

MINUTES
LAS VEGAS-CLARK COUNTY LIBRARY DISTRICT
BOARD OF TRUSTEES' MEETING
LAS VEGAS, NEVADA
MARCH 14, 2013
(approved April 11, 2013)

The Board of Trustees of the Las Vegas-Clark County Library District met in regular session in the Sahara West Library, Las Vegas, Nevada, at 6:00 p.m., Thursday, March 14, 2013.

Present:

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

Counsel: G. Welt

Absent:

Staff: Jeanne Goodrich, Executive Director
Numerous Staff

Guests:

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 Wadley-Munier attended via telephone. Appendix A.
Trustee Kirsh led attendees in the Pledge of Allegiance.

Public Comment (Item II.) None.

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

Approval of Proposed Minutes Regular Session, February 14, 2013. (Item IV.A.) Trustee Moulton moved to approve the Minutes of the Board of Trustees Meeting held February 14, 2013. There was no opposition and the motion carried.

Chair's Report (Item V.) None.

Executive Director's Report (Item VI.A.) Executive Director Goodrich reported on the following items:
In the Nevada Legislature, AB 68 (the bill regarding the proposed new CTX distribution mechanism) has been heard favorably and passed both the Assembly and the Senate unanimously. Ms. Goodrich commented that it looks like all the hard work performed by Speaker Kirkpatrick and her interim committee and the local government working groups has paid off. The smooth passage of the bill is a tribute to their hard work, working together to address the different issues. The bill is now at the governor's office and Goodrich has not heard anything indicating that he would not approve it.

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Budget Planning and Labor Negotiations: These two processes continue to move along well. The negotiating teams finished discussion of all non-economic items at their March 5 meeting, tentatively agreeing to non-economic contract language. Deputy Director Fred James was notified by the state just prior to this meeting that notification of the amount of revenue the District can expect to receive from property taxes, expected by March 22nd, has been delayed. The District has put together a tentative budget, but staff needs the property tax figures from the state to move forward. Negotiations on economic items will commence once these figures are available.

Ms. Goodrich also wanted to recognize Assistant Public Services Director Jennifer Schember. Ms. Schember was selected as one of 24 library leaders throughout the nation to attend an American Library Association (ALA) Library Leadership Institute and was in Chicago to attend several weeks ago. She commented it was a wonderful opportunity. Goodrich explained that the ALA and Public Library Association (PLA) are increasingly working with other major community services providers, like the International City and County Managers Association. This is an opportunity for emerging leaders within the profession to be mentored by not only Public Library Directors but by City Managers. Goodrich is very proud of Ms. Schember's achievement.

Trustee Reese said that staff must feel good about the CTX bill passage as the result was not only due to the leadership but the work of everyone participating in the meetings. Ms. Goodrich agreed, saying it was a tremendous tribute to the effort of all the participants working together to find a solution. Goodrich also praised the work of Jeremy Aguero, who kept the discussion moving and never inserted his own point of view. She also praised the cities of Las Vegas and Henderson, who paid for Mr. Aguero's work. Because of their contribution, the rest of the working group were able to piggyback on their efforts.

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

No questions.

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

No questions.

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

No questions.

Technology Report (Item VI.A.4.)

No questions.

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

No questions.

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Marketing Report No questions.
(Item VI.A.6.)

Development Report No questions.
(Item VI.A.7.)

Unfinished Business None.
(Item VII.)

Discussion and possible Board action regarding the selection of an auditing firm for the fiscal year ending June 30, 2013.
(Item VIII.A.)

Finance and Audit Committee Chair Michael Saunders said that the Committee met earlier in the day and voted to recommend that the Board approve a contract with Piercy Bowler Taylor & Kern for the fiscal year ending June 30, 2013 in the amount of \$37,500 with optional contract extensions for four additional fiscal years.

Trustee Moulton appreciated the fact that the District had gone through the RFP process to look at other auditors, and that companies other than the current auditor had participated. She felt that Trustees had an opportunity to ask questions about each company. She said that the Committee's vote had been unanimous. Trustee Wadley-Munier thanked the committee for their leadership.

Trustee Saunders moved to authorize the Executive Director to execute a contract for auditing services for the fiscal year 2012-2013 with Piercy Bowler Taylor & Kern in the amount of \$37,500, with options to extend the contract for four additional consecutive fiscal years. There was no opposition and the motion carried.

