

MINUTES
LAS VEGAS-CLARK COUNTY LIBRARY DISTRICT
BOARD OF TRUSTEES' MEETING
LAS VEGAS, NEVADA
October 8, 2009
(approved November 12, 2009)

The Board of Trustees of the Las Vegas-Clark County Library District met in retreat session at the Texas Station Hotel Casino in the Houston 1 Room, Las Vegas, Nevada, at 10:00 a.m., Thursday, October 8, 2009.

Present:

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

Counsel: G. Welt

Absent:

Staff: Jeanne Goodrich, Executive Director
Numerous staff

Guests:

F. Barron, Chair, called the meeting to order at 10:07 a.m.

Roll Call (Item I.) All members listed above represent a quorum. Trustee Crear arrived at 10:12 a.m. Trustee Kirsh left the meeting at 11:05 a.m. and returned at 2:06 p.m. Trustee Aguirre left the meeting at 4:30 p.m. Appendix A.

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

Executive Session (Item III.) Chair Barron conferred with Counsel Welt who said the legal updates could be provided in open session. Welt reported on two issues.

Mr. Welt said that the parties in the District's case against Teamsters 14 and the Employee Management Relations Board (EMRB) are still waiting for a decision from the Nevada Supreme Court on whether there will be oral arguments or whether the Court will make a decision on the briefs presented by the parties. Welt said that it could be months before the parties hear back from the Supreme Court.

Mr. Welt also updated Trustees on a case involving a contractor who worked on two of the District's efficiency remodel projects. The contractor has filed a demand for payment subsequent to his contract being terminated. District staff and Counsel are looking into arbitration and mediation and preparing an appropriate response. Welt said he will have a report for Trustees at the next meeting which will include an analysis of where the case may go.

Approval of Proposed Minutes Regular Session, September 17, 2009 (Item IV.A.) Trustee Davis-Hoggard moved to approve the Minutes of the Board of Trustees Meeting held September 17, 2009. There was no opposition and the motion carried.

Chair's Report
(Item V.)

Chair Barron announced that the Finance and Audit Committee would hold a meeting on Monday, November 2 at 11:30 a.m. at the Las Vegas Library in the Boardroom.

Chair Barron welcomed everyone to the Retreat.

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

Chair Barron asked Executive Director Goodrich to give her report. Ms. Goodrich began by talking briefly about the FY 2009-2010 operating budget. Despite conservative projections, Goodrich noted that the District had to adjust the FY 2008-2009 operating budget mid-year and that the District will probably be in the same position again for the 2009-2010 fiscal year. She noted that, by the time staff receives information about the reduced amount of the revenue from the two sources which comprise approximately 95% of the District's operating budget, it is six months into the fiscal year.

Ms. Goodrich reassured Trustees that staff is closely monitoring revenues from consolidated sales taxes (CTX) and property taxes (PTX). Executive Council members are very aware of the situation and are working with their managers to carefully manage expenditures. Vacant positions, for example, are reviewed on an individual basis and decisions are made based on available resources and public services and operational requirements.

Ms. Goodrich noted that CFO Fred James' discussion later in the meeting about the potential decline in the amount received from CTX and PTX revenues will set the stage for Trustees discussion during the Retreat portion of the meeting.

Ms. Goodrich discussed the FY 2008-2009 Annual Report which was provided to Trustees at the Retreat. She noted that as part of staff's approach to cost containment, the report is now a brochure rather than a multi-page publication. Goodrich said this will be the tool for District staff and Trustees to use to educate the community about the District. Copies are available for Trustees to distribute as well. Goodrich commended Marketing Director Pat Marvel and her staff for their wonderful job in conveying what the District does, staff's accomplishments over the last fiscal year, and the basics of the District's budget.

Ms. Goodrich noted that usage is up 9% over last year, as measured by District circulation, and staff uncovered a few fun facts. Nearly twice as many people visited District branches last year than saw Celine Dion during her four year Las Vegas run. Also, the number of items in the District's collection is nearly twenty times the number of slot machines in Las Vegas. Goodrich said that sometimes people are not aware of how pervasive libraries are both locally and nationally. Nationally, the point has been made that there are more libraries than there are McDonald's locations.

Trustee Crear arrived at this time.

