

**MINUTES**  
**LAS VEGAS-CLARK COUNTY LIBRARY DISTRICT**  
**BOARD OF TRUSTEES' MEETING**  
**LAS VEGAS, NEVADA**  
**October 13, 2008**  
**(approved November 13, 2008)**

The Board of Trustees of the Las Vegas-Clark County Library District met in regular session in the Las Vegas Library, Las Vegas, Nevada, at 6:08 p.m., Monday, October 13, 2008.

**Present:**

Board:	F. Barron, Chair	K. Crear
	V. Davis-Hoggard	E. Sanchez
	A. Arthurholtz	A. Aguirre
	K. Benavidez	K. Carter
	R. Kirsh	

Counsel: G. Welt

Absent:

Staff: Daniel L. Walters, Executive Director  
Numerous Staff

Guests: Guy Hobbs, Hobbs, Ong & Associates, Inc.  
Kathy Ong, Hobbs, Ong & Associates, Inc.  
Jim Chachas, Hobbs, Ong & Associates, Inc.  
Cameron Stuart, Clarity, Inc.

F. Barron, Chair, called the meeting to order at 6:08 p.m.

**Roll Call** Chair Barron announced that she had reluctantly accepted Trustee Costello's resignation from the Board. All members listed above represent a quorum. Trustee Sanchez called in at 6:10 p.m. and was on the phone until she arrived at the meeting at 6:33 p.m.

**Agenda** Chair Barron said that the Executive Session, Item III., would not be a closed session and Counsel Welt would provide a briefing. Also, Barron would like to move Item VIII.A-B. to follow Item IV.A-B. Trustee Aguirre moved to approve the Agenda as changed. There was no opposition and the motion carried.

**Executive Session (Item III.)** Counsel Welt provided updates on the Friends of Southern Nevada Libraries (FOSNL) litigation and the meter billing issue at the Las Vegas Library.

Regarding the FOSNL, Mr. Welt said it is in the discovery stage of litigation. District litigation counsel has filed a motion for summary judgment, which states that if all facts are taken to be true there is no dispute. FOSNL has been granted a continuance to respond to the motion. District litigation counsel has issued subpoenas for records and will schedule depositions.

Mr. Welt also updated Trustees about the meter billing issue with the City of Las Vegas for the Human Resources/Support Services building at the Las Vegas Library. Fundamentally, the District's legal analysis does not agree with the City's analysis. The District has requested staff from the City Attorney's office to contact Mr. Welt to discuss a resolution.

## Minutes - Board of Trustees' Meeting

October 13, 2008

Page 2

Trustee Aguirre asked about the legal expenses to date on both issues. Mr. Welt noted that the District is trying to limit expenses as much as possible on the FOSNL matter, which is why the District requested a motion for summary judgment. If granted, that would allow the District to forgo a trial and discovery expenses. Mr. Walters said that the District's legal costs on the matter were approaching \$100,000 at the point that District Court ruled in the District's favor. Walters noted that the FOSNL have chosen to appeal, funding their legal costs with proceeds from bookstores and other revenue sources when the FOSNL were operating the District's bookstores.

The only costs incurred to date on the meter billing item, according to Mr. Welt, are the few extra hours of research he and his staff have done.

Trustee Kirsh asked whether the FOSNL's legal counsel has been the same throughout. Mr. Welt said that the FOSNL is on their second attorney, Ms. Kim Wanker. Their first attorney was Mr. Barry Levinson who was replaced at the time the District Court ruled in the District's favor. Ms. Wanker has been handling the appeal which is concerned only with the question of whether the money raised by FOSNL can only be given to the District. FOSNL have dismissed their counterclaims against the District but are using the funds in question to pay their legal expenses, which is not in the FOSNL's ordinary course of business and violates the restraining order agreed to by both parties.

### **Approval of Proposed Minutes Regular Session, September 11, 2008 and Design Review Committee Meeting, September 9, 2008. (Item IV.A-B.)**

Trustee Carter moved to approve the Minutes of the Board of Trustees Meeting held September 11, 2008. There was no opposition and the motion carried.

Trustee Aguirre moved to approve the Minutes of the Design Review Committee Meeting held September 9, 2008. There was no opposition from Committee members and the motion carried.

