

MINUTES
LAS VEGAS-CLARK COUNTY LIBRARY DISTRICT
BOARD OF TRUSTEES' MEETING
LAS VEGAS, NEVADA
FEBRUARY 9, 2012
(approved March 8, 2012)

The Board of Trustees of the Las Vegas-Clark County Library District met in regular session in the Rainbow Library, Las Vegas, Nevada, at 6:00 p.m., Thursday, February 9, 2012.

Present:

Board:	K. Benavidez, Chair	R. Kirsh
	K. Crear	M. Saunders
	R. Ence	C. Reese
	Y. Yturralde (via telephone)	S. Bilbray-Axelrod
	S. Moulton	R. Wadley-Munier

Counsel: G. Welt

Absent:

Staff: Jeanne Goodrich, Executive Director
Numerous Staff

Guests: Joan Frye Williams & George Needham, library planning consultants

K. Benavidez, Chair, called the meeting to order at 6:00 p.m.

Roll Call and Pledge of Allegiance (Item I.) All members listed above represent a quorum. Trustee Reese arrived at the end of roll call. Trustee Yturralde attended via telephone. Appendix A.

Trustee Bilbray-Axelrod led the Pledge of Allegiance.

Public Comment (Item II.) None.

Agenda (Item III.) Trustee Wadley-Munier moved to approve the Agenda as proposed. There was no opposition and the motion carried.

Rainbow Library branch presentation by Branch Manager Sufa Anderson (Item IV.) Chair Benavidez introduced Rainbow Branch Manager Sufa Anderson who welcomed Trustees and meeting attendees to the branch.

Ms. Anderson started out by saying that the Rainbow Library has a patron population of 143,257 which ranks fifth in the District. Last year, the branch circulated over a million items (1,024,639) which ranks it second in the District in terms of checkouts.

In terms of the CommunityConnect data, Ms. Andersen reported that Rainbow's varied tapestry includes 21 segments; the top three segments are all children/family related.

The largest segment is *Up and Coming Families* with 24,177 in population. This group accounted for 18% of the branch's circulation last year, with an average checkout of 24.98 items per patron. A brief description of *Up and Coming Families*:

Generally in their late 20s or early 30s, married with children, is one of the branch's largest users of juvenile materials, and is a rapidly growing segment. They are not very far in their career, so don't have a lot of money but have good earning potential. They

most likely graduated from college, are pretty busy with family, home and job so they look to services that can save them time.

Ms. Anderson went on to discuss the second largest segment, called *Boomburbs* with 20,461 in population. This group accounted for 13.7% of the branch's circulation last year, with an average checkout of 24.92 items per patron. A brief description of *Boomburbs*:

Generally in their mid-30s to mid-40s, part of a dual income family with young children. They lead a busy lifestyle, graduated from college and work in a professional, managerial, or sales job, making good money.

Rainbow's third largest segment is *Aspiring Young Families* with 12,599 in population. This group accounted for 10.6% of the branch's circulation last year, with an average checkout of 23.97 items per patron. A brief description of *Aspiring Young Families*:

They are in their late 20s or early 30s, probably married with a young, start-up family, or possibly a single parent. They most likely live in an ethnically diverse neighborhood. They are likely to work in a professional or management occupation, most likely graduated from high school and might have some college credits or a college degree.

Ms. Anderson noted that most Rainbow patrons utilize services that fill a specific need. While some patrons seek to pass the time or to borrow a movie, more often than not, Rainbow patrons need to create a resume, apply for a job, obtain materials for a school project, prepare for a test or any other of the many ways they seek to improve themselves or their daily lives.

Branch staff works heavily with children and teens, both in programming and materials. Ms. Anderson said that staff recently expanded the Young Adult area as well as two of the high demand adult areas, large print and audio books, adding additional shelving to house those materials.

Currently, staff partners with SCORE to host business workshops; most recently the branch hosted the Business Startup Basics Workshop. AARP is at the branch every Wednesday through April 11th to provide free tax aide to seniors and low-income patrons. United Blood Services holds quarterly blood drives at Rainbow.