Ms. Goodrich next updated Trustees on staff efforts to manage public access to the Internet. Material accessed by one user can be deemed objectionable by others who happen to see what's on a user's computer

screen. Staff have itemized all adult public computers (computers for children are filtered and use is restricted to children and adults using the computer with them) and come up with a number of viewing solutions designed to minimize these observations and provide privacy for the viewer. These solutions include moving and rearranging computer stations, putting film over windows leading into computer labs, placing computers and monitors in recessed stations and placing privacy filters over the screens. None of these solutions is totally foolproof but they do, in combination, significantly lessen the chance that people will see things they prefer not to see. In context, however, after all the coverage on television, Goodrich said that the television station received one message on their blog and Goodrich received one email.

Ms. Goodrich continued her report by noting that the previous week the Mesquite City Council purchased 3.2 acres of land directly across from the existing branch library. The Council considers this land to be a prime location for a new, larger library. Council members and Mayor Holecheck understand that there is not yet a confirmed timeline for a new facility in Mesquite but wanted to be in a position to provide property in the downtown corridor when the time comes. Goodrich felt that the location is ideal in terms of its central location.

Ms. Goodrich corrected her written report to say that Regional Branch Services Director Nancy Hutchinson was part of Goodrich's visit in September, not Debbie McGuire.

Ms. Goodrich concluded her report by reminding Trustees that the Vegas Valley Book Festival will occur November 4 – 8, prior to the November Board meeting. The Festival is a partnership between the District, the City of Las Vegas, Nevada Humanities and the *Las Vegas Review-Journal*. Target will sponsor a Children's Book Festival and a Comic Book Festival is also part of the event. Speakers include Kay Ryan, the National Poet Laureate, and E.L. Doctorow, the writer of *Ragtime* and *The March*, who will present the closing remarks at the Clark County Library. The District's Foundation will be sponsoring a reception prior to his talk. She encouraged Trustees interested in more information to check out the website at www.vegasvalleybookfestival.org and to attend the Festival events.

Trustee Saunders asked to pull the Technology Report.

Trustee Davis-Hoggard moved to accept Reports VI.A. 1-3, 5-7. 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.)**

Accepted.

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

Trustee Saunders questioned Information Technology Director Al Prendergast about several items in his report.

Trustee Saunders asked Mr. Prendergast whether all employees were able to receive the e-mail survey conducted in conjunction with the District's nomination for a "Best Places to Work in Las Vegas" award. Mr. Prendergast explained, that after the survey information was sent to staff by the third party conducting the surveys, several employees reported not receiving the survey. Staff investigated and found out that the survey was sent to several employees' SPAM (unsolicited junk mail) folder. Several system changes were made to disable staff management of their SPAM folder. Prendergast assured Trustees that the known SPAM still will be blocked, but that the questionable e-mails now go to each employee's inbox. This ensured the delivery of all e-mail messages to each employee's in-box.

Trustee Saunders asked about the advantages to patrons in changing to the new online Encore search solution. Mr. Prendergast explained that the new program would allow patrons more breadth to their online searches with an easier path to open up their searches into other areas.

Trustee Saunders wondered how the new web filtering solution from ContentProtect will improve the situation. Mr. Prendergast explained that the product, ContentWatch, will allow staff better tools to manage Internet use. ContentWatch is a product that will allow District staff to control the three different filters used for children, adult and staff computers, without the infrastructure and expense of the current system. The new product will also allow improved reporting on the type of Internet use throughout the District. Prendergast said that currently, the cost is \$20,000 per year. The cost with the new system will be \$35,000 over three years.

Trustee Kirsh asked whether the public should be made aware of the new web filtering solution, in light of the recent television stories. Mr. Prendergast replied that the public will not really see a change. Ms. Goodrich clarified that the move to the new system is mainly a change in how the District's Internet access is managed. The children's computers will still be filtered and adult patrons using the adult computers will continue to have the option to have the material filtered or not.

Trustee Saunders moved to accept the Technology Report (Item VI.A.4.). There was no opposition and the Technology Report was accepted.

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

Accepted.

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

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

Unfinished Business None.
(Item VII.)

Possible Board discussion regarding a potential shortfall in District tax revenues.
(Item VIII.A.)

Deputy Director, CFO Fred James explained that by the time Trustees meet each month, the financial information they receive is two months old. For example, the Budget Status Report for August 2009, is the information Trustees received for the October 2009 Board Meeting. Staff occasionally receives additional information that is relevant to Trustees prior to the next available reporting period.