Presentation on the Harwood Institute for Public Innovation by Development Director Danielle Patrick Milam. (For discussion only).
(Item VIII.B.)

Development Director Danielle Patrick Milam presented information on the Harwood Institute for Public Innovation, an advanced leadership training that she was invited to attend.

The American Library Association (ALA) initiated an Advanced Leaders Training with the Harwood Institute for Public Innovation, whose purpose is to train public leaders to be "ruthlessly strategic" about engaging people to think and act for the public good. This training is an initiative of four ALA Presidents and provides tools for leading effective change in communities. At a time when being a public innovator in a world that is highly divisive, fragmented and sometimes cynical, often dysfunctional, the training provides a roadmap for organizations that have aligned their work "outward" to effect significant community change.

Ms. Milam believed it was a good time for the District to receive this training, given the recent work by staff on the READ LEARN ACHIEVE strategic framework. As staff and Trustees found out in last year's community meetings, the District is aligned with what issues are on top of people's minds and are keeping people awake at night in our community: education, economic diversity and the next generation's workforce skills. The District's new strategic framework challenges the organization to play a meaningful, change agent role in reading, learning and achieving. This is not business as usual. It moves away from a business of transactions to one about transformation. How does the District become effective at this new work? How do staff and

Trustees know their work is making a difference?

TURNING OUTWARD

Harwood is a model for community engagement that uses the words "outward turning" ALL THE TIME. The Harwood model challenges organizations to "turn outward." This refers to the organization's orientation and capacity to see and hear people in the community, and to align resources and service strategies to have greater impact and relevance.

Turning outward involves these key behaviors:

- Working from deep community knowledge. Using the community as the first frame of reference.
- Innovating by making judgments and choices about what is needed and what actions have impact.
- Recalibrating often based on input from community conversations.
- Approaching the work as unfolding over time.

INWARD ORGANIZATIONS FOCUS ON:	OUTWARD ORGANIZATIONS FOCUS ON:
Activities	Action
Programs	People
The organization	The community
People as consumers	People as citizens
Process	Progress
Outreach	Engagement
Public relations	People's reality
Inputs and Outputs	Impact
Claiming Turf	Coming together

ASPIRATIONS

Harwood conversations engage communities in these questions:

- What are your aspirations for the community?
- What are the challenges in reaching these aspirations?
- What needs to change in the community to reach these aspirations?

Ms. Milam said that conversations can be large or small. They can be formal like last year's community meeting, or informal such as an interview or inquiry. Milam suggested that Trustees may want to try it out and ask these questions at their next bridge club, book club, or gathering of business colleagues, teachers, non-profit managers or philanthropic friends.

Harwood has several tests, known as the three A's, for an organization that is "turned outward:"

- First – Authority: Does the organization work from deep knowledge about its community? Does it apply that knowledge as decisions are made about services and use of resources? Do the people in the community view the organization as working with the community, or apart from it? Can the organization stand up on a table and talk to people about their community, their aspirations and concerns – and would they believe the organization?
- Second - Authenticity: Do people believe the organization has their best interests at heart, even when there is a disagreement? Can the organization be a critical friend, an organization that can address difficult issues or conflicting tensions, while remaining focused on shared solutions? Does the organization see and treat people as citizens rather than consumers, donors, or patrons? Does the organization exercise a sense of affection about its community and work? Does the organization's work reflect the realities of different perspectives in its community? Is the organization listening to the community deeply in an ongoing way?
- Third - Accountability: Is the organization focused on actions that are meaningful for people? Are actions lip service or real progress? Is the organization clear about the role it plays in the community? Is it living up to the pledges and promises the organization has made?

Another aspect of the Harwood community engagement model assesses the community environment we are working in:

- Is there a long history of community collaboration or is this something new?
- How broad and deep is the community leadership?
- Do leaders understand the complexity of the whole community or are they working from a narrow set of issues?
- Are leaders in place or are they starting to emerge?
- What are the community behaviors? Finger pointing? Turf battles? Mistrust? Frustration? Isolation? Or is the community coming together?
- Are conversations constructive? Responsible? Is the community building relationships based on trust?
- How deep are the informal networks and links? Does the

community connect the dots among groups, organizations and institutions working together?

