern Nevada Libraries (FOSNL). Mr. Welt said that District Special Counsel Todd Touton and FOSNL Counsel Barry Levinson have both filed motions.

Mr. Welt said that under a stipulated agreement with the FOSNL, the group was to have an audit completed by April 30. After many requests to Mr. Levinson and after April 30, an engagement letter from the FOSNL's CPA for an audit was provided; however, the letter said the audit may not be completed until the end of June.

Mr. Welt reported that the stipulation agreement also provided for a review of the FOSNL books. After many requests in writing and via the telephone by Mr. Touton, Mr. Levinson asked for a list of the records the District wanted to examine. A list was provided by the District's accountants to Mr. Levinson and there has been no response from the FOSNL attorney, who previously had said that the group had the items for review.

Mr. Welt also reported that Mr. Levinson had also spoken to Mr. Touton to ask if Levinson could contact Welt directly regarding continuing negotiations for the contract between the District and the FOSNL. While Touton agreed, Welt has not yet heard from Levinson regarding resuming negotiations. Welt said he would ask Touton to contact Levinson to ensure there was not a misunderstanding regarding continuing negotiations as well as finding out the status of the audit request and review of the books.

Mr. Welt concluded by saying that all bookstores are open with the assistance of volunteers and staff. Due to the non-responsiveness of the FOSNL, the litigation is continuing. He hoped to have better news at the next Board meeting.

Chair Davis-Hoggard asked if the issue would be resolved by the time of the June Board meeting. Mr. Welt said that a hearing on some of the District's motions would take place on June 9 which should resolve part of the litigation. He emphasized that the hearing is taking place as items agreed to by the FOSNL have not been provided and the FOSNL has provided no explanation for their non-compliance.

Approval of Proposed Minutes Finance and Audit Committee, April 10, 2008 and Regular Session, April 10,

Trustee Aguirre moved to approve the Minutes of the Finance and Audit Committee Meeting held April 10, 2008. There was no opposition from Committee members and the motion carried.

Trustee Aguirre moved to approve the Minutes of the Board of Trustees Meeting held April 10, 2008. There was no opposition and the motion

Minutes - Board of Trustees' Meeting

May 15, 2008

Page 3

2008. (Item IV.A-B.)	carried.
Chair's Report (Item V.A.)	Chair Davis-Hoggard encouraged all Trustees to attend Staff Day on Friday, June 20, 2008. Each Trustee was provided with an invitation which includes the day's schedule.
Executive Director's Report (Item VI.A.)	Chair Davis-Hoggard moved to accept Staff Reports, Item VI.A.1-6. She asked if Trustees have questions about the reports to bring them to the June meeting. There was no opposition and the reports were accepted.
Public Services and Security Report (Item VI.A.1.)	Approved.
Business Office Report (Item VI.A.2.)	Approved.
Human Resources Report (Item VI.A.3.)	Approved.
Technology Report (Item VI.A.4.)	Approved.
General Services Report (Item VI.A.5.)	Approved.
Marketing Report (Item VI.A.6.)	Approved.
Unfinished Business (Item VII.)	None.
Consent Agenda	Trustee Carter moved to approve the Consent Agenda which consisted of the following items, in its entirety:
1. Discussion and possible Board action regarding contract award for the roof replacement at the Laughlin Library.	Authorize staff to award a contract for the roof replacement at the Laughlin Library, in accordance with Bid No. 08-08, to Western Single Ply for an amount not to exceed \$85,145.00. Authorize the Executive Director to enter into a Memorandum of Understanding with the City of Las Vegas for construction of a portion of a pedestrian bridge on District leased property at the Las Vegas Library, subject to review by Counsel.
2. Discussion and possible Board action to approve entering into a Memorandum of Understanding with	There was no objection and the motion carried.

the City of Las Vegas for construction of a portion of a pedestrian bridge on District leased property at the Las Vegas Library. (Item VIII.A.1-2.)

