

MINUTES
LAS VEGAS-CLARK COUNTY LIBRARY DISTRICT
BOARD OF TRUSTEES' MEETING
LAS VEGAS, NEVADA
June 12, 2008
(approved September 11, 2008)

The Board of Trustees of the Las Vegas-Clark County Library District met in regular session in the Clark County Library, Las Vegas, Nevada, at 6:00 p.m., Thursday, June 12, 2008.

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

Counsel: G. Welt

Absent: K. Benavidez
R. Kirsh

Staff: Daniel L. Walters, Executive Director
Numerous Staff

Guests: Barbara McCants Hill (Theta Theta Omega Chapter, Alpha Kappa Alpha Sorority, Inc.)

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

Roll Call

All members listed above represent a quorum. Chair Davis-Hoggard announced that Trustee Sanchez gave birth on Tuesday, June 10 to her first girl, Maya, who weighed in at 7 pounds, 1 ounce and is 20 inches long. Davis-Hoggard also announced that Trustee Benavidez is on her honeymoon in Mexico and Trustee Kirsh's daughter was graduating from high school at the same time as the meeting so they will not be present. Both absences are excused. While Davis-Hoggard originally noted that Trustee Sanchez was excused, Sanchez called in at 6:03 p.m.

Agenda

Chair Davis-Hoggard said that Item III – Executive Session will be deleted from the Agenda upon advice of Counsel, as the most current information is contained in the *Las Vegas Review-Journal* article that reported upon Tuesday's District Court hearing and was distributed to Trustees earlier in the week. Trustee Carter moved to approve the Agenda as changed. There was no opposition and the motion carried.

**Approval of
Proposed Minutes
Regular Session,
May 15, 2008.
(Item IV.A.)**

Trustee Barron requested that the May Board minutes be corrected to show her last name as Barron, not Sponer. She then moved to approve the Minutes of the Board of Trustees Meeting held May 15, 2008 as corrected. There was no opposition and the motion carried.

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

Chair Davis-Hoggard introduced her sorority sister Barbara McCants Hill, representing the Theta Theta Omega Chapter of Alpha Kappa Alpha Sorority, Inc. Ms. McCants Hill presented a plaque of appreciation to the District and staff at Sunrise Library for their assistance and many courtesies to the group as well as for their service to the community. The sorority has been meeting at the branch since the end of 2006. Ms. McCants Hill said that the Theta Theta Omega Chapter is comprised of

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approximately 125 African-American females. There was a round of applause as Chair Davis-Hoggard and Executive Director Walters accepted the plaque.

Chair Davis-Hoggard reminded Trustees that Staff Day is June 20 at the Texas Station, beginning with breakfast at 8:00 a.m. She encouraged all Trustees to attend the event.

Trustee Sanchez called in at 6:03 p.m. Trustees congratulated Sanchez on her new arrival.

Chair Davis-Hoggard also reminded Trustees about the Nevada Library Association meeting scheduled for August 14-16, 2008 at the Santa Fe Station and encouraged their attendance as it provides important motivation for staff to see Trustees participating.

Chair Davis-Hoggard announced that the District Foundation received \$75,000 from the Nevada Legislature due to Assemblyman Morse Arberry's efforts.

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

Chair Davis-Hoggard asked for the reports. Executive Director Walters asked that staff reports be discussed first.

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

Deputy Director Morss asked for any questions. He noted that staff is working to get the North Las Vegas Library system on the District's automation system and expects that to be completed shortly. Morss also noted that the Summer Reading Program started on June 1 with a bang.

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

CFO Fred James reported on two items affecting District finances. First, Mr. James reported that, for the first time in many years, tracking reports showed that property tax collections are lower than normal. It is possible that the District will collect \$1 million less than expected for Fiscal Year 2007-2008, a shortage of 2-3% of the budget. James did say that the rate of foreclosures is one reason for the lower collections. It is quite possible that most of the delinquent property tax payments will be made prior to the end of the fiscal year as more properties going through foreclosure to banks, etc., would pay off the taxes as part of the process. Tax lien sales would mean more of a delay in collecting the taxes, but eventually the tax due would be paid, possibly in the next fiscal year.