### **Public Hearing regarding Resolution 2009-02, authorizing the District to issue General Obligation Medium-Term Bonds in the maximum amount of \$50,000,000 for library purposes. (Item VIII.A.)**

Chair Barron convened the Public Hearing regarding Resolution 2009-02, authorizing the District to issue General Obligation Medium-Term Bonds in the maximum amount of \$50,000,000 for library purposes at approximately 6:17 p.m.

Chair Barron asked for staff reports from Deputy Director, COO Robb Morss and Deputy Director, CFO Fred James as background on the proposal.

Mr. Morss reviewed the steps taken by District Trustees and staff that have led to the current proposed bond issue. He noted that the District's responsiveness to resident needs, and the continuing population growth that occurred during the District's first *Strategic Service Plan* in 2000, led to dramatic increases in use of District resources. The Library District has continued to face the challenges of dramatic increases in use since that time as well as the lack of

additional funding dedicated to the construction of new branches for underserved areas.

Mr. Morss continued to say that the loss of the 2003 bond issue ballot measure to build several new libraries to serve underserved areas and construct a service support center caused a serious delay in building needed facilities. The cumulative effect was that service demands and facility needs continued to tax District resources.

Mr. Morss said that the District responded to the challenge of managing overwhelming resident use by adopting key efficiency strategies which focused largely on operational efficiencies that curtailed staff growth as service demand continued to increase. The efficiency strategies were identified in the District's *2005-2008 Strategic Service Plan*. These ongoing strategies include changes in the interior layout of branches and the introduction of RFID technology and self-service check-out stations.

To fund the capital expenditures necessary for implementing the key efficiency strategies and to address service needs in underserved areas (such as the northwest and southwest which were identified as the two highest growing areas in each of the District's three *Strategic Service Plans*), the District limited growth in expenditures for staff, materials, and other operating expenditures and saved a portion of the District's annual operating revenue for major future capital projects. These savings were transferred to a fund supporting four budget programs: the Integrated Library Systems (ILS) Replacement Program; the Technology Replacement and Upgrades Program; the Building Repair and Maintenance Program; and the Capital Construction Program.

Mr. Morss said it was envisioned that the financial strategy would allow the District to transfer sufficient funds to assure completion of the most critical projects. In addition to funding the efficiency strategies previously mentioned and begun in 2007, the District began construction of the Centennial Hills Library in the northwest part of the City of Las Vegas.

As the District continues to focus its efforts on the efficiency strategies and the opening of the Centennial Hills Library in early 2009, Mr. Morss said is necessary to also focus on supplying services to the southwest part of Clark County which continues to grow at a rapid pace. The District has worked with its financial consultants to develop a strategic financial plan, not only to build a new library facility in the underserved area, but also to build an administrative service support center which is an integral part of the efficiency strategies that have been called out in all three of the District's *Strategic Service Plans*.

CFO Fred James then discussed the financial aspects of the bond sales. James noted that the Resolution is the culmination of five years of work to develop alternatives for funding capital projects without relying on voter-approved bond issues, and to develop and implement new technology efficiencies to contain operating costs and to maintain

current service quality. Or, as James said, to let "growth" pay for "growth".

To accomplish this directive, Mr. James noted the four programs that were created within the Capital Projects Fund and previously described by Mr. Morss. James continued to say that, despite the District's attempts, the cost of constructing library facilities grew faster than the revenue generated from the valley's high growth areas. In the face of escalating construction costs, James worked with the Executive Director Daniel Walters and the Board to develop a financial plan for building library facilities in the fast growing areas of northwest Las Vegas, and southwest Clark County. Having generated sufficient "growth revenues" to build the Centennial Hills Library in northwest Las Vegas, the District could not stay ahead of escalating construction costs to build library facilities in the County's southwest area.

Mr. James reported that the District commissioned Hobbs, Ong & Associates, Inc. (Hobbs, Ong) to develop financing strategies to build a library and a service support center in for southwest Clark County. Working over the past fifteen months, the Board met on five separate occasions, including two full day board retreats, to discuss the different funding options, including using only "growth revenue". James said that during the first meeting for Trustees on the proposed plan, District staff and Hobbs, Ong staff demonstrated that current revenues would not be able to generate enough "growth revenue" fast enough to meet escalating construction costs. At subsequent meetings, staff developed and presented refined alternative proposals to finance a new branch and service center using medium-term bonds.