Discussion and possible Board action regarding the Chair's call for nominations to form a Nominating Committee for Board officers for Fiscal Year 2008-2009. (Item VIII.B.)

Trustees Aguirre, Arthurholtz and Carter volunteered to serve on the Nominating Committee. Chair Davis-Hoggard appointed Trustee Aguirre as Committee Chair. The Nominating Committee will nominate Trustees for Board officers for Fiscal Year 2008-2009.

Discussion and possible Board action regarding approval of the 95% construction documents for the efficiency remodels of the Enterprise, Las Vegas, Rainbow, and Sahara West libraries. (Item VIII.C.)

General Services Director Steve Rice introduced the item. Mr. Rice said that DCC Architects (Edgar Montalvo and Barb Henry) and Lucchesi Galati (John Lansdell) have completed the 95% construction documents for the first phase of the efficiency remodels which consists of the Enterprise, Las Vegas, Rainbow and Sahara West branches.

Mr. Rice noted that a total of \$3,000,000 was allocated for the Phase I efficiency remodel projects. The cost estimates for construction are well within the allocation. However, there are additional costs associated with each project, i.e. furniture and shelving, plan check fees, permits, etc.; and the construction costs for the Phase II and III remodels are yet to be determined. The estimated construction cost for each Phase I project is as follows:

Enterprise Library - \$155,735
Las Vegas Library - \$242,838
Rainbow Library - \$358,803
Sahara West Library - \$377,798

Mr. Rice noted that the cost of \$359,882 shown for the work on the documents for the Sahara West Library increased when the final flooring numbers came in.

The anticipated projects schedule is as follows:

95% Construction Documents Approval - May 15, 2008
Building Department Plans Review Completed – June 30, 2008
Bidding Completed and Construction Contract(s) Awarded - August 14, 2008
Construction Completion - December 30, 2008

All the work being done will allow for the more efficient use of space in each location as well as allowing for the installation of the RFID equipment and creating the self-check areas, patron hold areas and sorting areas to accommodate the new technology. During the work, temporary barriers and access routes will allow patrons to access the libraries.

Mr. Lansdell showed plans and discussed the proposed efficiency remodel for the Sahara West Library. The work will include removal of the circulation desk, providing space in the work room for the new automated sorting equipment, providing space for reserved material, providing control walls adjacent to the security gates and a new help desk. New flooring and paint, and the associated upgraded wiring and HVAC work will also be included.

Mr. Montalvo showed plans and discussed the proposed efficiency remodels for the Enterprise, Las Vegas and Rainbow branches.

At the Enterprise Library, the circulation desk, a wall between the existing circulation desk and work room, ceilings and flooring within the workroom and the existing security gates will be removed. Security gates will be installed in a new location, a work/sort room will be created and a customer service desk will be installed.

At the Las Vegas Library, the circulation desk, a wall between the existing circulation desk and work room and the existing security gates will be removed. Existing shelves will be reinstalled in a new work/sort room and new security gates, a corridor and a customer service desk will be installed.

At the Rainbow Library, the main entry and ornamental hall, circulation desk and associated work area, current computer area, reference desk and shelves, periodical desk and shelves and security gates will be removed. A new entry, hallway, sort room and work room will be created. Security gates, computers and periodicals will be relocated.

Trustee Aguirre asked to see full-color elevations of the new Rainbow Library entry. He also wanted to know about the containment of possible hazardous materials during the work. Both Mr. Montalvo and Mr. Rice discussed how it is anticipated that the contractor would do most of the work involving potential hazardous materials at night and that barricades would be erected to protect the public. Rice noted that these details would be worked out once the final plans are approved and a contractor is named.

Mr. Walters commended Mr. Morss and his team for their work. Along with Morss, Public Services Director Marie Cuglietta and the particular Regional Branch Services Director, branch staff have been the core members of the design committees as they know their branches best. Walters also commended Mr. Rice for his work on the project as well.

