

MINUTES
LAS VEGAS-CLARK COUNTY LIBRARY DISTRICT
BOARD OF TRUSTEES' MEETING
LAS VEGAS, NEVADA
January 14, 2010
(approved February 11, 2010)

The Board of Trustees of the Las Vegas-Clark County Library District met in regular session in the Enterprise Library, Las Vegas, Nevada, at 6:00 p.m., Thursday, January 14, 2010.

Present: Board: F. Barron, Chair A. Aguirre
V. Davis-Hoggard R. Kirsh
K. Crear L. Carrasco
M. Saunders C. Reese
R. Ence

Counsel: G. Welt

Absent: K. Benavidez

Staff: Jeanne Goodrich, Executive Director
Numerous Staff

Guests:

A. Aguirre, Vice Chair, called the meeting to order at 6:03 p.m. and explained that Chair Barron would be participating by telephone so had asked him to chair the meeting.

Roll Call (Item I.) All members listed above represent a quorum. Trustee Barron attended via telephone, Trustee Benavidez was out of the country (Excused Absence). Appendix A.

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

Enterprise Library Branch Presentation (Item III.) Enterprise Library Branch Manager Salvador Avila welcomed Trustees, staff and guests to the "fabulous" Enterprise Library. He introduced Michael Newman, Enterprise Library Assistant Branch Manager.

Mr. Avila explained that staff focused on providing relevant and responsive library services to residents of the branch service area. He has three guiding principles: First, everything and anything that staff works on must somehow create public value. Second, every single transaction will be performed with great customer service in mind. And, last, staff should have fun doing what they do day in and day out. Avila added that the diversity of staff personalities creates a winning combination.

Mr. Avila said that the building was designed by Domingo Cambeiro Corporation Architects and opened in April 1996 with 26,000 square feet, offering all of the amenities that are expected in a modern public library. One unique characteristic of the Enterprise Library, when compared with other urban libraries in the District, is that it is the only public facility within the Enterprise Township. This means that any group that needs to have a public meeting in the area must use the branch meeting spaces. He reported that public spaces, for the most

part, are booked solid on weeknights and weekends, which made Enterprise a true demonstration of what it means to be a commons area. The Enterprise Library consists of 21.5 full time employees. The service area boundaries are Silverado Ranch to the south; Maryland Parkway to the east; Sunset to the north; and Decatur to the west.

Mr. Avila said that Enterprise Library staff is particularly proud of its advocacy for teen services. Initially, teens were only afforded a very small section of the library. Today, they are more than welcome in the two rooms that house the Young Adult popular materials with cozy chairs, study tables, and information from Nevada's institutions of higher education.

The top three *Strategic Plan* priorities for the Enterprise Library are:

1. Young children's love for books.
2. Young children and adults will have access to computers.
3. Adults will have access to popular materials.

Mr. Newman reported on branch statistics. Newman said that during the Fiscal Year 2008 – 2009 the Enterprise Library circulated 953,000 items (the branch will break the one million mark in this fiscal year). This resulted in the branch ranking:

- Sixth in new library cards issued (8,519)
- Fifth in cardholders (32,500)
- Fourth in circulation per cardholder (29.32)
- Fourth in circulation per square foot (36.24)
- Third in turnover rate (5.26)

Between December 2008 and December 2009, Mr. Newman reported that Enterprise ranked second in the percentage of circulation increase. Enterprise has ranked either fourth, fifth, or sixth in total circulation per month during 2009. Through the hard efforts of staff Enterprise has been a high performing library. While it is tenth in the District in FTEs (21.54), it is first in the District in the amount circulated per FTE (44,244.85).

Mr. Avila said that the Enterprise Library was really at the forefront of public librarianship based upon the welcoming layout, staff and amenities along with the relevant services and collections which are, he felt, borne out by the statistics.

Mr. Avila explained that the souvenirs given to each Trustee were created at the branch's Young People's Library (YPL) -sponsored *Twilight* and *New Moon Party* where part of the program was to create a craft. The staff and program participants made these magnets and bookmarks for Trustees as an Enterprise Library souvenir.

Mr. Avila invited Trustees to join either him or Mr. Newman for a tour to explore and experience the Enterprise Library's treasures after the meeting. He concluded his presentation by thanking Trustees for their continued support and advocacy.

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Mr. Avila was given a round of applause. Executive Director Goodrich pointed out that Enterprise is the only library located on the "Strip" and that she found it interesting that all the branch's public computers are named after imploded casinos.