An average of 1,800 children per month attend programming courtesy of the children's department. Rainbow hosts weekly story times for patrons ranging in ages from babies to teens. Ms. Anderson explained that most of the branch story times emphasize early literacy skills and the YPL staff does an outstanding job mixing education and fun. Last month the branch was able to host early childhood educator, Dr. Jean Feldman, as she presented a family music concert.

In the Rainbow service area, there are fifteen elementary schools, three middle schools and one high school. Some of the ways staff reaches out to neighborhood youth include visits to local day care centers and private schools in addition to the public schools. This includes literacy nights, in-classroom visits as well as attendance at

assemblies promoting library services, encouraging library card registration, and promoting summer reading.

Rainbow staff register an average of 700 new library users per month and average 4,900 computer sessions each month. Ms. Anderson said that the staff are continuously challenged to meet the service needs of the current patrons and, at the same time, sustain an excellent level of customer service with the high flow of traffic at the branch.

Ms. Anderson offered to answer any questions.

Trustee Bilbray-Axelrod commented that Rainbow is her "home" library and she was thrilled to have the meeting at this location. Her daughter very much enjoys the story times she has attended and Bilbray-Axelrod wanted to congratulate the staff on their hard work in the children's area.

**Approval of
Proposed Minutes
Regular Session,
January 12, 2012.
(Item V.A.)**

Trustee Ence moved to approve the Minutes of the Board of Trustees Meeting held January 12, 2012. There was no opposition and the motion carried.

**Chair's Report
(Item VI.)**

None.

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

Executive Director Goodrich discussed several items from her written report. Regarding the budget, staff is monitoring current fiscal year revenues and expenditures closely. At this juncture, it appears that property tax revenues may be down slightly from staff's projections but that CTX revenue may be up slightly. Expenditures are also slated to be slightly lower than projected. Together, this means that the slight decline in property tax revenue will not impact the District's current fiscal year budget implementation.

Ms. Goodrich continued to say that planning has begun on the budget for Fiscal Year 2012-2013. CFO Fred James has met with all Executive Council members and will be preparing a preliminary budget for their review by the end of the month. The preliminary budget will basically be a status quo budget, with some adjustments driven by minor changes in staffing and benefits (a vacant position is filled by a staff member at a higher step, for example, or an employee replaces single insurance coverage with family coverage), increases to maintenance contracts, the addition of a few additional hours to public services to ensure adequate coverage, and some recommended one-time expenditures to address building maintenance and service needs.

The proposed budget is being prepared with the expectation of a 5% reduction in property tax revenue. Again, with the District's conservative spending pattern and healthy fund balance, staff feel they can maintain a status quo budget. Ms. Goodrich said that once staff receives projections from the state in March, staff will then plug in those numbers. Staff will present the preliminary budget at the

Finance and Audit Committee meeting scheduled for March 29, 2012 at 4:00 p.m. in the Windmill Service Center boardroom.

Ms. Goodrich also reported on the first meeting of the interim subcommittee that is studying the Local Tax Distribution Account (commonly known as the Consolidated Tax or CTX) on February 1. She reminded the Board that last year Trustees agreed to an interim distribution formula. Ms. Goodrich commented that the Legislative Counsel Bureau staff did an outstanding job of preparing the 226 page document that provided an overview of the tax and its antecedents and the current revenues received and their distribution. Subcommittee members as well as attendees learned a tremendous amount during this marathon five hour session.

Five more meetings are to be held during the rest of the calendar year. Ms. Goodrich and/or Mr. James plan to attend these meetings. Subcommittee Chair Marilyn Kirkpatrick is determined to thoroughly review the tax and purported inequities in its distribution during the course of the study so that arguments of unfairness can be resolved.

Ms. Goodrich explained that staff are working closely with the Henderson Library District to track the impact of various proposals on library districts as well as with the District's representative from Kaempfer Crowell, who also attended the study group meeting. Goodrich said that staff may be recommending a proposal regarding the future distribution of these funds. Jeremy Aguerro, who is modeling several scenarios for the cities and counties, has been asked to look at the CTX distribution at library districts as special districts in Clark County. He would run through some options to aid in determining if library districts want to propose a different option in addition to what the Committee members recommend.

At the next meeting of the subcommittee, Ms. Goodrich noted that cities and counties have been asked to provide written testimony as to why they have a problem with the formula. If that is requested of special districts, she will come back to the Trustees with a recommendation.