Mr. Walters then noted that, for all the careful planning that is going on, once the projects get underway, the work will be noticeable and inconvenient to patrons and staff alike. The Rainbow Library, for example, is the District's busiest branch per square foot. Staff will work as best they can to reconcile the need to complete the project while minimizing the impact on the many patrons. He also noted that staff is still evaluating how the projects will be bid.

Trustee Barron moved to approve the 95% construction documents for the Enterprise, Las Vegas, Rainbow, and Sahara West Libraries efficiency remodels and to authorize the Executive Director to approve the 100% construction documents upon completion of the City of Las Vegas and Clark County building department reviews and to proceed with the bidding phase. There was no objection and the motion carried.

**Public hearing on
the Las Vegas-Clark
County Library
District's *Proposed
Budget for Fiscal
Year 2008-2009.*
(Item VIII.D.)**

Chair Davis-Hoggard moved to convene the Public Hearing regarding the Las Vegas-Clark County Library District's *Proposed Budget* for Fiscal Year 2008-2009. There was no opposition.

Deputy Director, CFO Fred James, Deputy Director, COO Robb Morss, General Services Director Steve Rice, Information Technology Director Al Prendergast and Collection Development Director Jan Passo participated in giving the presentation.

Mr. James began by saying that the proposed FY 08-09 budget follows a "hold the line" strategy that maintains quality services while also allowing funding for capital projects. He then discussed the sources of the District's revenue.

Property tax (PTX): In FY 08-09, assessed valuation (AV) is estimated to be \$85.6 billion, a 6% increase over the previous fiscal year. The District's maximum allowable tax rate is .0960 per \$100 of AV and covers both general fund tax rate and the debt service fund tax rate. The actual tax rate that has been used by the District for several years and will continue to be used in FY 08-09 is .0866 per \$100 of AV. Mr. James noted that the rate comes out to about \$30.31 per year for each \$100,000 of AV or \$2.53 per month.

Consolidated sales tax (CTX): Mr. James noted that the CTX is a combination of City and County sales and miscellaneous tax distributed to most Clark County municipalities according to a state formula. In FY 08-09, as previously stated, the District has budgeted approximately \$18.9 million, which is \$1.2 million less than FY 07-08. He also noted that CTX revenue is volatile.

PTX revenues are estimated to make up 69% (\$56 million) of the District's revenue total of \$81,137,000. The FY 08-09 expenditures are expected to total \$102.2 million. The variance of \$21.1 million will be covered by using reserves largely from the Capital Projects Fund. The other sources of revenue are Intergovernmental Revenue of 3% (estimated \$2.5 million), Investment Income of 2% (estimated \$1.5 million), Fines & Fees/Miscellaneous Revenue of 2% (estimated \$1.1

million) and Charges for Services of 1% (estimated \$1.1 million).

Mr. James then discussed the proposed \$102.2 million in expenditures. There are four funds which account for the expenditures, the General Fund which will receive an estimated \$57.8 million (57%), the Capital Projects Fund which will receive an estimated \$35.3 million (34%), the Special Revenue Funds which will receive \$2.1 million (2%) and the Debt Service Fund which will receive approximately \$7 million (7%).

In addition, Mr. James said that he is proposing that \$16.3 million be transferred from the General Fund to the Capital Projects Fund for the following Capital Programs: the Integrated Library Systems Replacement Program (\$4 million), the Technology Replacements and Upgrades Program (\$1 million), the Building Repair and Maintenance Program (\$1 million) and the Capital Construction Program (\$10.3 million).

Mr. James then described each Fund and detailed the proposed expenditures.

GENERAL FUND

The General Fund is the operating fund of the District. It is used to account for all financial resources except for those required to be accounted for in another fund. In FY 08-09 General Fund revenue is estimated to total \$72,030,000 with 96% coming from taxes. PTX revenues are estimated to total \$50.2 million and CTX revenues are estimated to total \$18.9 million. Other miscellaneous revenue is expected to come in at around \$2.9 million. Mr. James noted that the estimated General Fund revenues for FY 08-09 are 20.1% (\$8.4 million) higher than the previous year.