Mr. James noted that the District received the August 2009 PTX revenues this week. The District is due to receive the July 2009 CTX revenues at the end of October. However, in the last several days, newspaper articles have reported that the July 2009 CTX revenues, which will be reported at the November 2009 Board meeting, are 20% lower as compared to this time last year. Usually, the effect on the District ranges anywhere from 75% to 80% of expected shortfalls from accounts reported in the newspaper. Currently, the District is seeing that CTX revenues are 16.85% lower compared to the last fiscal year.

During FY 2008-2009, the District collected \$16.4 million in CTX revenues. The FY 2009-2010 budget estimate is for just over \$16 million in CTX revenue. Mr. James is projecting, based upon the receipts thus far, that the District will actually receive just under \$16 million. Thus far, PTX revenues collected during September 2009 are only 2% above last year's collection, which is less than the budgeted increase of 10.95% for the FY 2009-2010.

Receipts are lower at this time than last year at the same time. At this time in FY 2008-2009, the District had received 25% of its projected revenue. During this fiscal year, the District had only received 22% of its projected revenue. This is an indication that the revenues will be lower. This translates to approximately \$1 million less in PTX revenues and \$2-3 million less in CTX revenues.

The Business Office will continue to monitor the collection of revenue very closely for the next several months. If staff discovers that the trend in PTX and CTX collections continues to be lower as compared to last year, the District sometime in January or February 2010 will have to reduce budgeted expenditures to be more in line with revenue. Staff have been asked to be cautious about their expenditures.

Mr. James explained that the District is not suffering as much as other government entities due to the fact that approximately 93% of the District's revenues come from two sources, PTX revenues (63%) and CTX revenues (30%). The city and county revenues are reversed: 55-60% are derived from CTX and 40-45% derive from PTX. The large

reduction in CTX revenues, especially at the beginning of the year, is a huge loss.

Chair Barron asked about the District's cash flow. Mr. James said that the bulk of the District's revenues are received prior to December of the fiscal year that begins in July. Staff can then project the expected revenues for the rest of the year, based upon comparisons to previous years. This also helps staff to forecast the revenues to expect for the next fiscal year. James said that staff also prepares weekly cash flow analyses. He also noted that the District doesn't receive any PTX or CTX revenue in the months of July, August and September. The District has, over the last ten years, set \$3 million aside as a reserve to cover expenses until the revenue starts flowing again at the end of September. This year, staff have increased the reserve amount to \$5 million due to the growth in the District. This means that staff must carefully review the budget to ensure that the District has money to fund the reserve at the end of the fiscal year.

The first area to be affected if budget reductions are required would be the transfers from the operating fund to the capital projects fund. There is approximately \$11 million budgeted for a transfer during FY 2009-2010 with approximately \$6.5 million that must be used for debt service on the medium-term bonds. There is a small cushion. There are other areas that could be reduced without affecting operating costs.

Trustee Ence asked if there was a required reserve fund. Mr. James said that currently the reserve amount is 11%. The District usually tries to keep 5-10% in reserve.

Trustee Davis-Hoggard asked how aware staff are of the potential funding issues for the District. Ms. Goodrich said that staff are aware in very general terms that the District will be watching its budget very carefully. She briefly mentioned the situation in her Staff Day remarks and discussed it in meetings with Department Heads. For example, at the Department Heads meeting, attendees were advised that each vacant position is reviewed prior to opening it up for recruitment and not all vacant positions are filled. As more specifics emerge, staff will be provided more information.

Trustee Davis-Hoggard strongly encouraged information be provided so that, if layoffs are projected (she is not suggesting that they are planned), staff are not surprised. Ms. Goodrich strongly emphasized that, while she can make no guarantees, layoffs are not seen on the horizon at this time. She said that staff has been advised that expenditures will be closely reviewed throughout this fiscal year and probably into next fiscal year due to the current economy. She also said that Human Resources and Public Services are responding to expressions of concern by staff, which they have received, with that information. At this point, Goodrich feels comfortable saying that she believes the District can weather the revenue downturn without a loss of hours or staff. She reiterated that not all positions have been filled and that some have remained open for over a year as staff have not wanted to overextend resources.

Possible Board discussion regarding information on the Library District's emergency response planning in case of an influenza pandemic or other operational altering event. (Item VIII.B.)

Chair Barron thanked Mr. James for the information.