Executive Session (Item IV.)

Vice Chair Aguirre advised Trustees that there would be no need for an Executive Session at the meeting.

Approval of Proposed Minutes Finance and Audit Committee Meeting, November 2, 2009 and Regular Session, November 12, 2009. (Item V.A-B.)

Trustee Davis-Hoggard moved to approve the Minutes of the Finance and Audit Committee Meeting held November 2, 2009. There was no opposition from Committee members and the motion carried.

Trustee Saunders moved to approve the Minutes of the Board of Trustees Meeting held November 12, 2009. There was no opposition and the motion carried.

Chair's Report (Item VI.)

No report.

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

Trustee Davis-Hoggard asked that the Executive Director's and the Human Resources Reports be discussed.

Trustee Barron moved to accept all the reports with the exception of VII.A (Executive Director's Report) and VII.A.3. (Human Resources Report).

There was no opposition and the reports were accepted.

Ms. Goodrich reported that the revenue projections District staff have been receiving have been grim and they just keep getting worse and worse. She reminded Trustees that 93% of the District's operating budget revenue comes from the Consolidated Sales Tax and the property tax. The latter (which makes up 73% of the 93%) has been impacted by the recession in unprecedented ways. According to analysts, the District, along with other public jurisdictions, is in uncharted territory. Goodrich said that Deputy Director, CFO Fred James will discuss the approximately \$5.6-6 million in budget cuts that Executive Council staff have made to the current fiscal year budget later in the meeting.

Ms. Goodrich explained that the Executive Council will shortly be determining a target number for the next fiscal year budget, based on the best estimates of revenue shortfalls and projected expenditures. She reported that the current projections show that the District cannot sustain the current operations without going into a deficit situation in the next fiscal year. In fact, if the District continues the way it has in the past several years, it will have a \$60 million deficit in the next few years.

Ms. Goodrich continued to say that as staff begins to develop operating budget scenarios, she encourages all Trustees to attend Finance and Audit Committee meetings. The first meeting has been set up for January 27 at 11:30 a.m. If a Trustee is not able to attend the Committee meeting, she invites them to meet with her and Mr. James to be briefed on the situation. She explained that the FY 2010-2011 budget would be a complicated budget preparation process and she wanted to be sure that staff and Trustees have sufficient time for information sharing, discussion, and reflection.

Ms. Goodrich also reported that a memo to staff would be going out the next day to inform staff of the situation and explain that the Executive Council is looking at different options to sustain District programs and services while operating under the new economic environment. She emphasized that no specific decisions have been made and that she would also be working with the new leadership of the Teamsters 14 union. She concluded by saying that she does not believe more adjustments in the current budget, FY 2009-2010, would be required.

Vice Chair Aguirre asked about the amount of projected reductions to the FY 2010-2011 budget. Ms. Goodrich said that revenue projections currently stand 10% lower than the reduced, adjusted FY 2009-2010 budget. If one compared the projected revenue to the original approved FY 2009-2010 budget, projected revenue is approximately 18% lower.

Trustee Davis-Hoggard said she would save her questions for the Finance and Audit Committee meeting.

Continuing her report, Ms. Goodrich also discussed the District's expansion of its outreach efforts to 14 new child care centers operated under the auspices of the United Way, including providing training on age-appropriate early literacy activities to child care providers and parents. The United Way will pick up the costs of providing new collection materials for the centers. The expansion will allow the District to meet the *Strategic Service Plan* goal of expanding services to 50 child care centers, the Board's service priority to "Create Young Readers: Early Literacy," and the United Way's Commitment to Education/Family Literacy Program goal. In addition, Mary Nelson Brown, Youth Services Coordinator, was asked to chair the United Way Family Literacy Subcommittee, a commitment District staff agreed to take on for the next year. This will enhance the District's ability to collaborate with other providers of early childhood education.

In response to a question from Trustee Davis-Hoggard, Ms. Goodrich and Development Director Danielle Milam explained that the District's outreach program already served available Head Start programs and the new child care centers were privately operated in areas not already served by the District's outreach efforts. United Way has been working with these centers to provide enhancements and the District will now add its efforts. Davis-Hoggard asked to be provided a list of the child care centers.

Ms. Goodrich next reported on the District's move to "floating collections" for its urban branches. She explained that, with the efficiency remodels now completed, now is the time to review other options to provide materials to patrons. Goodrich said that the move provides both a cost containment and service enhancement effort that a number of other major urban library systems have implemented over the last several years.