Second, Mr. James reported that the Legislative Counsel Bureau will be proposing a bill for the 2009 Legislative Session that will affect Debt Service Funds. These are the funds that account for the principal and interest collected to pay off bonds by public entities. Entities are required to keep in their Debt Service Fund only the amount required to pay off the next year's interest and principal and adjust the tax amounts accordingly so as to not collect more money. James noted that the District does adjust its rate every year based upon the estimated increase in property valuation. Apparently, some other entities use debt repayment as a method of generating General Fund

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Revenue. Trustees Costello and Barron had questions about the practice and both James and Mr. Walters clarified that District practice is to monitor the expected revenue and adjust the rates so that the District is in compliance and collects only what is required. The Legislative Counsel Bureau's proposed bill will close the loophole that allows the practice.

Trustee Aguirre requested that the Hobbs, Ong financial model discussed in Mr. James' report be submitted to Trustees prior to the July Retreat with time to review. Mr. Walters said that the timing is tight in order to update the numbers with approved budget, actual expenditures and updating the par amounts and formulas in the model with the actual numbers. Staff is working with the consultants to plug in the numbers so that it will be ready for the Retreat discussion. Walters added that he had wanted to plan a Finance and Audit Committee meeting prior to the July Retreat but that will not be possible, so staff will be working to get the model ready for review by the full Board at the Retreat.

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

There were no questions for Assistant Human Resources Director Melissa Peters.

Technology Report (Item VI.A.4.)

There were no questions for Information Technology Director Al Prendergast.

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

General Services Director Steve Rice discussed the recent Value Engineering Workshop (workshop). The workshop was held on June 2-3, 2008 and facilitated by URS for the proposed Compass Point project. Approximately 30 representatives from the District, JMA, URS and Aaron Cohen participated in the workshop and there was some very good feedback. The goals of the workshop were to optimize the construction costs, maximize value, maintain the design quality and develop proposals to reduce costs while maintaining the required functions of the proposed project.

Mr. Rice said that during the creative stage of the workshop, 86 ideas were identified. Following that stage, the team reviewed the results and classified them into one of the following three categories:

Category One: Recommendations strongly suggested for implementation which consisted of 55 items with a cost savings of \$5,821,535.

Category Two: Recommendations requiring further analysis which consisted of 10 items with a cost savings of \$2,170,457.

Category Three: Develop ideas that were not recommended and consisted of 10 items.

The schematic design phase cost estimate was used as the basis for construction costs for the workshop and follow up recommendations. Some of the recommendations require further discussion and cost

evaluation. The proposed cost savings from the workshop came from URS estimators and have been provided to JMA for their further review. Once a consensus on cost savings has been achieved, the design development contract with JMA will be amended, ensuring that the agreed-upon cost savings are incorporated into the cost of the project.

The major Category One suggestions with the largest dollar impact include:

- Reduce quantity/size of landscape plantings.
- Use asphalt paving instead of concrete in parking lots.
- Continue evaluating the need for the fuel depot.
- Move HVAC Central Plant to the center of building in the rear.
- Eliminate the retaining wall on the west side of the property to reduce the number of parking spaces to code required minimum.
- Relocate the receiving dock to the rear of the building.
- Eliminate additional fixed walls in office areas.
- Simplify the entry drop-off area.
- Further refine the building program to create additional space for future growth.

LEED impacts were discussed and will continue to be evaluated. Some cost saving moves may reduce points available for LEED designation. Mr. Rice said he would present more detail at the July Retreat.

Trustee Aguirre thanked Mr. Rice and Mr. Walters for agreeing that bid opportunities for the proposed project be faxed to the National Association of Minority Contractors so that they can disseminate the information to their over three hundred members.