Human Resources Director Jerilyn Gregory provided information about the 2009 H1N1 (swine flu) influenza virus and the District's ongoing emergency response planning to deal with this or other operational altering event.

Ms. Gregory explained that 2009 H1N1 (referred to as "swine flu" early on) is a new influenza virus causing illness in people. The new virus was first detected in people in the United States in April 2009. This virus is spreading from person-to-person worldwide, probably in much the same way that regular seasonal influenza viruses spread. On June 11, 2009, the World Health Organization (WHO) signaled that a pandemic of 2009 H1N1 flu was underway.

Ms. Gregory then discussed the severity of the illness associated with the 2009 H1N1 flu virus. She reported that illness with the new virus has ranged from mild to severe. While most people who have been sick have recovered without needing medical treatment, hospitalizations and deaths from infection with this virus have occurred. Gregory noted that, as of the end of September, the WHO had reported approximately 340,000 cases with 4,100 deaths. In Southern Nevada, the Southern Nevada Health District (SNHD) has reported 447 cases for 2009, with 54 cases being reported during the week ending September 25. There is one District staff member with a confirmed case of the 2009 H1N1 virus at this time. The 2009 H1N1 virus is considered to be widespread in Southern Nevada due to the number of reported cases.

In seasonal flu, certain people are at "high risk" of serious complications. This includes people 65 years and older, children younger than five years old, pregnant women, and people of any age with certain chronic medical conditions. About 70 percent of people who have been hospitalized with the 2009 H1N1 virus have had one or more medical conditions previously recognized as placing people at "high risk" of serious seasonal flu-related complications. This includes pregnancy, diabetes, heart disease, asthma and kidney disease.

Ms. Gregory commented that one thing that appears to be different from seasonal influenza is that adults older than 64 years do not yet appear to be at increased risk of 2009 H1N1-related complications thus far. CDC laboratory studies have shown that no children and very few adults younger than 60 years old have existing antibody to the 2009 H1N1 virus; however, about one-third of adults older than 60 may have antibodies against this virus. It is unknown how much, if any, protection may be afforded against 2009 H1N1 flu by any existing antibody.

Ms. Gregory then discussed how the 2009 H1N1 flu compares to seasonal flu in terms of its severity and infection rates. She said that the WHO has reported that the United States is above seasonal baselines for the past four weeks. Gregory also noted that the information analyzed by CDC supports the conclusion that 2009 H1N1 flu has caused a greater disease burden in people younger than 25 years of age than older people. At this time, there are few cases and

few deaths reported in people older than 64 years old, which is unusual when compared with seasonal flu.

Ms. Gregory also reported that people infected with the seasonal and 2009 H1N1 virus may be able to infect others from one day before getting sick to five to seven days after. This can be longer in some people, especially children and people with weakened immune systems and in people infected with the new H1N1 virus.

Ms. Gregory then discussed the actions taken by District staff. In August 2009 District staff began planning an emergency response in case of an influenza pandemic or other operational altering event. Preventative actions can be classified into two categories: preparations for the public, and preparations for employees. Listed below are the actions staff have taken to date:

- Task force formed which includes: Executive Director, and representatives from HR, General Services & Safety, Public Relations, Business Office, IT, and Public Services to determine critical operations and plan for emergency response.
- Meeting held with SNHD Chief Physician, responsible for H1N1 coordination in Las Vegas, and Director of Nursing, responsible for coordination of flu shot clinics.

Preparations for the Public:

- The Virtual branch has developed an InfoGuide called, "Flu and Other Seasonal Ailments" prominently featured on our home page.
- Hand sanitizer and dispensers have been ordered for installation at all branches. This product will be for public use.

Preparations for employees:

- Flu shot clinics scheduled at Sahara West Library, Las Vegas Library, and Clark County Library. Seasonal flu shots to be provided to all employees free of charge. The vaccine offers protection from seasonal flu for eight months. The best time to get vaccinated is in October and November. At this time, the SNHD is targeting the H1N1 flu vaccine to high-risk groups only due to the limited supply.
- Hand sanitizer, additional cleaning supplies, gloves, and masks stocked at Facilities for staff use.
- Posters provided by Health District explaining preventative measures posted in all branches for staff.

An emergency response functional matrix is in development by the Task Force. The matrix identifies District operations likely to be impacted by an influenza pandemic and describes their level of functionality related to the phases above.

Planning is ongoing, and aspects of this plan will be applicable to other operational altering events.