Mr. James explained that medium-term bond financing does not require voter approval. Medium-term bond financing is limited to a maximum of 10 years for debt servicing with payments being funded strictly from the District's General Fund. He said that after many forecast scenarios, the final updates to the financial forecast included both the future financing and operation of a new Southwest Library and Service Center. The final plan has very conservative estimates for both revenue and expenditures.

Mr. James then introduced Guy Hobbs of Hobbs, Ong to address questions regarding the financial forecast in light of the current economy.

Mr. Hobbs introduced himself and thanked Trustees for the opportunity to speak. He said that the model that has been used to develop Trustee comfort with the use of medium-term bonds for the Southwest Library and Service Center is an extraordinarily conservative model. Hobbs explained when Hobbs, Ong staff prepares a budget, they tend to use more realistic estimates. On the other hand, considering the issuance of bonds and talking about the ability to service debt, Hobbs said that they tend to be ultra-conservative with revenue projections and more conservative with the expenditure projections.

Mr. Hobbs noted that he did not want to go into a similar level of detail due to the fact that Trustees have sat through several detailed presentations. He did, however, provide several examples of how the proposed financial model is very conservative. First, as Trustees are aware, the District's revenue base is largely made up of property tax revenues and what is known as the consolidated tax, which is comprised, for the most part, of sales and use tax revenues. Second, Hobbs said that the estimates that were used to put together the pro-forma for the bonds showed lower levels of revenue than have actually been the case.

Hobbs noted that historically, the property tax revenues have grown by double digits, normally in the ballpark of 11-12%, but a 6% increase was used in the early years of the projection and a 4% increase was used in the "out" years. Hobbs noted these figures were extraordinarily conservative. Likewise with the sales tax, an approximately 3% increase was used after an initial base year of no growth for the 2009-2010 fiscal year. Additionally, very low percentages of growth were used in the "out" years. Mr. Hobbs concluded his explanation of revenue projections by saying that the hope is the estimates are unrealistically low, but for the purpose of trying to make a determination of how well the District is positioned to cover the debt requirements he feels it is always prudent to be conservative.

Mr. Hobbs said that Trustees must recognize that the audience for the projections are the members of the credit market, the rating agencies initially, as well as the buyers of the bonds. This audience likes an extraordinary level of comfort and appreciates very much the conservatism with which the estimates are made. Given that, as well as there was not much conservatism on the expenditure side, yields, in Hobbs' opinion, extraordinary coverage of what the debt requirements would be going forward.

Regarding the lack of conservatism on the expenditure side, Mr. Hobbs said that Hobbs, Ong expects District expenditures to remain roughly on par with what they have been in the past as far as future growth. He also said that the practices of the District over the past several years to essentially hold the line on its core, recurring operating expenses from year to year, while allowing the transfer of money to the Capital Projects Fund, is one of the primary reasons that the District is in the position of having the level of coverage that will be available.

Mr. Hobbs concluded that Hobbs, Ong has a very high comfort level with the District's ability to cover the debt service for the proposed bonds and he said he would be happy to answer any questions.

Chair Barron said she was honored that Commissioner Brager had taken the time to attend the meeting and speak to the Trustees regarding the proposed Resolution.

Commissioner Brager thanked Trustees for the opportunity to speak to them. She first thanked Trustees for their service and acknowledged

that sitting on boards can be a challenge, trying to meet the needs of a very large city with continuing growth in the area. Brager thought it was fantastic that the county has people like the Trustees who volunteer their time and that their service is appreciated.

Commissioner Brager then said she stood before the Board knowing that Trustees are considering a Resolution for a library in the southwest. She is not only speaking for herself, representing about 300,000 constituents, but also for Commissioners Reid and Woodbury. She noted that each Commissioner represents part of the southwest area, with District F being the largest portion. She said that the people who would be able to utilize the proposed library would come from Southern Highlands to Mountain's Edge with Sandy Valley, Goodsprings, Blue Diamond and Rhodes Ranch residents, to name just a few areas, also using the facility. Brager noted her very large district, and just with 300,000 constituents there are all the schools and the children for whom the proposed library would be an absolutely incredible opportunity. She believed the location would be an excellent choice, accessible from Interstate 15 and 215 and other major roadways. Brager said the library is needed and desired, based on her conversations with constituents over the last month or two in regards to the plan, due to the meeting rooms, the books that would be there, the availability of resources, as well as the availability of computers.