Ms. Goodrich concluded by saying how pleased staff were about the results from the December Love Your Library? Tell A Friend! campaign in partnership with the Nevada Ballet Theatre. The 6,878 new library cards issued in this typically slow month was an increase of 9.4% over the previous December.

Trustee Kirsh commended Ms. Goodrich for her responses to people writing in about the fee increases for the District's performing arts centers. He felt that as more activities start up again, the District will be hearing from more people and he appreciated being kept apprised of the patron letters and responses.

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

Accepted.

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

Accepted.

Technology Report (Item VII.A.4.)

Accepted.

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

Regarding the energy audit conducted by Ameresco and detailed in Mr. Rice's report, Trustee Bilbray-Axelrod was curious as to whether the only reason not to go forward with the recommended component replacements was that it would involve financing.

Mr. Rice explained the audit further in his answer. Ameresco, a firm that specializes in conducting energy audits of buildings, performed a preliminary audit on the Las Vegas, Clark County and Sahara West libraries. These libraries were selected because they are three of the District's largest "older" facilities and have the greatest potential for savings. Most District buildings are between 15-20 years old. Their goal was to determine if there are energy savings to be realized through the retrofitting or replacement of existing lighting and mechanical systems or components with those more energy efficient. Prior to starting the audit, Ameresco was briefed on the energy conservation efforts implemented to date by the District.

The audit confirmed that the efforts already implemented by the District are the most cost effective in terms of payback and the bulk of what can be implemented to realize the greatest percentage of savings. The audit also revealed that additional marginal energy savings can be realized by replacing existing HVAC system components such as chillers, boilers and cooling towers with newer more energy efficient equipment. While doing so could save energy costs, these are high dollar components, generally costing over \$100K, which would have a much longer payback period and would mean replacing components that still have serviceable life. The preliminary project costs for the District came to approximately \$3 million.

Additionally, Ameresco presented a program that allows building owners to finance, at 3.5%, the cost of improvements and where Ameresco will guarantee the energy savings realized will cover the cost of the improvements plus the financing. This type of program is probably most beneficial to a building owner with immediate system replacement needs and a lack of capital funds to pay for them.

The District currently has a fund established for the replacement of major building components when required. The fund has been maintained over the last several years, even during the last few years of budget challenges, as it has been important to understand that some system components will have to be replaced as the buildings age and the District has wanted to do the replacements without financing. The other option, which Mr. Rice did not recommend, was to not

replace the component and end up with a costly deferred maintenance problem.

Facilities and Business Office staff will continue to explore ways to reduce energy costs and implement those that make the most economic sense.

Trustee Bilbray-Axelrod asked whether, when components are replaced, if the replacement items are the most energy-efficient available. After Mr. Rice answered in the affirmative, she then asked, would it not make more sense, even with the large upfront cost, to go in and replace the components all at once.

Mr. Rice explained that a chiller, the unit that generates the water used to cool the building, depending on the size of the building, can cost upwards of \$100K and has a life of 20-30 years if it is well-maintained. The question is whether to discard the remaining value to save a few dollars on the energy savings. Ameresco projected the energy savings, if the District replaced all the recommended items, as approximately \$238K per year. Ameresco projected the cost of the 15 year finance program would be the same. Mr. Rice felt that the District, not using financing, would perhaps be able to get the components cheaper without the financing should a decision be made to go forward with replacements. He also felt that utilizing a component until the end of its usable life would produce more savings over the long term for the District than simply replacing a component at an earlier stage.

Trustee Reese wanted to confirm that the Facilities staff projects replacement dates and costs for the different building components, as the IT staff does with a regular cycle of computer replacements on a five year cycle. She also wanted to confirm that the new components were also energy efficient equipment. Mr. Rice explained that the District's practice, if the unit is still operating well, has been to maintain and repair the equipment until it is no longer cost effective to do so. The District may have the money to replace a 15-year-old component, but if it is still able to be maintained, the District will wait until the item is at the end of its usable life.