Ms. Goodrich said that the concept takes the District farther down the road toward being a totally integrated library system, rather than a group of independent facilities and collections. The integrated library system allows users to see and borrow materials from any branch. The next step finalizes the "one system/one collection" evolution. Items will no longer be owned by a particular branch but will float freely among the urban libraries. An item will stay where it is returned, which will result in automatic refreshing of branch collections, collection development by library users, and reduced staff time to handle delivery of materials at the branches and by the couriers and central sort staff. The implementation team is planning the pilot phase of this new approach, with full implementation scheduled by the first of the next fiscal year (July 1, 2010).

Ms. Goodrich advised Trustees that an article about the various services libraries offer will appear in next Sunday's *Review-Journal* and noted its ironic timing. With fewer resources available, demand for library services such as the District provides is higher than ever. She noted that this is not simply a Las Vegas phenomenon, as libraries around the country are noticing the same rise in demand.

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

Accepted.

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

Accepted.

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

Trustee Davis-Hoggard expressed her concern at the low number of minorities being hired by the District. Human Resources Director Jerilyn Gregory said she would take a closer look at the information and provide a report once she has completed her analysis.

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

Accepted.

**General Services
Report
(Item VII.A.5.)**

Accepted.

Marketing Report Accepted.
(Item VII.A.6.)

Development Report Accepted.
(Item VII.A.7.)

After hearing the Executive Director's Report and the Human Resources Report, Trustee Davis-Hoggard moved that Items VII.A. (Executive Director's Report) and VII.A.3. (Human Resources Report) be accepted. There was no opposition and the reports were accepted.

Unfinished Business None.
(Item VIII.)

Consent Agenda

1. Discussion and possible Board action to decrease the mileage rate from \$0.55 cents per mile to \$0.50 cents per mile for employee reimbursed mileage.

In response to a question from Trustee Davis-Hoggard, Ms. Gregory advised Trustees that the mileage reimbursement rate for employees is tied to the Internal Revenue Service level by contract. Effective January 1, 2010, the IRS rate decreased to \$0.50 cents per mile. As a result, it is necessary to decrease the corresponding amount reimbursed by the District to the new level. Gregory also confirmed that an email will be sent to all staff after the Board meeting advising them of the change (if approved).

Trustee Davis-Hoggard moved to approve the Consent Agenda which consisted of Item IX.A. in its entirety:

(Item IX.A.)

Decrease the District mileage rate to \$0.50 cents per mile in accordance with the IRS published mileage reimbursement rates.

There was no opposition and the motion carried.

Discussion and possible Board action to approve a proposed amnesty program for fines and fees not to exceed \$25.00 per cardholder during National Library Week, April 11-17, 2010.
(Item IX.B.)

Deputy Director Robb Morss explained that the proposed Amnesty Week, which would occur during National Library Week in April, would provide patrons an opportunity to return overdue items and return their library account to good standing. The current circulation policy charges fines for overdue materials up to a maximum of \$4 per item. Once a patron's account has \$10 in fines the cardholder is blocked from checking out additional materials until the fines are paid and the materials are returned.

Mr. Morss continued to say that Amnesty Week allows patrons an opportunity to return materials and have the fines waived up to \$25 per cardholder. This allows many families to return their cards to good standing so that they may resume borrowing library materials. This year the District will again ask patrons to pay in full any remaining fines and fees over the \$25.00 that will be waived from their accounts. This will allow the District to lessen the number of patron accounts which owe a balance.

Trustee Davis-Hoggard asked about the amount collected by the District during last year's Amnesty Week. Mr. Morss said that \$18,657.45 in fines was collected and \$175,711.66 was waived. These

figures come from Amnesty Week 2008. For Amnesty Week 2009, \$17,640.57 in fines was collected and \$151,918.34 was waived. In response to a backup question from Trustee Davis-Hoggard, Mr. Morss noted that, of the 2,419 items returned in 2009, about 56 items dated back to 2004 and were probably not returned to the collection, but 1,725 items dated back to 2008 and were, for the most part, still current.

In response to a question from Vice Chair Aguirre about the District's relationship with collection agency Unique Management, Mr. Morss noted that the company pays for itself and has been very helpful in tracking down people who, due to the formerly transient nature of the District's population, moved quite a bit and perhaps forgot about their library materials.