Commissioner Brager concluded by saying that she thinks it would be such a wise decision and she knows that Trustees think about these things very heavily when discussing the dollars that it takes to achieve the plan. She would appreciate that the resolution be adopted and she knows that the 300,000 plus people that are in the southwest area would be very grateful for that decision being made.

There being no one else signed up to speak, Chair Barron closed the Public Hearing at approximately 6:29 p.m.

**Discussion and possible Board action to adopt Resolution 2009-02, authorizing the District to issue General Obligation Medium-Term Bonds in the maximum amount of \$50,000,000 for library purposes. (Item VIII.B.)**

Chair Barron asked for a motion on Resolution 2009-02 to open Trustee discussion.

Trustee Aguirre moved to adopt Resolution 2009-02, authorizing the District to issue General Obligation Medium-Term Bonds in the maximum amount of \$50,000,000 for library purposes, and directing the Executive Director to forward this resolution to the Department of Taxation of the State of Nevada for approval.

Chair Barron asked if there was any discussion on the motion.

Trustee Sanchez said she is speaking as a person who has been on the Board working with the District's *Strategic Plans* from the beginning to the present. She commented that she thinks all Trustees can agree that the southwest plan is something the District needs to do. She has benefited because the District's fiscally conservative plan saved money, and held the line on expenditures. Now the District will have a beautiful new library in Centennial Hills where no library existed before.

Trustee Sanchez believed that Trustees have an obligation as Board members to make sure that if the District can provide services to people that do not have it, such as those in the southwest area, and the District should be doing so. Sanchez noted that the economy is very fragile, but the District is very sound with its finances and she feels that Trustees have an obligation to move forward. Sanchez thanked Mr. Walters and Mr. James as well as the Hobbs, Ong staff for all their work. She noted that it is not an easy feat for the District to be in the position that it is now; having the resources to be able to go ahead and issue bonds. The District would not be in the position it is now if not for the work of these people. She acknowledged the amount of planning involved and thanked them for their efforts as she knows this plan will make a difference in people's lives in not only the southwest area but throughout Clark County. She closed by reiterating the obligation Trustees have to the southwest area residents.

Trustee Davis-Hoggard stated she will be voting "no" on the resolution. She was glad to see Mr. Hobbs present, acknowledging the heavyweight presence at the meeting. Davis-Hoggard said she will vote "no" because Mr. Walters is leaving, many Trustees' terms are expiring next year and she feels very strongly that the decision would curtail operations for any new director and new Trustees. She noted that new Trustees may have different ideas.

Trustee Aguirre commented that he knew a lot of work went into getting the District to where it is today. He recognized the growth that Commissioner Brager spoke about, looking at the new facilities and the construction that is going in on the Strip. He noted that the construction will bring many families into the valley that will have an increased need for library services. Aguirre said that the statistics collected show the population growth that requires library services provided by the District. He believed it is a great time for the growth and supports the proposal.

Trustee Sanchez arrived in person at 6:33 p.m., during Trustee Aguirre's comments.

Chair Barron commented as Chair that the southwest area library and service center has always been a part of the District's *Strategic Plans* and has been voted on time and again. Barron said she was very proud of the staff for their work in putting this together and she believes it will be a legacy for the District. Also, she believed that it is not only Trustees' responsibility to provide library services, it is also the District's mission. She concluded by saying she wanted all Trustees to understand that, regardless of the one Trustee resignation announced earlier in the meeting, seven votes are required to pass the motion.

Trustee Kirsh said, as a relative newcomer to the Board, he has read everything and acknowledged that the reading is not the most exciting, but the information is important to understand. He appreciated all the groundwork that has taken place so that he could understand the information as a new Trustee. Kirsh also said that, even though Mr.

Walters is leaving, he knows that Mr. Morss and Mr. James and other staff that remain will follow up with the plan. He appreciated all the staff's work.

As discussion concluded, Chair Barron called for the vote. Chair Barron and Trustees Aguirre, Arthurholtz, Benavidez, Carter, Crear, Kirsh and Sanchez voted to adopt Resolution 2009-02. Trustee Davis-Hoggard voted to oppose. The motion carried (8 votes to 1 vote).

Chair Barron thanked Commissioner Brager for taking the time to attend.