Trustee Barron noted that the District's property and casualty insurance is due for renewal and asked about a Risk Management Committee meeting. Mr. Rice noted that there would be a Risk Management Committee meeting scheduled prior to the Board Retreat. Trustee Barron requested that the Risk Management Committee material be sent out prior to the committee meeting and Mr. Rice said he planned to do so as soon as he received the information from the insurance carrier. Staff is directed to coordinate with the members of the Committee to set up their meeting prior to the Retreat.

Marketing Report
(Item VI.A.6.)

Marketing Director Pat Marvel briefly described the activities of her department. In addition to the regular public relations activity and posters and flyers for ongoing District activities, the Marketing Department produced a *Circulator*, *Highlights*, *Highlights for Kids*, materials for the Summer Reading Program, the District's proposed Budget document, assisted in Staff Day planning and materials production and produced materials for GLBT month. There were no questions.

Chair Davis-Hoggard said she is pleased about the publicity given to the work of the District with so much publicity on the Summer Reading

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Program as it is such a valuable tool for the community.

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

Trustee Aguirre had several questions about the Security Report and so Chair Davis-Hoggard returned to the report.

Trustee Aguirre asked about the increasing numbers of automobile accidents at the Rainbow Library reported in the Security Report. General Services Director Steve Rice briefly described how the redesign of the intersection at Buffalo and Cheyenne had limited the ability of patrons to turn left from Buffalo into the Library and the accidents were occurring due to limited visibility and space. Rice said he is working with the City.

Since Mr. Rice was already at the podium, Trustee Aguirre requested that visual updates on the Centennial Hills construction be shown at the Retreat.

Trustee Aguirre asked Mr. Morss about the incident in which several teens climbed on the Las Vegas Library roof. Morss noted this is the first time this has occurred and staff was unable to determine how they got up there at all, but that it is a large roof with many places to hide.

Unfinished Business (Item VII.)

None.

Consent Agenda

Chair Davis-Hoggard moved to approve the Consent Agenda which consisted of the following item, in its entirety:

1. Discussion and possible Board action regarding employment agreements for Public Services Director Marie Cuglietta and General Services Director Stephen Rice. (Item VIII.A.1.)

Authorize the Executive Director to execute at-will employment agreements for Marie Cuglietta for the position of Public Services Director effective July 1, 2008; and for Stephen Rice for the position of General Services Director effective July 1, 2008 subject to the review and approval of legal counsel.

There was no objection and the motion carried.

Discussion and possible Board action regarding the election of Board officers for Fiscal Year 2008-2009 and accompanying Resolution 2008-01. (Item VIII.B.)

Nominating Committee Chair Aguirre presented the proposed slate of officers for Fiscal Year 2008-2009.

Chair – M. Frances Barron
Vice-Chair – E. Louis Overstreet
Secretary – Andrea Arthurholtz
Treasurer – Aldo Aguirre

Chair Davis-Hoggard asked if there were any nominations from the floor for each office in turn. There being none, she proclaimed the proposed slate elected by acclamation.

Trustee Barron moved to pass Resolution 2008-01 authorizing Fred James, CFO and newly elected Treasurer Aldo Aguirre to execute checks on behalf of the Library District. There was no opposition and the motion carried.

Further discussion and possible adoption by the Board of the "Draft" Strategic Service Plan for the years 2008-2011 for the Las Vegas-Clark County Library District. (Item VIII.C.)

Chair Davis-Hoggard announced that the "Draft" *Strategic Service Plan (Plan)* for the years 2008-2011 for the District was the next item and moved for adoption of the *Plan*.

Trustee Arthurholtz thanked staff and Dubberly Garcia for all of the hard work undertaken in the *Strategic Plan* for 2008-2011. However, Arthurholtz said that the inequity in services for the East Las Vegas area has been recognized for the seven years she has served on the Board and for the previous eight years, when Mo Denis served on the Board. The cumulative time frame of fifteen years is longer than the age of most homes in the northwest. To approve a second library in the northwest before addressing the need in the older urban East area and then to have a plan to shut an existing library down is not acceptable to her. In May 2005, Arthurholtz noted that the Board approved a *Strategic Plan* to, "address the service needs of new communities and underserved urban areas." She felt the 2008-2011 "Draft" *Plan* does not adequately meet the second half of the mandate.