General Fund expenditures are expected to total \$57,805,368 with Public Services allotted \$41.6 million (72%), General Services allotted \$8.2 million (14%), Administration allotted \$5.4 million (8%) and Information Technology allotted \$2.6 million (5%).

Breaking down the General Fund expenditures by activity, salaries and benefits will cost an estimated \$32.9 million (57%). Mr. James noted that all urban branches are open 7 days a week for a total of 72 hours and that with any service organization, personnel costs are a significant part of the total operating budget of the District. Library materials will run an estimated \$11.6 million (20%). The District has committed 20% of its General Fund expenditures for several years investing in materials. Other supplies and services total an estimated \$7.1 million (12%) and utilities, security and maintenance contracts will cost an estimated \$5 million (9%). James noted that the FY 08-09 ending fund balance is estimated to be \$2 million (3.5%), which is below the District target. The balance is necessary to provide liquidity for cash outflows and acts as a cushion during economic downturns. The reserves in the Capital Projects Fund will be used, if necessary to augment cash flow in the General Fund.

Mr. Morss described the proposed expenditures for Public Services in

the General Fund. Public Services includes Support Services, Collection Development, Branch Services, Community Outreach, Contract Libraries, Literacy and the Virtual Library. He noted that requests were approved on an as-needed basis with an overall philosophy of maintaining a neutral budget. Recurring costs included minimal staffing increases for various branch libraries including a new service point at the Centennial Hills Library. The proposed increase of 7.4 FTE includes 15 pages to be distributed at various branches and 1 full-time Computer Center Supervisor and 4 part-time lab monitors for the new Centennial Hills Library. Non-recurring costs included request for equipment and furnishings which covered book carts, theater drapes, an enhanced catalog project, WOW van redesigns and replacement furniture for various branches.

Ms. Passo described the Library Materials budget request. Library materials purchases are allocated to support achieving the *Strategic Plan* goals. The allocation of 20% of the General Fund results in an increase of approximately 5.6% over the previous year. New materials will primarily focus on high interest materials for recreational and informational needs. The *Plan* calls for specific increases in material circulation in this and other areas, as well as growth in use of electronic resources and eMedia.

Ms. Passo noted that in FY 08-09 the materials budget will also fund a transfusion of new materials for the collection at the new Centennial Hills Library location. It will be placed at the highest funding allocation, 10%, resulting in \$1.2 million for this collection.

The allocation for electronic resources at 14% of the budget will support reference resources, the retention and acquisition of databases, and downloadable eMedia. The electronic format is accessible to our patrons from their homes or from our facilities.

Ms. Passo concluded that the Collection Development Department strives to improve collection performance by providing materials most often sought by patrons, quickly and efficiently, but also strives to provide balance and diversity in content by purchasing materials in a variety of topics, formats and languages.

Mr. Rice detailed the proposed General Services budget request. The request includes \$880,000 for building repairs and minor improvements such as HVAC system repairs and upgrades, exterior painting, building access control, parking lot repairs, furniture repair and reupholstering and carpet replacement. A further \$130,000 is requested to purchase two larger capacity box trucks for the Courier Department in order to accommodate the expected increased circulation requirements once RFID is in place.

CAPITAL PROJECTS

Mr. James then discussed the Capital Projects Fund. The Fund accounts for the acquisition, replacement or construction of major capital projects and facilities. In FY 08-09, James estimates \$51.6 million will be available in the Fund for the following programs: \$9 million for the

Integrated Library Systems program, \$3.9 million for the Technology Replacement and Upgrades program, \$5.8 million for the Building Repair and Maintenance Program and \$32.9 million for Capital Construction.

Mr. Prendergast detailed the proposed expenditures in the Integrated Library Systems program. He noted that the *Strategic Plan* identified technology efficiencies, including the RFID materials handling solution chosen by the District. Prendergast said that of the \$9 million currently in the Fund, \$8.9 million will be allocated in FY 08-09 to complete the implementation of RFID technology with the remainder appropriated over subsequent years.