Ms. Gregory then discussed the potential impact to District operations. Because of the nature of an influenza pandemic, she expected that the full impact of the pandemic will not affect the District at one time; rather it will spread over the "flu season" of approximately three to six months. For this reason, staff is planning responses by phases.

Phase 1 – Activities within local communities and within the District are not out of the ordinary or what should be expected at the particular time of the year with an employee absenteeism rate of 5% or less.

1. Staff continues normal operation but gathers critical information – i.e., employee home phone numbers, amount of sanitizing agents on hand, number of laptops available for critical staff members that may be able to telecommute, etc., and plans for possible worsening conditions.
2. Begin training sessions (i.e., *The Flu and You*) for all employees.
3. Place posters outlining defensive measures on branch bulletin boards, etc.
4. Prepare article for *The Circulator* identifying defensive measures.
5. Order additional supplies of antimicrobial gels and sanitizing agents to have in stock if the need arises.

Phase 2 – Rates of infection in various communities are increasing, medical personnel report increased volume of doctor visits for flu-like symptoms, and staff are reporting high rate of "sick calls" because of sick children with employee absenteeism rate of 5 – 15%.

1. Branches increase preparedness within all departments and inventory all consumable supplies and request refills where appropriate.
2. Human Resources monitors employee absenteeism every pay period.
3. Emergency communication plan is prepared and exercised.
4. Begin an awareness program for the public by adding posters to public areas of libraries and quick health advisories on web site. Facilities places hand sanitizer dispensers in all branches for public use.
5. Advise patrons displaying obvious signs of infection to "leave for the day" to help prevent spreading the virus.

Phase 3 – Due to high infection rates or in anticipation of such, selected schools close for short periods in various parts of southern Nevada. Employee absenteeism rate is moderate (15 – 50%) but is climbing dramatically.

1. Limit use of meeting rooms available to the public.
2. Reduce open hours at various branches.
3. Cancel special programs.

4. Facilities increases janitorial support to sanitize public areas more often.
5. Safety representatives provide continuing training on defensive measures to all staff.
6. Communicate with public regarding operating hours and social distancing strategies.

Phase 4 – To slow or reduce the spread of infection, SNHD orders all schools and public meeting venues, including the District, to close. Employee absenteeism nearing critical limits (50 – 75%).

1. Where possible, departments encourage employees to work at home.
2. Executive Director directs “rolling branch shutdowns” to optimize staff resources and allow for sanitizing branches.
3. Public Relations will coordinate public service announcements with press regarding library closings.
4. Staff Forced Leave Policy is implemented.
5. All items that are “floating” are shelved in designated sections and have “In Transit” status while shelved in those sections. The “In Transit” items are not interfiled with the local library collection. When the emergency is over, library staff will pull the floating collection of “In Transit” items and send them to Centennial Hills for sorting.

Ms. Gregory reiterated that planning is continuous and ongoing.

Trustee Davis-Hoggard asked whether staff members not working at the branches hosting the flu clinics may also get flu shots. Ms. Gregory explained that staff from any branch may attend flu clinics. If that is not convenient for them, Human Resources can provide a letter the staff member may use to receive a shot at the SNHD clinic without charge to the employee. The SNHD will bill the District. Also, there are flu shot clinics in outlying areas at which staff members will also be able to attend with the same arrangement. Ms. Goodrich added that it has been made clear to staff that they may attend the flu clinics at the branches on District time and they do not need to take vacation or sick time.

Trustee Kirsh asked if flu shots would be available for staff families at the District-sponsored clinics, if the family member paid. Ms. Gregory said that was not possible, but has provided staff with a list of locations where flu shots may be obtained by their families.

Trustee Carrasco thanked Ms. Gregory for her detail-filled presentation and information on how to limit exposure to the virus from person-to-person contact. She asked about information on whether the virus can survive on library materials. Gregory said that the information she has received said that if, for example, someone coughs on a book, the virus can survive up to 24 hours. Gregory said that is why staff is being encouraged by Facilities who have spoken to each Branch Manager to

use the sanitizer for their hands and cleaners for their work areas and equipment.

Ms. Carrasco asked if thought was being given to sanitizing books. Ms. Goodrich said that the District does not routinely sanitize books. There are some District staff that have already chosen to wear gloves while they work to limit their exposure to germs or book dust. The computer labs are a major concern where a lot of attention is being paid to train staff to sanitize the equipment such as surfaces, screens, mice and keyboards in the interests of prevention. Goodrich said that due to the size of the collection, it would be almost impossible to sanitize 13 million items.