Mr. Walters thanked Trustee Arthurholtz but said that Mr. Dubberly's comments regarding the priority of new libraries are recommendations only and are not part of the final *Plan*. He also said that one of the components in the *Plan* would be for Trustees to establish criteria for future development for facilities that would be considered, noting that the priorities for the Southwest Library and Service Center have already been approved.

Mr. Morss explained that the *Plan* is broken down into two components. The first component are the service priorities, goals and objectives and the organizational competencies which staff has developed for the District to be addressed over the next three years. The second component contains demographic information as well as recommendations from the consultant to help the District accomplish the goals, objectives and initiatives outlined in the *Plan*. These recommendations represent the consultant's analysis and they are provided for the Board and staff's consideration when developing activities, procedures and policies to meet the goals, objectives and initiatives of the *Plan*.

Mr. Morss reiterated that staff is asking that the Board approve, at this meeting or in the future, the service priorities and organizational competencies of the *Plan*, which will serve as a roadmap for the next three years. Part of the roadmap will be to determine what libraries to build next or concentrate on specific service areas as well as delivering services to other areas throughout the District based upon collections and programs.

Mr. Morss then discussed several recommended edits to the *Plan* based upon the review by staff and Board comments. In the Introduction, language will be corrected regarding automation services for the contract libraries. Under Organization Competency 3 dealing with finance, language will be broadened to include the monitoring of non-resident use as well as possibly changing the date for a non-resident use policy update. Under Organizational Competency 4 dealing with fundraising, language will be changed so that the District can partner not only with the Library District Foundation, but also with other groups, which is not currently the case.

In Operational Competency 11 dealing with operational efficiencies, the area will be further developed to address and evaluate the effectiveness of collection development processes and procedures when analyzing the effectiveness of collection purchases. Procedures will also be reviewed for dealing with discarded materials that will be most beneficial in terms of labor and the most beneficial method of sale of weeded materials. "Outsourcing" will also be clearly defined so it clearly relates to the processing and purchasing of materials. Also under the same competency, staff will develop initiatives to promote virtual services such as e-books, e-media and online databases for library users to access remotely.

Mr. Morss concluded by saying that staff is ready to proceed if the Board approves the *Plan* with the changes as discussed. Staff can also make further changes and bring the *Plan* back to the Board at a future date.

Trustee Sanchez said she supported Trustee Arthurholtz's comments about the East Las Vegas area. Sanchez commented that Trustees want patrons to have equal access to District services, but asked at what point does the Board need to deal with the priorities to achieve that goal. She understood that the demographic information and consultant recommendations are not what are being voted upon by the Board, but the information is being relied upon in planning for future District services.

Chair Davis-Hoggard asked what the East Las Vegas area wanted in a library that the area does not currently contain and noted that the issue has been discussed frequently during the time she has been on the Board. Trustee Sanchez replied that the East Las Vegas issue is part of a healthy debate on Board priorities and wanted to see if some type of language could be included in the *Plan* to deal with the difference of opinion on the recommendations.

Mr. Walters said that staff recognizes the divergence in opinion among members of the Board regarding the priority of future facilities. He believed that the *Plan* clearly states that the recommendations are that of the consultant, District staff had no part in their development, and are provided for use by the Board and staff in developing plans to achieve the goals set out in the *Plan*. Walters suggested that the record of the debate would show that the priority of proposed future

facilities is an area of diverse opinion with Board members and that a way to resolve and set the priorities must be set in the future.

Mr. Walters noted, however, that the question of the priority of future facilities does not have immediacy due to the fact that the District is not in a position to direct resources to resolve the issue at the current time.