Trustee Crear stated that she had some experience in this area. All the companies she had worked with who have gone through this process have experienced the success. She felt the District should continue to evaluate whether it would be beneficial to do all the replacements now or wait, evaluating whether the cost savings would bring a payoff and how long it would take to get that payoff. Mr. Rice agreed and said he and his staff would continue their evaluation.

Trustee Bilbray-Axelrod added that the environmental impact of using old versus new components should be evaluated as well.

Trustee Ence did not like to see the District borrow money to replace these components simply because they are older, so long as the components are maintained. He did want staff to continue investigating costs and savings.

Trustee Moulton commented on other items that also affect energy costs, such as insulation and turning lights off. She felt maintenance

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was also important and asked about utilizing solar panels and other ways of generating power. Mr. Rice commented that the District was able to take advantage of NV Energy's incentive program at Windmill. The solar photovoltaic system on the roof cost \$700K, of which the District received a \$450K incentive back from the company after its installation. The system, which generates 90KW, is providing 8-12% of the energy required to operate the Windmill building. He believes that is a reasonable payback.

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

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

Trustee Kirsh moved to accept Reports VII.A. 1-7. There was no opposition and the reports were accepted.

Unfinished Business None.
(Item VIII.)

Consent Agenda Trustee Crear moved to approve the Consent Agenda in its entirety which included:

Discussion and possible Board action regarding the award of a printing service contract.
(Item IX.A.1.)

Authorizing staff to award a printing service contract to Creel Printing as specified in Bid No. 12-02, and to extend the contract in subsequent years subject to available funding and continuing contractor performance standards outlined in the bid documents. In the event the lowest responsive and responsible bidder is not able to meet the terms of the contract, the Executive Director is authorized to award contracts to the next lowest responsive and responsible bidder.

There was no opposition and the motion carried.

Discussion and possible Board action regarding contract award and contingency budget for construction of the Mesquite Library Addition and Remodel and to consider any possible protests.
(Item IX.B.)

Mr. Rice started by saying that there were no protests made. He explained that funds were allocated in the Capital Projects Fund for an addition and remodel of the Mesquite Library. The project consists of the addition of a 2,664-square-foot modular building that will be attached to the existing building. The addition is designed to match the appearance and exterior finishes of the existing building as closely as possible. The project includes interior remodeling of the existing 2,800-square-foot building to accommodate the addition, the relocation of service points within, flooring replacement, complete interior and exterior repainting, and new landscaping.

An Invitation to Bid was advertised in the *Review-Journal*, the community based minority newspapers, and the two local Mesquite newspapers. Additionally, the Invitation to Bid Notice was faxed to all minority Chambers of Commerce, the National Association of Minority Contractors (NAMC) and to general contractors listed in the Clark County and City of Las Vegas MBE, WBE, SBE, and PBE business directories. The bid opening was held on February 1, 2012. A total of eight (8) bids were received and all are within budget. The lowest

responsive and responsible bid is within budget. The bid results are as follows:

Bidder

Trade West Construction, Inc.	\$476,000.00
Palmetto Construction, Inc.	\$494,749.00*
Martin-Harris Construction	\$512,064.00
General Design and Construction Co., Inc.	\$542,304.00
NDL Group, Inc.	\$552,740.00
Eagle View Contractors	\$552,907.00
Rafael Construction, Inc.	\$559,559.00
CK Construction Corporation	\$585,500.00*

*No Certificate of Eligibility from State Contractors' Board to receive 5% preference in bidding on public works projects.

Mr. Rice noted that the lowest responsive and responsible bidder, Trade West Construction, Inc., is a Mesquite-based company, with their office two blocks from the Mesquite Library. In response to a question from Trustee Kirsh, Rice noted that the architect, who was at the November Board meeting, was also Mesquite-based. Rice added that the contractor has a good reputation and the owner told Rice that he worked on the current Mesquite Library as a subcontractor.

Mr. Rice continued to say that, in consideration of the Board's change order policy, staff is also recommending that a funding amount of 5% of the contract amount be approved for potential change orders. As noted in the *Policy*, the contingency budget is required for the following reasons:

1. For changes in work required by the District.
2. When essential design/work has been inadvertently omitted.
3. To correct errors in plans and specifications.

Project change orders will be administered by staff after review by the design architect, in accordance with the *Construction/Renovation Project Change Order Approval Policy and Procedure*.