- Is there cross-fertilization of good ideas? Is the community building capacity to grow good service models to scale?
- Do organizations act as catalysts for change? Span boundaries and turf? Challenge the status quo as "critical friends?"

Strategies for community engagement will vary, based on where the community is on these important aspects and the ability to move the needle collectively on community change initiatives.

NEXT STEPS FOR THE DISTRICT:

Internally:

- Infuse "turning outward" questions and conversations into the planning and decisions around the strategic framework, READ LEARN ACHIEVE. Work plans are being developed and service strategies, partnerships and resource alignment are being formulated. Can the District speak with authority about its community? Do people believe the District? Is the District making promises that are kept?
- Staff also wants to test decisions by the strength of the connections to improving conditions related to reading, learning and achieving in the District's community.

Externally:

- Use the above tools to look at building the District's capacity to take part in or convene community conversations and work effectively on issues of common concern.
- Learn how to better articulate, with authenticity, authority and accountability, the shared values and aspirations of people living in Las Vegas and Clark County.
- Staff is having different kinds of conversations with community leaders – listening and learning from them about what it means to be effective public innovators.

In regards to the last bullet point, Ms. Milam and Ms. Goodrich recently met with Cass Palmer of United Way and Flo Rogers of KNPR, who both have participated in Harwood Institute programs in the past. Ms. Rogers shared her perspective of working from an outward perspective at a radio station initially focused on providing classical music to the community moving to a community booster role, providing voices in the community a chance to be heard. She reports that she sees conversations shifting and more perspective being added to the community.

Ms. Milam came away from this training with more clarity about the things that the District does well and things that can be done better. Milam came away with great appreciation for the opportunity to work with a board who are good public innovators – not afraid to listen to the community, understand the challenges and help the District focus on work that can bring about long-lasting new relationships and

improved community conditions. She also came away with appreciation for the work ahead in tuning up the strategies behind READ LEARN ACHIEVE.

Ms. Milam felt that the District has tremendous resources that benefit the public and staff who are open to working in new ways. Staff understands what learning means in new digital contexts and what it means to be a Family Place, a community hub for reading and learning. The District is an organization that supports the aspirations and achievements of all District citizens as they pursue their dreams, achieve and thrive in a complex and changing world.

ALA took this project on because public libraries enjoy a high level of public trust, but are not well known for their capacity to change community conditions.

As staff use these tools, where appropriate, Ms. Milam looks forward to seeing how the District can build its organizational capacity as:

- a "boundary-spanning" organization
- a valued "neutral" space for decision-maker and community conversations and action planning
- a "candid friend" that can articulate the gap between community aspirations and conditions and push for progress
- a community storyteller who speaks to the aspirations, possibilities and potential of all people living in our region

Ms. Milam welcomed questions.

Trustee Ence commented that he has seen the world change in many ways and he is excited about this move to be an example by the District going forward. He continued to say that he felt the world today is a very self-centered society, but as he reviewed the information on this item, he saw a selfless vision. He was excited not to be considered a consumer, but a citizen. Ence concluded by saying he was proud to be associated with an organization that wants to step up and help the community be a better place.

Trustee Moulton recently was in Carson City to be trained for her position on the Nevada State Council on Libraries and Literacy. Some of the statistics about literacy that were provided were shockingly low, especially among adults. She felt the approach outlined a welcome change, and she loved the words used such as collaboration, cross-fertilization, catalyst for change, even critical friends. Moulton thought, after reviewing the information, that this is how the community can change and quit being combative with one another. Everything comes back to trust and the library is trusted in the community.

Trustee Yturralde said she felt Ms. Milam's enthusiasm reflected on how great everything went for her at the training. Yturralde agrees with the focus, especially since it is community oriented.

This item is for discussion only.

Discussion and possible Board action to adopt a new Mission Statement. (Item VIII.C.)

Ms. Goodrich reminded Trustees that, at the February meeting, during the discussion to adopt a new strategic framework, *Read Learn Achieve: Your Library's Community Impact*, she had proposed that the first few sentences of the strategic framework be adopted as the District's new mission statement. Trustee Kirsh and other Trustees requested that an item be brought to a future meeting so that Trustees could think about and fully discuss the change.