Trustee Sanchez agreed, but said that the *Plan* should include language that reflects the divergent opinion on the Board regarding the issue. Walters suggested that staff bring the Board, possibly at the July Retreat, language that would articulate how the Board would go about examining the issue and making its own determination how the future projects would occur. Staff would contact members of the Board prior to the Retreat to ensure that the divergence of views is correctly represented in the proposed language.

Trustee Aguirre noted that he agreed with the comments expressed by Trustees Arthurholtz and Sanchez and thanked them for expressing their views.

Trustee Aguirre then asked where in the *Plan* there was mention of services for visually-impaired patrons. He noted that the State of Nevada had shut down library services for the visually impaired in Las Vegas and wanted to see if the District could expand its services in that area. Aguirre spoke about conversations he had with Mr. Walters and members of the Blind Association. Mr. Morss said that the *Plan* does not currently include this service but that staff could add services to the visually-impaired as an organizational competency and discussed the District services currently available to these patrons.

Chair Davis-Hoggard withdrew her motion.

Trustees directed Mr. Morss to bring back to the July Retreat a revised version of the *Plan* reflecting the discussion at the meeting for possible adoption after further discussion by the Board. Mr. Morss will contact Trustees Arthurholtz, Aguirre and Sanchez.

Discussion and possible Board action regarding a report from the Executive Director on planning for the July 10-11, 2008 Board Retreat. (Item.VIII.D.)

Mr. Walters presented the item regarding planning for the July Board Retreat.

Mr. Walters moved to the podium to address the Board. He read a letter, which is attached as Appendix A and also provided by hand to each Trustee. The letter noted Walters' contract expiration which will occur in November 2008 and his intention to retire in 2009. Walters said he valued the opportunity the Board had given him to serve the District's community, expressed appreciation for the wonderful District staff and the confidence and commitment given him by the Board members who have served through his years as Executive Director. Walters requested that his stay at the District be extended to June 2009 to supervise the completion of Centennial Hills, the full implementation of RFID, the financing of medium-term bonds and attendant public hearing process and design and bidding for the

proposed Southwest Library and Service Center project. He also planned to assist the Board through the 2009 Legislative Session.

Mr. Walters suggested that the succession planning and executive recruitment for his successor be included in the topics of discussion at the Retreat and how that can be integrated with the tasks outlined in the new Plan. He acknowledged that the next year would be very busy for the Board and staff but felt that it was a challenge that could be met.

Mr. Walters reminded the Board that Clark County would continue to grow. He noted that the work of the Board and staff over the last five years since the defeat of the previous bond issue had offered the District an opportunity to save enough money to build a completely new facility in a rapidly growing and underserved area of the northwest valley. Additional savings have put the District in a position to fund the second rapidly growing and underserved area of the southwest valley with medium-term bonds funded by general fund revenue. Once these two projects and the efficiency remodels of the urban branches are completed the Board will be in a strong position to determine priorities for future District facilities.

Mr. Walters continued to say that it was critical to ensure that the Clark County Commission, Las Vegas City Council and Clark County Debt Management Committee had reviewed and approved offering the bonds, which do not raise taxes for District residents, in the next three months. By the time of the start of the 2009 Legislative Session, these funds need to be committed in order that the State does not take the money saved by the District for capital construction as they did with the Clark County funds.

Mr. Walters noted that the Board will have the insurance action items to be approved in July at the Retreat. Also at the Retreat, succession planning discussions for both the Executive Director and new Trustees to replace those required to resign next year will be reviewed. Walters has had preliminary conversations with professional services firms to assist with the succession planning. He noted that the new Trustees should be selected to ensure they represent the diverse views of their communities within the District and add to the skill sets needed by the Board. Also, the revisions requested by Trustees to the *Plan* will be reviewed along with the staff plans to achieve the *Plan* goals while still providing regular patron services. An updated report on the southwest library and service center project value engineering workshop will also be discussed.

Mr. Walters said that staff is prepared to work along with the Board at the Retreat to set the plans in motion and suggested he meet with new Board Chair Barron and any other interested Trustees to set the agenda prior to the Retreat.