Trustee Bilbray-Axelrod commented that she had recently been to Mesquite and visited the library. She commented that the space is very much needed and that she was happy to see that the designer and recommended contractor both have Mesquite connections.

Trustee Ence moved to authorize staff to award a contract for construction of the Mesquite Library Addition and Remodel in accordance with Bid No. 12-03 to Trade West Construction, Inc. for the amount of \$476,000.00 and to approve a contingency budget of \$23,800.00 for potential change orders. There was no opposition and the motion carried.

Presentation by consultants Joan Frye Williams and George Needham on activities related to

Ms. Goodrich introduced Joan Frye Williams and George Needham to explain activities related to the upcoming *Strategic Plan*.

Both Ms. Williams and Mr. Needham expressed their appreciation for being invited to participate in a new strategy for the District. Williams and Needham have over 70 years combined experience as librarians,

**the upcoming
Strategic Plan and
possible discussion.
(Item IX.C.)**

library managers, and library consultants. Ms. Williams has worked as a librarian, program manager at the California State Library, vendor, library technology expert and futurist and has been an independent library consultant since 1982. Her practice revolves around planning and innovation. A great deal of her work involves bringing information and technology from outside the library community in, to apply to specific library issues. Williams follows trends on what consumers are using and needing and brings that perspective into the library world.

Mr. Needham has worked as a librarian, library director, Executive Director of the Public Library Association, State Librarian of Michigan and is currently Vice President, Global and Regional Councils, OCLC, in addition to working with Ms. Williams.

Ms. Williams explained that their approach was to work on high profile, high impact projects for a short period of time for a small number of clients. She briefly discussed her process, which will start immediately and take until April to complete. There are three main phases to the projects:

Assessment Phase:

- Ms. Williams and Mr. Needham began in December to review the District's CommunityConnect data. This is a large part of the process and is already in place.
- Now, the pair are looking at the District's unique assets and determining what is available to leverage.
- They are also beginning to look at the current District services from the consumer perspective, instead of looking at what District staff does on a regular basis.

Ms. Williams noted that the entire process is based upon community outcomes, creating a compact with the community the District serves in terms of what results the community will receive. This leaves the technical details of how results are delivered up to District staff and the policies set by the Trustees.

Intensive Design Phase:

- The pair will work with community leaders of different constituencies to define the most important community outcomes. Ms. Williams emphasized this is not a focus group with individual patrons but more of a community planning design charette. This will be focused on results and around specific needs of the various constituencies that make up the District's service area. That community planning meeting date is set for March 7th and Trustees are invited.
- Similar work meetings with staff to discuss the different desired outcomes expressed by the community leaders. These meetings will determine how District staff can respond to these expressed outcomes.

Realignment Phase:

- Examines District assets and tries to align these in the

directions of where the community leaders tell the District they want to go.

- Also looks at the District's capacity in various areas, in terms of where the District can make the greatest difference. Ms. Williams and Mr. Needham look at ways to partner with different groups and for ways to leverage the District's reputation, talent, assets and existing relationships.

Ms. Williams said that the goal coming out of this intensive process was to create a broad set of strategic directions that are not a prescriptive, to-do list type of plan. What emerges will be a framework for future policy and decision making that will last over a period of time. This will allow District staff to scale the work, depending on available resources. It will not be a wish list of new things to layer on top of what is already being done. The final product will tell District staff what can be done with existing resources and where the District can go to provide the highest return on investment. It will also have enough flexibility for staff to design work plans around particular situations and shorter-term decision-making time frames.

Ms. Williams concluded by saying that their goal is to have a product that is very community-focused and results-oriented. It will also be respectful of the opportunities and technical challenges in resources and demand faced by the District over the coming years. There will be enough room to adjust the plan if circumstances change as well as room to take advantage of opportunities that have not been anticipated. The product will also include suggestions for areas in which to build capacity for the future.

Mr. Needham then described the characteristics they look for when they recommend a strategy:

- It must be firmly tied to community priorities and outcomes. He commented that it is easier to align the District with community needs than vice versa.
- It must be focused on leveraging District strengths, not remediating weaknesses.
- It must be broad and flexible enough to be useful regardless of funding level.
- It must include criteria for making decisions when circumstances change.
- It must specify desired results.
- It must address how the District will report back to the community, showing the promises made and promises kept.
- It can reach across all District constituencies leaving flexibility to implement but recognizing the strength and diversity in the community.