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

Chair Barron had no report. Counsel Welt reiterated his comments from Item III. regarding the meter billing issue with the City of Las Vegas. The District disagrees with the City's review and Welt will be discussing his analysis with the City Attorney in hopes of getting a resolution to the issue.

Trustee Aguirre had several questions about the Human Resources Report. Trustee Davis-Hoggard moved to accept Reports VI.A.1-2, 4-6. There was no opposition and the reports were accepted.

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

Accepted.

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

Accepted.

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

Trustee Aguirre asked if the Human Resources department had exit procedures in place to determine why employees left District employ as well as any data on departing employees.

Jerilyn Gregory, Human Resources Director, said that exit interviews are conducted and that, to her understanding, most departures occur because staff accepts full-time positions or leave the area altogether. She can provide more specific data at a later date.

Ms. Gregory also announced that the staff just received word that the District had been awarded Employer of the Year by the Work Enhancement Employee Team (WEET) program. The Work Enhancement Employment Team (WEET) was formed in 1996 as a joint effort between the Veteran's Administration and the State of Nevada Department of Vocational Rehabilitation. The objective was to bring together a group of outside businesses and other organizations to further employment efforts on behalf of the disabled.

Trustee Aguirre moved to accept the Human Resources Report (Item VI.A.3.). There was no opposition and the report was accepted.



**Minutes - Board of Trustees' Meeting**

**October 13, 2008**

**Page 9**

**Technology Report** Accepted.  
**(Item VI.A.4.)**

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

**Marketing Report** Accepted.  
**(Item VI.A.6.)**

**Executive Director's** Mr. Walters updated Trustees on several activities covered in his report.  
**Report** He believed the most significant was the appointment of Ms. Danielle  
**(Item VI.A.)** Milam to the position of Development Director. Ms. Milam has had a  
lengthy career in library fundraising with her most recent position as Sr.  
VP of Program & Development for the Urban Libraries Council in  
Chicago.

Ms. Milam is familiar with the Las Vegas-Clark County Library District. As manager of the Urban Libraries Council Executive Leadership Institute (ELI), she followed the progress of several local District projects including a new service model reaching out to Latino communities, analysis required to develop a new library branch in the fastest growing area of the District (Centennial Hills), a new homework help program and strong partnership with the Clark County School District, and new RFID technology that will significantly improve customer services. Of critical importance to the District, she had very positive working relationships with all of the District staff who participated in the ELI program.

Ms. Milam will begin her new job on November 17, 2008. However, with the assistance of the State Librarian, she has been able to participate in a workshop on E-rate funding, prior to her start date at the District. The workshop is being funded by the Gates Foundation. Mr. Walters also noted that Ms. Milam had successfully written several major Gates Foundation grants during her tenure at ULC and has very positive working relationships with Gates Foundation officials. Mr. Walters believed Ms. Milam's appointment will be a very positive move for the District and the Foundation.

Trustee Aguirre asked Mr. Walters and Mr. James to address the questions raised at the September Board meeting by former Trustee Costello. Aguirre acknowledged receiving the response by Mr. Walters in a memo sent to all Trustees.

Mr. Welt advised Aguirre that the item was not posted for discussion at the current meeting and told him that he could contact staff or place the item on the agenda for discussion at a future meeting. Mr. Walters added that he wanted to encourage all Trustees to contact him or Mr. James with their questions and if they wanted to place the item on a future agenda, Walters said he would work with Chair Barron to do so. Welt added, as District Counsel, he is satisfied with the response to the questions by staff.

Trustee Aguirre said that he knew a lot of work went into the response from staff and the only reason for his bringing the item up was to address Trustee Costello's request. He said he felt very comfortable with the response.

**Unfinished Business** None.  
**(Item VII.)**

**Discussion and possible Board action regarding nominations and election of a Trustee to serve as Vice Chair for the remainder of Fiscal Year 2008-2009. (Item VIII.C.)**

Chair Barron opened nominations to fill the unexpired term of Dr. Louis Overstreet for the position of Vice Chair for the Las Vegas-Clark County Library District Board of Trustees for Fiscal Year 2008-2009.

Trustee Davis-Hoggard nominated Trustee Aguirre, currently serving as Treasurer.