Mr. Prendergast also discussed the proposed budget for the Technology Replacement and Upgrades program and explained that the program was established five years ago to provide for the ongoing replacement and upgrade of the District's personal computers, telecommunications hardware and other related infrastructure improvements. He noted that \$800,000 is proposed to be allocated in FY 08-09 with the remaining \$3.1 million allocated in subsequent budget years for recurring replacement of all the District computers every five years.

Mr. Rice explained the proposed expenditures for the Building Repair and Maintenance Program. The program was established five years ago and provides funding for major and emergency repairs and maintenance to the District's buildings and related infrastructure. Rice noted that the District's buildings are now between ten and twenty years old with more than half of the District's buildings being constructed at the same time and aging at the same rate. Therefore, replacement and repair for building systems and components will be required at about the same time.

Mr. Rice said that of the \$5.8 million available, the District proposes to spend \$1.32 million in FY 08-09 covering the replacement of the Laughlin Library HVAC Chiller Tower (\$475,000), replacement of the West Charleston Library roof (\$275,000), replacement of the Whitney Library roof (\$170,000) and unanticipated emergency repairs (\$400,000). The remaining \$4.5 million will be available for future replacements and repairs.

Mr. Rice also explained the proposed expenditures for the Capital Construction program. Of the \$32.9 million available, \$24.3 million in FY 08-09 will cover work on the design of the Compass Point Library and Service Center (\$4.2 million), completion of the Centennial Hills Library and Materials Processing Center (\$12.7 million), completion of ten urban branch efficiency remodels (\$6.2 million) and utilizing construction management services (\$1.2 million). The remaining balance of approximately \$8.6 million is to be applied in subsequent budget years to reduce the debt to be incurred for the Compass Point Library and Service Center by lowering the needed dollar amount for construction. Rice briefly discussed the cost breakdown for each urban branch efficiency remodel. He then discussed the estimated cost breakdown for the Compass Point Library and Service Center and

showed how the remaining program balance can reduce the amount needed to finance the total cost.

SPECIAL REVENUE FUNDS

Mr. James then discussed the Special Revenue Funds, which account for the proceeds of specific revenue sources and are broken down into the Grant Fund and the Gift Fund. James explained that the Special Revenue Funds are budgeted higher so that the expense side is always covered and Trustees do not continually need to approve augmentations to the budget. He emphasized that expenses from the Special Revenue Funds are not approved unless the money has been received. The Grant Fund covers the Literacy (CALL) and other grants, which James estimates will come in at \$1.7 million. Donations to the District go to the Gift Fund and James estimates that \$500,000 will be received for FY 08-09.

DEBT SERVICE FUND

Mr. James explained that the Debt Service Fund accounts for the accumulation of resources for, and the payment of, general obligation bonds. The Fund is budgeted at \$7 million for FY 08-09 and the revenue comes from property taxes collected for this specific purpose. Currently, there are \$25 million in bonds outstanding at the close of FY 07-08 fiscal year and Mr. James said that all outstanding bonds will be fully paid in 2012.

The presentation on the *FY 2008-2009 Proposed Budget* concluded.

Trustee Overstreet clarified with Mr. Rice that the proposed management fee for the Compass Point project was \$1.2 million for FY 08-09, while the \$3.6 million figure shown on the estimated project cost breakdown slide covered three years. Trustee Aguirre requested a copy of the slide.

There was no Public Comment.

Trustee Aguirre moved to close the Public Hearing. There was no opposition and the Public Hearing was closed.

Chair Davis-Hoggard announced that there would be a ten minute break. She recessed the meeting at 7:40 p.m.

Chair Davis-Hoggard resumed the meeting at 7:50 p.m. All Board members previously noted as present with the exception of Trustee Barron were present.

Discussion and possible Board action to adopt the Las Vegas-Clark County Library District's Proposed Budget for Fiscal Year 2008-2009.