Thanking the Trustees for their attention and the opportunity to work with the District, Mr. Needham and Ms. Williams welcomed questions.

This led to a lively 20 minute discussion in which most of the Trustees participated. Questions and comments included:

- Suggestions for community leaders to include from Trustees Bilbray-Axelrod, Ence and Saunders. The Executive Assistant will send out the current list and Trustees are welcome to suggest more names.
- Questions about the meeting invitations, format, commitment from attendees and results from Chair Benavidez, Trustees Ence, Kirsh, Moulton, Saunders and Reese.

Invitations to the meeting are being sent out by Ms. Goodrich, with general information about topics of discussion. The meeting on March 7th will run a half day, with participants working in teams to talk about their visions of the future of the District's region, their sense of the most urgent challenges this region's future, or as Ms. Williams said, "what keeps you up at night?" In addition, participants would attempt to design and imagine different ways to meet these challenges.

There will be follow up by Ms. Williams and Mr. Needham after the meeting to participants, which should spark further conversations.

- Questions on providing accountability reports to the community from Trustee Moulton and Trustee Reese. Ms. Williams noted that it was as important to include in the report card specific, easily understandable measurements as it was important to show the public their return on their time and money.
- Trustee Moulton also asked how long the resulting *Strategic Plan* would be valid. Ms. Williams said that if she and Mr. Needham did their jobs properly, the resulting product would be an open-ended plan with annual, updated work plans that included periodically checking in with the community the District serves.
- Trustee Kirsh asked whether Trustees would be observers or participants in the community meeting. Ms. Williams noted that both District Trustees and Foundation directors would be participants as they represented specific constituencies.
- Trustees Saunders and Reese commented on several areas that kept them up at night, including balancing virtual and physical materials to the District patrons and how to keep Trustee Reese's students interested in their education.

Ms. Williams concluded by saying that, similar to the energy audit discussion in the reports section, there will be some easy targets in this plan, while others will require more long-term commitment. She also said that she believed that organizations can innovate without spending a large sum of money.

This item was for discussion only.

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**Announcements
(Item X.)**

The next Board Meeting will be held Thursday, March 8, 2012 in the West Charleston Library at 6:00 p.m.

The next Finance and Audit Committee Meeting will be held Thursday, March 29, 2012 in the Boardroom at the Windmill Library at 4:00 p.m.

**Public Comment
(Item XI.)**

Michele Knott – 7520 Fort Wilkins Drive

Ms. Knott, who is a sophomore in high school, has recently been accepted as a student ambassador for People to People, an organization founded by President Eisenhower. She will be going to Australia with other students for 20 days. She is attempting to raise the \$7,000 cost by fundraising on her own. She would like to hold a concert at the Rainbow Library Amphitheater as it is her neighborhood library and she has always dreamed of doing something there. Ms. Knott understands the amphitheater has been closed due to financial reasons, but requested that the Trustees allow it to be reopened for her event.

Chair Benavidez thanked Ms. Knott for her comments and said no action could be taken at this time but that staff would be in contact.

**Executive Session
(Item XII.)**

Removed from Agenda.

**Adjournment
(Item XIII.)**

Chair Benavidez adjourned the meeting at 7:04 p.m.

Respectfully submitted,

Keiba K. Crear, Secretary

2012 ATTENDANCE

APPENDIX A

February 9, 2012 Regular Board Meeting

2012		January 12 Regular Board Meeting	February 9 Regular Board Meeting											
Benavidez	Kelly	P	P											
Bilbray-Axelrod	Shannon	P	P											
Crear	Keiba	P	P											
Ence	Randy	P	P											
Kirsh	Ron	P	P											
Moulton	Sheila	P	P											
Reese	Carol	P	P											
Saunders	Michael	P	P											
Wadley-Munier	Robin	P	P											
Yturralde	Ydoleena	P	P											

attended Committee meeting but not a member

A-E Excused Absence
 A-U Unexcused Absence
 as of February 10, 2012