Trustee Carrasco asked about the \$25 amount that is waived and whether that has always been the case. Mr. Morss discussed the evolution of the figure and how staff has dealt with past-due amounts in the past. Approximately four years ago, Morss said that, staff has asked patrons to pay any past-due amount above \$25 in full in order to return the patrons account to good standing so that they may use the library again.

Trustee Kirsh asked about publicity efforts for Amnesty Week. Mr. Morss said that the event will be publicized in the District's newsletter *Highlights*, as well as with branch signage. Collection agency Unique Management will also include the notice to all patrons who have an outstanding balance. This notice from Unique will replace the mailing that used to be sent out by the District in a cost-saving move. Morss also said that staff feels that the more "word of mouth" approach will be effective, as many patrons know about Amnesty Week. E-mails will also be sent to those patrons who have provided them to the District.

Trustee Davis-Hoggard asked about requiring patrons to provide their e-mail address. Mr. Morss noted Ms. Goodrich has asked staff to review the *Circulation Policy* based upon the current economic situation and the e-mail request/requirement could be added to the list of possible recommendations for changes. He noted that not all patrons have an e-mail address. Davis-Hoggard also suggested Ms. Marvel look at putting together public service announcements for television, if possible.

Trustee Carrasco moved to approve the amnesty program for fines and fees not to exceed \$25.00 per cardholder during National Library Week, April 11-17, 2010. There was no opposition and the motion carried.

Discussion and possible Board action regarding proposed budget cuts for Fiscal Year 2009-2010.

Mr. James reported that during the last several months, the State of Nevada and other local governmental entities have been cutting budgeted expenditures due to the continuing slowdown in the receipt of Consolidated Sales and property tax revenues. He noted that while projections for Consolidated Sales Tax (CTX) revenues have come in lower every year, this year the projections show the District will receive \$1.5-2 million less in CTX revenues. What is new is the reduction in

(Item IX.C.)

property tax revenues which have caught everyone who has worked in this area for a number of years by surprise. The projections also seem to indicate that the District will receive approximately \$3 million less in property tax revenues. The reduction in projected property tax revenues are due to reduced assessed values on property. He noted that property values have generally increased, and the reductions in assessed value are due to huge drops in property values. Since property tax revenues make up a huge part of the District's budget, this will have a direct impact on future District budgets.

Mr. James continued to say that the reduction in both the CTX and property tax receipts is expected to produce a shortfall in the District's total revenues for the current fiscal year (Fiscal Year 2009-2010) in the amount of \$5.6 million. In response to the anticipated shortfall, the Executive Director and members of the Executive Council met to address this issue by examining the current budgeted expenditures. As a result of that meeting, staff have proposed cuts to budgeted operating expenditures in the amount of \$5.6 million. This corresponds to a 7.9% reduction in projected revenues. Mr. James listed the cuts, which come from all areas of the District:

- Continue with the "soft freeze" on open positions. Continue to carefully evaluate every open position, filling only those deemed absolutely necessary to meet service demands. Estimated savings: \$ 750,000.
- Reduce the library materials budget by \$3,000,000. Despite this large reduction, the District will still be spending about 15% of our operating budget on library materials, a level reached by only four other library systems serving over 1 million people. The collection development team will recalibrate their selection approach to eliminate second and third tier titles and will rebalance the print and non-print expenditures. A number of less used electronic resources will be discontinued.
- Sharply curtail the amount of money spent on printing, postage, and outside design of marketing and public relations materials. Eliminate the free plastic bags. Estimated savings: \$97,659.
- Eliminate most recruitment costs and participation in job fairs, conferences, and community events. Eliminate Staff Day until financial crisis has passed. Estimated savings: \$110,000.
- Information Technology has found a number of projects that can be deferred or cancelled, software that can be deferred, and maintenance costs that had been budgeted but will not be incurred until next fiscal year. Estimated savings: \$ 828,000.
- General Services identified a number of projects that could be deferred and fine-tuned its estimates of a number of service contracts. Estimated savings: \$579,716.
- Executive Director identified memberships that could be dropped, community events that can be curtailed, less

expensive ways to produce Board materials, and eliminated the capital outlay budget. Estimated savings: \$40,000.

- All departments made cuts to professional services, contract services, equipment and supplies budgets. This means for the rest of the year we can only supply needs, not wants. Estimated savings: \$167,500.
- Total cuts identified: \$5,572,875.

The balance of the shortfall projected at this time would be made up by reviewing transfer amounts to the Capital Projects Fund. If the shortfall is even greater than anticipated, staff will need to take an even harder look at all aspects of District operations.