Trustee Overstreet moved to adopt the Proposed Las Vegas-Clark County Library District's FY 2008-2009 Budget subject to any modifications as directed by Trustees and instruct staff to adjust estimated FY 2008-2009 revenues in accordance with final estimates from the Department of Taxation provided such estimates are received in sufficient time for staff to make adjustments by the June 1, 2008, filing date. Chair Davis-Hoggard, Trustees Aguirre, Arthurholtz, Benavidez, Carter, Overstreet and Sanchez voted to approve. Trustee

(Item VIII.E.)

Costello voted to oppose. The motion carried (7 votes to 1 vote).

Presentation and discussion to the Board regarding the "Draft" Strategic Service Plan for the years 2008-2011 for the Las Vegas-Clark County Library District.

Mr. Morss noted that one of the largest items in the Board packet was the draft of the *Strategic Service Plan* for 2008-2011. He thanked Trustees for their participation in previous discussion as the plan was crafted and thanked members of the staff committee, about 40 in all, for their hard work over the last ten months. Morss particularly appreciated the work of Ms. Cuglietta, Ms. Passo, Jennifer Schember (Adult Services Coordinator), Mary Nelson Brown (Children's Services Coordinator) and Lauren Stokes (Virtual Library Branch Manager) for their outstanding efforts in compiling statistics.

(Item VIII.F.)

Mr. Morss noted that after the discussion at this meeting, staff will work on bringing a final plan to the Board in the next few months. He then introduced Mr. Ronald Dubberly of Dubberly Garcia Associates to lead the discussion on the draft plan.

Trustee Barron returned to the meeting.

Mr. Dubberly provided an overview of the draft strategic plan. He noted that the major tasks required were to develop a service plan and an organizational analysis. The key players involved in crafting the plan were the staff's Strategic Planning Committee, the Executive Council, and the District's Trustees.

The components involved in developing the service plan included an analysis of the service environment, identification of the service priorities, determination of service goals, objectives and activities and identification of key organizational competencies. Mr. Dubberly noted the last was mainly compiled by District staff. Organizational analysis included updating District resources and use trends analyses as well as making recommendations based on the information compiled. He then reviewed the data in various areas that were considered in formulating the plan and its recommendations.

Mr. Dubberly provided his suggested recommendations for the final plan divided into service recommendations and organizational recommendations. His service recommendations are listed by category:

- Celebrate Diversity: Cultural Awareness
- Connect to the Online World: Public Internet Access
- Create Young Readers: Early Literacy
- Learn to Read and Write: Adult, Teen and Family Literacy
- Satisfy Curiosity: Lifelong Learning
- Stimulate Imagination: Reading, Viewing and Listening for Pleasure
- Succeed in School: Homework Help
- Visit a Comfortable Place: Physical and Virtual Spaces

Mr. Dubberly's organizational competencies recommendations:

- Seek and maintain partnerships that enable the District to better serve its customers and achieve its service goals. (External

- Partnerships)
- Complete construction of new facilities to serve communities in the rapidly growing northwest and southwest areas of the District and complete the circulation efficiency remodels of existing urban branches. (Facilities)
- Allocate financial resources in support of its approved service goals and strategic initiatives. (Finance)
- Partner with support groups and organizations to support and enhance District services. (Fund-raising)
- Operate facilities that are appropriate in location, size and kinds of spaces and provide for equitable, effective and efficient public service throughout the District. (Governance)
- Ensure continuing leadership capacity through knowledgeable trustees and staff. (Governance)
- Recruit, train and deploy staff that provide and support quality customer service for all District users. (Human Resources)
- Maintain compensation plans for bargaining unit exempt managers and administrators. (Human Resources)
- Promote District services through a variety of print, electronic and media opportunities. (Marketing and Public Relations)
- Incorporate the assessment of resident needs in District measurements and evaluation of library services. (Measurement and Evaluation)
- Utilize technologies and processes that improve access to materials and information, enhance customer service and maximize efficient service delivery. (Operational efficiencies)

Mr. Dubberly noted that "a plan is not a plan" unless it is both implemented and the results measured. Each competency listed builds upon the previous one and under each the plan suggests initiatives, objectives and service goals.