Counsel Welt reminded Trustees that their Bylaws did not allow Trustees to serve in 2 offices at the same time. Trustee Aguirre would be required to resign but would not be able to be replaced as Treasurer at the meeting as it was not posted for discussion and action which also required a resolution to allow the new Treasurer to sign District checks. Trustee Aguirre thanked Trustees for the honor but declined.

Trustee Aguirre nominated Trustee Carter. Trustee Carter said he would be willing to serve.

Trustee Davis-Hoggard moved to close the nominations. Chair Barron closed the nominations.

There was no opposition and Ken Carter was elected to fill the unexpired term of Dr. Louis Overstreet for the position of Vice Chair for the Las Vegas-Clark County Library District Board of Trustees for Fiscal Year 2008-2009.

Trustee Carter was given a round of applause.

**Discussion and possible Board action regarding a report from Cameron Stuart of Clarity, Inc. and discussion and possible Board action regarding modifications to the job description of the Executive Director. (Item VIII.D.)**

Chair Barron asked Cameron Stuart of Clarity, Inc. to update Trustees on the Executive Director job search.

Mr. Stuart said that advertising for the Executive Director position will appear in about 10 print or online publications beginning in October and run through the ALA Midwinter Conference in January. Also, Stuart is beginning the recruiting process; he has identified approximately 100 individuals by name and position with experience in the library field, specifically with experience in large, urban libraries.

Mr. Stuart said he had started communicating with each of the individuals about two things, asking the person to recommend colleagues who would satisfy the District's requirements as well as asking if they would be interested in applying for the position. These communications will be confidential until the person in question themselves discloses they are interested or the individual becomes part of the final group.

He is offering the opportunity to those who are interested and have the appropriate qualifications to talk with District Trustees at the ALA Midwinter meeting in January if they already plan to be at the meeting. In this process, the filtering of candidates takes place prior to the interviews and, Stuart believed, would result in a superior candidate for the position.

Mr. Stuart reported that he had spoken to every trustee, including former Trustee Costello, regarding the Executive Director position description. The interviews revealed that various Trustees felt strongly about several requirements. One of the strongest requirements for many Trustees was that the successful candidate must be able to communicate effectively across many areas such as government, politics, staff and the community as a whole, both in normal situations as well as in crisis situations. Stuart said he believed that interviews are the best way to assess a candidate's communication skills, not simply through a resume.

In response to a question from Trustee Davis-Hoggard, Mr. Stuart confirmed that Trustees would be able to talk to potential candidates at the ALA Midwinter meeting, although in the sense of arranging a conversation, not specifically in an interview setting. Davis-Hoggard also asked about advertising outside the library world as one of the topics discussed at their meeting was that the successful candidate may not have to be a librarian. Stuart said the advertisements have been placed solely in library publications at this time, though he is investigating a possibility on the philanthropy field. Based upon some inquiries he has been receiving, the word is getting out to non-library fields.

Trustee Aguirre asked if the District would be paying to fly out candidates to talk to Trustees at the ALA Midwinter Conference. Mr. Stuart said that the District would not be paying those costs as Trustees would be meeting people who are already planning to attend the meeting.

Trustee Aguirre followed Trustee Davis-Hoggard in recommending that advertisements be placed in publications outside the library field. He also asked for a list of the publications where the position would be advertised.

The Board discussed the proposed revisions to the current position description. The proposed changes included clarifying the Board's role in providing policy direction to the Executive Director as stated under Nevada law, reorganizing the priority of items listed in the Essential Function section of the description to emphasize the importance of executive decision-making skills, and rewording an item in the Essential Functions section dealing with the relationship with local government bodies.

Trustees discussed at length the requirements for training and experience listed in the Minimum Qualifications section of the position

description. Trustees did not want to reduce the requirements for the position, but wanted to phrase the requirements to ensure that candidates who had extensive executive-level experience in areas other than the library profession, but did not have a master's degree in the library field, would not be excluded. Specific minimum academic requirements such as whether a bachelor's degree with an extensive amount of executive level work experience was an appropriate minimum requirement or whether a master's degree of some type, not simply in library science, would be a more appropriate level for a minimum educational requirement were debated.

Mr. Welt provided legal analysis of the proposed changes. Mr. Walters, when asked by Chair Barron and Trustee Aguirre to comment, discussed the importance of phrasing requirements so that there is a wide level of interest, but that holders of an advanced library degree do not get the message that the Trustees are not interested in that specific degree because there is a belief that they may not be able to handle the technical, financial or governance requirements of the position.