Mr. Walters also said that August will not be a vacation month as in previous years as several contracts related to construction management

and the efficiency remodels will be on the agenda.

Trustee Aguirre asked about the status of hiring for the District Foundation Director. Mr. Walters said that he had done some recruiting and has identified two solid candidates. Walters said he has also been in contact with Manpower and reviewed executive recruitment resources with HR Counsel. Manpower may have a third candidate for the position so that the hiring process may move ahead.

Chair Davis-Hoggard asked about the status on the search for a new District Human Resources Director. Mr. Walters said that staff is proceeding on filling the position as soon as possible. There are a number of exceptionally qualified candidates and Walters wanted to be sure that the process has been thorough for this critical position.

Mr. Walters then asked Trustees to come to a decision regarding scheduling for the Risk Management Committee and Board Retreat. After discussion, Trustees agreed to hold the Risk Management Committee Meeting at noon on Thursday, July 10 at the Las Vegas Library. Due to Committee Chair Carter's absence, Trustee Arthurholtz will chair the meeting. The Board Retreat will begin at 3:30 p.m. on Thursday, July 10 at the Golden Nugget and recess at 7:00 p.m. for dinner. On Friday, July 11 the Trustees will reconvene at 8:00 a.m. and continue until 4:00 p.m. Counsel will need to depart by 3:00 p.m. The Retreat Agenda will consist of the Risk Management action items and the items proposed by Mr. Walters. Staff reports will be held until the August meeting.

**Announcements
(Item IX.)**

The next Board Meeting will be a Retreat and will be held Thursday and Friday, July 10-11, 2008 in the Golden Nugget Hotel and Casino.

**Public Comment
(Item IX.)**

None.

**Adjournment
(Item X.)**

Chair Davis-Hoggard moved to adjourn the meeting at 7:28 p.m. There was no opposition and the motion carried.

Respectfully submitted,

Kelly Benavidez, Secretary

APPENDIX A

Daniel L. Walters
10385 Miners Gulch Ave.
Las Vegas, NV 89135

COPY

June 12, 2008

Verlia G. Davis-Hoggard, Chair
Las Vegas-Clark County Library District Board of Trustees
833 Las Vegas Blvd. N
Las Vegas, NV 89101

Dear Verlia,

My contract expires November 9, 2008 and it is my intention to retire next year and begin a new phase of my life that will be more directed to family and other activities. The last 10 years at the District have been challenging and rewarding, but after a long demanding career in public service that has taken me to communities across the country, I intend to return to the northwest where Mary and I can be closer to family and where our first grandchild is due this fall. It will also be easier to get out to the Cascades, and I can at long last read Beckett, Proust and Stein and all the other great books I have been peddling, lo these many years!

I want you to know how much I have valued the opportunity the Board has given me to serve this extraordinary community and to work with such a wonderful staff. Of course I am deeply appreciative of the consistent confidence the Board has placed in me and for the commitment Board members have in turn brought to the District throughout my years of service. I intend to do all I can to assist the Board and District in its transition to new leadership, and I would like to extend my stay through next June in order to assist the Board by overseeing the completion of Centennial Hills and full implementation of RFID, the financing proposal for medium term bonds and attendant public hearing process, and the critically important completion of design and bidding of the proposed new southwest library and service center project. I will also assist the Board throughout the 2009 legislative session as the Board completes its recruitment of a new executive director.

I have made preliminary inquiries into professional services to assist the Board with succession planning and executive recruitment that can occur while I work with your superb executive staff over the next twelve months. The July retreat will be an excellent opportunity to discuss how we can integrate succession planning with the tasks that are outlined in the new *Strategic Plan*.

It has been an honor and pleasure to serve as Executive Director of this wonderful library and I cannot adequately convey my appreciation and admiration of the many staff and Board members with whom I have had the privilege to serve the residents of the District.

Sincerely,



cc: Gerald M. Welt, Esq.