Mr. Dubberly then provided his analytical recommendations for revenue allocations, services and capital projects priorities. Under revenue allocations, he noted that the District's current allocation trends are consistent with the District's service priorities. In order to sustain the goals of service quality and resource efficiency the District must:

- Continue purchasing high-interest materials.
- Thin on-site collections to keep inventory fresh and maintain high turnover rates.
- Complete interior layout changes for customer self-service and efficient materials handling.
- Complete the installation of RFID technology.
- Install equipment for sorting returned materials where it is cost-effective.
- Consider using teams for overnight shelving of materials if research shows this is cost-effective.
- Create a system for centralized sorting and delivery of "intra-library" items.

Mr. Dubberly's long-term recommendations to sustain the current level

of high-quality services provided by the District are based upon future use trends:

- Web-based virtual delivery
- On-demand physical delivery such as home delivery

Mr. Dubberly also recommended that the District investigate the impact of the use of District resources by non-resident cardholders who, as of July 2007, total 18.9% of cardholders. Dubberly believes the District needs to determine non-resident cardholder's actual use of District resources, and consider a cost analysis study to include both real costs and opportunity costs. After the District obtains the information, the non-resident use policy and related fees can be revised as necessary.

Mr. Dubberly then listed his suggestions for a priority list for proposed capital projects, in order of urgency:

- District Service Support Center
- Compass Point Library
- Mesquite Library
- Northwest Library
- Sunrise Library (replacement)
- Cactus Hills
- Lone Mountain West

He said he placed a Northwest library high on the list due to the projected population increase in the area that will continue to stretch the resources of the Rainbow Library and the new Centennial Hills Library. He also noted that he is now recommending a replacement facility for the Sunrise Library in a new location west of the current location. He said that he feels that a larger replacement facility can serve both the Sunrise and East Las Vegas areas more efficiently than opening a smaller, additional library in the East Las Vegas area.

Mr. Dubberly concluded by saying that continued District success will require:

- Continued limited growth in expenditures for staff, materials and other operating item and responsible creative financing for major capital projects.
- A continued holistic approach in organizing and phasing improvements in technology, service design, work efficiencies and interior layouts.
- Completion of the Service Support Center to bring together all service support functions and introduce new cost efficiencies through automated sorting, housing lesser used materials and key future services such as direct mail.
- Phased facility construction in addressing branch library needs of underserved residents.
- Continuing adoption of electronic service delivery models.

He thanked Trustees and staff for the opportunity to work with such an outstanding group.

Chair Davis-Hoggard asked Mr. Morss about the response to the

Amnesty Week held in April. Morss reported that the District waived a bit more than in 2007 as the new policy required that patrons must clear their outstanding accounts completely in order to receive the \$25 waiver. He noted that, as more patrons clear up their past-due accounts, their accounts are in good standing again and they are able to check out materials again, which increases circulation.

Trustee Aguirre asked about the web-based delivery options, located in Appendix B to the draft report.

Trustee Arthurholtz asked about the status of the proposed East Las Vegas Library, considering that the proposed plan contains recommendations for a relocated, larger Sunrise Library in place of the proposed East Las Vegas Library. The consultant reminded the Trustees that the capital project priority list was the consultant's recommendation and not an element of the *Strategic Plan* to be adopted.

After questions by Trustees Barron and Sanchez as well as a lengthy discussion about the circulation and demographic data used as basis for the recommendation, Mr. Walters noted that the intent of the proposed *Strategic Plan* is not to set a final priority list, but to provide a roadmap to follow to get to a stage where Trustees would have the information to make priorities for new facilities. In discussions last fall, Trustees agreed to postpone consideration of future facilities until the completion of the Compass Point project.

Mr. Morss thanked Trustees for their review and comments and said that the final version of the Plan will be brought to Trustees at the June or July meeting.