Mr. Walters also noted that it is important, in terms of organizational culture, to note that the successful candidate will need to lead a staff in which probably over 25% of the full-time employees have advanced degrees. Plus, over 90% of the staff with advanced degrees are in one of the four Teamsters bargaining units, so Walters felt that the academic standing in the successful candidate is critical for success.

Trustee Kirsh was concerned that Trustees would still be able to speak informally to those candidates who are not able to attend the ALA Midwinter meeting so that no one would be excluded. Mr. Stuart said that there are no restrictions on informal discussions and that it is important that all possible pathways are open to the best possible pool of candidates.

After the lengthy discussion, Trustee Davis-Hoggard moved to approve the proposed changes to the job description of Executive Director as amended by the Board. There was no opposition and the motion carried.

The approved job description reads as follows (changes in italics):

**EXECUTIVE DIRECTOR**  
(Range 145)

**DEFINITION**

Provides the highest level of executive leadership and comprehensive administration to the Library District.

**SUPERVISION RECEIVED AND EXERCISED**

Receives policy direction from the Library District Board of Trustees *as stated in NRS 379.*

Exercises administrative supervision over subordinate staff, which includes Deputy or Assistant Directors, Regional Library Administrators, Administrative Department Heads, and others.

**ESSENTIAL FUNCTIONS—Essential functions and responsibilities may include, but are not limited to the following:**

1. Ensures the efficient overall administration and operation of the Library District.
2. *Exercises executive decision making skills, including formulating Library District policies, plans and procedures; administrative staff development; project direction and oversight; and addressing and resolving human resources issues.*
3. *Administers all functions of the Library District to include public and support services, Facilities Maintenance, Purchasing, Human Resources, Finance, and Public Relations.*

*#2 and #3 were originally #3 and #2*

4. Serves as the fiscal agent to the Library District Board of Trustees, and oversees and directs all budget and financial activities for the District.
5. Oversees the planning, development, and implementation of Library District goals, objectives, and operational and political strategies,
6. Exercises executive leadership skills in the effective coordination and operation of the Library District management team.
7. Directs and supervises subordinate staff, including rendering discipline and performance evaluations.
8. Resolves a wide range of routine and non-routine issues and difficult situations.
9. Oversees the preparation and analyses of a variety of Library District reports.
10. Maintains effective professional relationships with local government and legislative bodies (*City of Las Vegas and Clark County government*), the Library District Board of Trustees, Library District staff and management, professional and institutional organizations, including organized labor, and the community at large.
11. Determines appropriate staffing levels, work performance standards, contents of the workday, the quality and quantity of services to be offered to the public, and the means and methods of offering those services.

12. Stays abreast of new trends and innovations in the Fields of management and library administration.
13. Ensures compliance with all pertinent Federal, State, and Local laws, regulations, and ordinances as well as all Library District policies and procedures,
14. Serves as the hearing officer on grievances and appeals of discipline; reviews and/or approves all staff terminations and other personnel transactions; and works cooperatively with employee bargaining units.
15. Attends Board, governmental, legislative, professional, and library meetings, conferences, and hearings for the purposes of representing the Library District, acquiring and providing information, presenting recommendations, or implementing Library District policy.

**KNOWLEDGE AND ABILITIES ---- Each element in the following list is highly desirable. Mastery of each element is an ongoing process.**

Knowledge of professional public library operations.

Knowledge of current trends and developments in the fields of executive leadership, management, and public administration.

Knowledge of finance and accounting, including public bond financing methods, public and private funding sources; and complex budget development, administration, and control,

Knowledge of complex project planning methods and techniques.

Knowledge of effective, high level administrative management principles and practices.

Knowledge of pertinent Federal, State, and Local laws, regulations, and ordinances.

Ability to exercise initiative, appropriate discretion, and good judgment and make sound, courageous decisions.

Ability to analyze and interpret complex and technical issues.

Ability to direct complex projects to a successful conclusion.

Ability to foster a productive, cooperative working environment based on effective interpersonal competence.

Ability to effectively lead a management team, including directing and supervising the work of subordinate staff.

Ability to establish and maintain effective and productive professional relationships with a wide variety of public and private parties.

Ability to accept, initiate, and manage change and maintain flexibility.