Mr. James emphasized that all types of scenarios for reducing expenses while limiting the impact on staff are being examined, but staff will use the final numbers from the State of Nevada before making final decisions. Those final numbers should come in April, 2010.

Trustee Davis-Hoggard agreed that these issues should be discussed at length in the Finance and Audit Committee, adding that she had disagreed with the projections used to justify the Windmill Library and Service Center project last year. Mr. James said he would be happy to discuss not only the Windmill project but all aspects of the District's financial condition at the Finance and Audit Committee meeting. He added that the forecasts used for consideration as the Trustees considered the Windmill project were very conservative and reiterated what he described as the view of many long-time area financial analysts that the current economic situation is unique; the large number of foreclosures has resulted in a large reduction in assessed valuation, which generally does not happen due to built-in caps. This year, assessed valuation went below the cap amount. He added that the reduced property taxes are one way to balance out years of unreasonable growth in assessed valuation over the past few years.

Trustee Kirsh said he was sorry that Staff Day would be cancelled and asked how staff planned to honor employees for their years of service and achievements with that event eliminated. He felt it was a major tool to keep employees satisfied. Both Ms. Goodrich and Ms. Gregory explained that a number of options to publicly acknowledge individuals would be looked at as the end of the fiscal year came up, which has been the traditional time for these awards at the District. Some options could include time at the Department Heads meeting or at individual branch celebrations.

Trustee Reese commented that she found the material very helpful in explaining the District's financial situation. She was concerned that employees, in common with state, county, city and education organizations, would feel nervous about their individual situations since their pay and benefits are the largest part of the budget. She wanted make sure that they have been invited to participate with their ideas to reduce expenses.

Mr. James advised Trustees that staff are looking at many scenarios to reduce the impact on staff. He reiterated that a review of all District expenditures must be done as the projections he will provide to Trustees at the Finance and Audit Committee will show the effects of continuing in the way the District has done for several years. However, revenues will probably go down to a level not seen since 2002, and the expenditures for the District are out of balance.

Ms. Goodrich explained the communications she has sent to all staff which include "All District Memos." Staff has been invited to send in their ideas to cut costs and modify procedures, of which some have already been implemented. She is also in the process of setting up meetings with staff so that she can talk directly to them about the situation and answer their questions. Goodrich said that it was incredibly important that all staff and Trustees understand that the District is in the midst of an unprecedented challenge with a result that will not come without some pain. If the District does not make changes to next fiscal year's budget, the economic situation will continue to affect the District in future years, requiring this process to be repeated.

Trustee Barron moved to reduce the adopted General Fund expenditures as recommended by staff. Vice Chair Aguirre and Trustees Barron, Carrasco, Crear, Ence, Kirsh, Reese and Saunders voted to accept the motion, Trustee Davis-Hoggard voted to reject the motion. The motion carried (8 votes to 1 vote).

**Announcements
(Item X.)**

A meeting of the Finance and Audit Committee will be held on Wednesday, January 27 at 11:30 a.m. in the Las Vegas Library Boardroom.

The next Board Meeting will be held Thursday, February 11, 2010 in the West Charleston Library at 6:00 p.m.

Trustee Davis-Hoggard asked staff to look into whether ALA would be doing anything to coordinate help for Haitian libraries or if there was anything the District could do. She had read that a Haitian organization, FOKAL USA, reported that there had been 45 libraries in Haiti prior to the recent quake and hoped that at least some were still standing.

Trustee Davis-Hoggard also recommended an article in the most recent Association of Library Trustees, Advocates, Friends and Foundations (ALTAFF) newsletter about a new Trustee handbook, written by the current Executive Director of ALTAFF. She suggested staff review the book to see if it would be useful.

**Public Comment
(Item XI.)**

None.

**Adjournment
(Item XII.)**

Vice Chair Aguirre adjourned the meeting at 6:56 p.m. There was no opposition and the motion carried.

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Respectfully submitted,

Ron Kirsh, Secretary

APPENDIX A

January 14, 2010 Regular Board Meeting

		2010	January 14 Regular Board Mtg															
Aguirre	Aldo	P																
Barron	M. Frances	P																
Benavidez	Kelly	A-E																
Carrasco	Liz	P																
Crear	Keiba	P																
Davis-Hoggard	Verlia	P																
Ence	Randy	P																
Kirsh	Ron	P																
Reese	Carol	P																
Saunders	Michael	P																

attended Committee meeting but not a member

A-E Excused absence
 A-U Unexcused absence

as of 01/15/10