Ms. Goodrich requested direction from the Trustees on adopting the proposed mission statement, keeping the current mission statement, or a different direction.

Trustee Kirsh appreciated the opportunity to review the proposed mission statement as he felt it expressed the feeling of Ms. Milam's comments. He believed the proposed statement shows that the District is providing something, instead of saying what the District is doing. The proposed statement makes people feel more welcome and inspired to read, learn and achieve.

Trustee Reese also appreciated the opportunity to think through the proposed statement. She believed the proposed statement is simpler and easier to understand, which was important when using it. She asked Ms. Goodrich how the statement was used. Goodrich explained that the mission statement is used in a variety of ways to meet the District's needs such as on the website, on different documents and to introduce the new strategic framework. While Reese does believe that the proposed statement could be re-written to showcase the wide variety of learning options available at the District without being more complicated, she also does not want to spend time "wordsmithing" the statement.

Trustee Saunders liked the unity of message, tying the mission statement to the strategic plan, that adoption of the proposed mission statement would send. While the current mission statement is well-written, the proposed statement is more closely tied to the strategic plan and is more readily accessible to District staff and patrons.

Trustee Kirsh added that he felt the most important addition to the proposed statement was the word, "teens." That was missing in the current statement and felt the District needed to be a home for this group who many not know where to go study, or even how to study.

Trustee Ence said he appreciated the more active format, "committed to building communities of people" as opposed to the current statement.

Trustee Crear said she appreciated that reading was listed first as a public library is about reading, regardless of the other ways there are to learn available.

Trustee Yturralde agreed with Trustee Saunders about the language used.

Trustee Saunders moved to adopt a new Mission Statement. There was no opposition and the motion carried.

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The new Mission Statement is:

The Las Vegas-Clark County Library District provides welcoming and inspiring spaces for reading, learning and achieving, and the tools and resources that families, children, teens and adults need to succeed. The Library is committed to building communities of people who can come together to pursue their individual and group aspirations.

**Announcements
(Item IX.)**

The next Board Meeting will be held Thursday, April 11, 2013 in the Clark County Library at 6:00 p.m.

Trustee Yturralde announced that the Las Vegas City Council will be recognizing the District during Library Week on Wednesday, April 17th at their meeting, which begins at 9:00 a.m. and invited Trustees to attend if they can.

Chair Benavidez announced that the Clark County Commission will be recognizing the District during Library Week on Tuesday, April 16th at their meeting and invited Trustees to attend if they can.

Ms. Goodrich said Ms. Boyer will send out reminder about the meetings closer to the date.

Trustee Bilbray-Axelrod commented that she is also president of Family to Family Connection and at a recent very successful program, she appreciated the presence of the District's outreach team and thanked the volunteers for their participation.

**Public Comment
(Item XI.)**

Tammy McMahan – 9588 Sky Hollow Drive

Ms. McMahan saw the meeting notice and wanted to take the time to say how impressed she is with District resources, especially in the digital area. She is a grateful patron and appreciates the service and leadership of the Trustees and the services provided by staff.

**Executive Session
(Item XII.)**

Chair Benavidez advised attendees that the Executive Session would be closed and said that it would cover labor issues. Trustees adjourned into Executive Session at 6:31 p.m.

The Regular Session reconvened at 7:15 p.m.

**Adjournment
(Item XIII.)**

Chair Benavidez adjourned the meeting at 7:15 p.m.

Respectfully submitted,

Keiba K. Crear, Secretary

2013 ATTENDANCE

APPENDIX A

MARCH 14, 2013 REGULAR BOARD MEETING

2013		January 10 Regular Board Mtg	February 14 Regular Board Mtg	March 14 Finance & Audit Cmte	March 14 Regular Board Mtg								
Benavidez	Kelly	P	A-E	P	P								
Bilbray-Axelrod	Shannon	P	A-E		P								
Crear	Keiba	P	P	P	P								
Ence	Randy	P	P	P	P								
Kirsh	Ron	A-E	P		P								
Moulton	Sheila	P	P	P	P								
Reese	Carol	P	P		P								
Saunders	Michael	P	P	P	P								
Wadley-Munier	Robin	P	P		P								
Yturralde	Ydoleena	A-E	P	P	P								

attended Committee meeting but not a member

A-E Excused Absence
 A-U Unexcused Absence
 as of March 15, 2013