Ability to direct, manage, and perform multiple tasks and projects concurrently.

Ability to perform under intense political and workload pressure.

Ability to communicate clearly and correctly, both orally and in writing.

Ability to effectively manage organizational and interpersonal conflict, including dealing with difficult individuals.

Ability to grasp intellectually the implications of various business and organizational situations pertaining to the District, and to render sound, logical decisions.

#### MINIMUM QUALIFICATIONS

A. Training and Experience:

*Master's degree required. Master's Degree in Library Science preferred (awarded from a college or university accredited by the American Library Association). Candidates will be considered with a qualifying record of upper level academic achievement (Master's Degree or higher); supplemented by a minimum of ten (10) years of executive experience, five (5) of which must include experience in library or other public administration, and eight (8) years of supervisory experience. Advanced degrees additional to any reference above, such as Masters of Public Administration or Masters of Business Administration, are highly desirable.*

B. Physical Requirements:

Essential functions may require maintaining a physical condition necessary for minimal dexterity in the use of fingers, limbs, or body in the operation of office equipment; and sitting or standing for extended periods of time.

Tasks require sound perception, visual perception, and oral communications ability.

C. Environmental Requirements:

Tasks are performed in a professional office setting with infrequent exposure to adverse environmental conditions.

Mr. Stuart thanked District staff for their help in the choice of publications to place the advertisement and help in editing the advertisement. Mr. Walters noted that the ad would also be placed on the District's website.

**Announcements**  
**(Item IX.)**

Chair Barron reminded Trustees that there will be a December meeting of the Board, on Thursday, December 11. She also requested that any Trustees who would like to attend the ALA Midwinter Meeting to be held in Denver on January 23-28, 2009, contact the Executive Assistant.

The next Board Meeting will be held Thursday, November 13, 2008 in the Las Vegas Library at 6:00 p.m.

**Public Comment**  
**(Item X.)**

None.

**Adjournment**  
**(Item XI.)**

Chair Barron adjourned the meeting at 7:29 p.m. There was no opposition and the motion carried.

Respectfully submitted,

Andrea Arthurholtz, Secretary



APPENDIX A

		2008																	
Aguirre	Aldo	P		P	P	P	P	P	P	P	P	P	P						
Arthurholtz	Andrea	P	P		A	A	P	P	P	P	P	P	P						
Benavidez	Kelly	P		A	A	P	P	P	P	P	P	P	P						
Carter	Ken	P			A		P	P	P	P	P	P	P						
Costello*	Jamie	P				P	P	P	P	P	P	P	P						
Davis-Hogard	Verlia	P	P	P	P	P	P	P	P	P	P	P	P						
Harala**	Larry	P	A		A	A	X	X	X	X	X	X	X						
Kirsh***	Ron***	X	X	X	X	X	X	X	X	X	X	X	X						
Overstreet****	E. Louis	P	P		P	P	P	P	P	P	P	P	P						
Sanchez	Elaine	P			P	P	P	P	P	P	P	P	P						
Barron	M. Frances	P	P	P	P	P	P	P	P	P	P	P	P						
Crear*****	Keiba K.	X	X	X	X	X	X	X	X	X	X	X	X						
		attended committee meeting but not a member																	
		* resigned as of October 9, 2008																	
		** resigned as of April 3, 2008																	
		*** appointed May 21, 2008																	
		**** resigned as of August 13, 2008																	
		***** appointed September 2, 2008																	
		<b>Jan 9 Board Mtg</b>																	
		Feb 12 Bylaws																	
		Feb 14 Exec Com																	
		<b>Feb 14 Board Mtg</b>																	
		Mar 5 F & A Com																	
		<b>Mar 13 Board Mtg</b>																	
		April 10 F & A Com																	
		<b>April 10 Board Mtg</b>																	
		<b>May 15 Board Mtg</b>																	
		June 12 Nominating Cmte																	
		<b>June 12 Board Mtg</b>																	
		July 3 Ad-Hoc Retreat Prop																	
		July 10 Risk Mgmt Cmte																	
		<b>July 10-11 Board Retreat</b>																	
		August 8 F&A Committee																	
		<b>August 12 Board Mtg</b>																	
		September 9 Design Review Cmte																	
		<b>September 11 Board Mtg</b>																	
		<b>October 13 Board Mtg</b>																	