1. Discussion and possible Board action regarding selection of a construction management firm as outlined in RFQ No. 08-06, Construction Management Services for projects from July 1, 2007 through June 30, 2011.

Mr. Rice introduced the item and reported that a Request for Statement of Qualifications (RFQ) for Construction Management Services for projects from July 1, 2007 through June 30, 2011 was advertised in accordance with District purchasing policies.

Mr. Rice reported that a total of ten (10) submittals were received. Based on the criteria outlined in the RFQ, five (5) firms were selected for further consideration and invited to make a presentation regarding the firm and proposed team. Based on the criteria outlined in the RFQ, the interview panel, composed of Mr. Walters, Rice, Assistant General Services Director John Vino, Mr. Morss and IT Director Al Prendergast, recommends that URS Corporation (URS) be approved for contract award to provide construction management services for projects from July 1, 2007 through June 30, 2011.

2. Discussion and possible Board action regarding contract award for value engineering services for the Compass Point Library and Service

Mr. Rice noted that the solicitation was for the selection of a qualified and experienced firm to provide construction management services for the Centennial Hills Library, Compass Point Library and Service Center, the efficiency remodel projects at ten (10) urban branches, and other possible projects started from July 1, 2007 through June 30, 2011. Additionally, to supplement the workload capacity of District staff to manage the construction program, a construction manager from the

Minutes - Board of Trustees' Meeting

May 15, 2008

Page 15

Center project. selected firm will be required to work in residency under the direction of Mr. Rice and be located in an adjacent office in the General Services office building throughout the duration of the construction program.
(Item VIII.G.1-2)

Mr. Rice described URS as one of the largest construction management firms in the world with over 29,000 employees and over 200 offices nationwide. URS has been working in Nevada for over 30 years and currently has a full-service Las Vegas office employing 23 staff.

Subsequent to Board approval, staff will begin contract negotiations with URS to establish responsibilities, scope of work, and contract fees. Staff anticipates presenting the contract for award consideration at the June 2008 Board meeting.

Additionally, Mr. Rice said, staff is recommending that a Value Engineering Review be conducted on the Compass Point Library and Service Center project and that URS Corporation perform the review. The Value Engineering workshop proposed by staff and URS is a two-day multi-disciplinary review of the design documents and estimates completed by JMA, but led by a firm other than the design consultant, to determine if the most cost-effective methods, materials, systems, etc. have been designed to ensure that the greatest value is achieved within the project budget.

Mr. Rice introduced URS representatives present at the meeting, Eduardo Escobedo (Principal), Alberto Lau (Facilities Program Manager, the senior project manager overseeing the District's projects) and Alonzo Casas (Construction Manager, who would be on-site at the District).

Trustee Aguirre moved to award a contract to URS Corporation for Construction Management Services for projects from July 1, 2007 through June 30, 2011 in accordance with RFQ No. 08-06 and to authorize the Executive Director to initiate contract negotiations. Chair Davis-Hoggard, Trustees Aguirre, Arthurholtz, Barron, Benavidez, Carter, Overstreet and Sanchez voted to approve. Trustee Costello voted to oppose. The motion carried (8 votes to 1 vote).

Trustee Aguirre moved to authorize staff to award a contract for value engineering services for the Compass Point Library and Service Center project to URS Corporation for an amount not to exceed \$56,622.00, plus authorized reimbursable expenses. Chair Davis-Hoggard, Trustees Aguirre, Arthurholtz, Barron, Benavidez, Carter, Overstreet and Sanchez voted to approve. Trustee Costello voted to oppose. The motion carried (8 votes to 1 vote).

Announcements The next Board Meeting will be held Thursday, June 12, 2008, in the
(Item IX.) Clark County Library at 6:00 p.m.

Public Comment None.

(Item X.)

Adjournment
(Item XI.)

Chair Davis-Hoggard moved to adjourn the meeting at 8:55 p.m. There was no opposition and the motion carried.

Respectfully submitted,

Kelly Benavidez, Secretary