Trustee Reese also appreciated the information. Her concern was that staff will be pressured to return from being sick too soon and infecting other staff. She asked if staff know how long the H1N1 virus is contagious. Ms. Gregory said that the information she has received is that staff are advised to stay home for at least 24 hours after their fever (100 degrees or more) has broken without the aid of fever-reducing products.

Trustee Reese asked how an individual can determine they have the virus. Ms. Gregory noted that there is a test done by the SNHD and noted that staff recently received a handout distributed by the Department of Health and Human Services which describes the symptoms of a cold versus the symptoms for the flu. She added that Human Resources is looking at the leave policy and reasons why a staff member is taking sick time and taking that into account so that staff members are not penalized and communicating that information to managers.

Trustee Benavidez asked how staff planned to implement advising patrons displaying obvious signs of infection to leave for the day. Ms. Gregory said that item is still in the discussion stage at this point. Ms. Goodrich added that this will be a tough balancing act between the wider interests of the public versus the rights of the individual. She mentioned that this topic is already showing up in library and public health literature and will be discussed extensively.

Trustee Kirsh left the meeting at this time.

Trustee Davis-Hoggard suggested that individuals not read magazines in the doctor's office and she noted that pastors are asking members not to shake hands.

Chair Barron thanked Ms. Gregory for the presentation and commended her for making the regular flu shot available to staff. Barron reported on the most recent State Board of Health meeting at which the H1N1 virus was a major topic of discussion. She emphasized several items to share with the public. The most important is to frequently wash hands. Also, individuals should wash off surfaces with bleach and not shake hands. Barron also said individuals who are sick should be encouraged to stay home until their temperature goes back to normal.

Chair Barron also thanked Ms. Gregory for the information she provided about the District's supply of defibrillators and their location as well as providing information on CPR training in answer to a question posed by Chair Barron at a previous meeting.

The meeting recessed for a break from 11:07 – 11:21 a.m.

Retreat discussion.
(Item VIII.C.)

Ms. Goodrich explained the Retreat agenda and her plans for the remainder of the day.

Noted for the record are arrivals, departures and breaks.

Presentation by
Executive Council
members regarding
their areas of
responsibility.
(Item VIII.C.1.)

Ms. Goodrich began the presentation by asking Counsel Welt to review the roles and responsibilities of District Trustees under Nevada law based upon his 32 years of experience as District counsel. He also referred to the Open Meeting Law Manual, a publication of the Nevada Attorney General's office.

Mr. Welt discussed several NRS statutes, collectively known as the Open Meeting Law, which govern the meetings of public officials in the state of Nevada. Public officials (Trustees are considered public officials) are to make decisions in an open, free and public environment. The meetings must be open to the public, with public officials able to hear differing viewpoints and the deliberations open so that the public may determine how a particular decision has been reached. The Public Records Law also dictates that documents used by the Trustees in their deliberations are public documents and the public may request a copy.

What this means, according to Mr. Welt, is that there is no confidentiality in these decisions. Contract terms, for example, cannot be kept confidential. The District's practice is that, if there is any doubt, issues are discussed in an open public forum that has been posted. There are two exceptions, litigation and labor briefings for Trustees. Even those exceptions have some restrictions.

Mr. Welt discussed issues with staff briefings where Trustees ask questions, discussions among Trustees about specific issues where opinions are being sought and serial communications among Trustees. These are not allowed.

As Counsel, Mr. Welt may speak to Trustees about almost everything and may also contact Trustees in rare instances to advise them about an upcoming issue. In general, the direction from previous Trustees and Executive Directors has been that if there are to be more than three Trustees (a quorum of the Board is six Trustees) at a meeting, the District will post an agenda and hold the meeting in public.

Mr. Welt continued to discuss agenda posting requirements. Agenda items should contain enough specificity so that the public can determine exactly what is being discussed. Trustees are then required to stick to the agenda. Regarding the Public Comment section of the agenda, which occurs after a decision has been made on most issues, this is an opportunity for the public to be heard. Welt said Trustees

generally cannot respond as the public's items have not appeared on the agenda. The item can be brought back as a posted item at another meeting and Welt said that any response to the public comment should come from either the Executive Director or Chair, noting that the particular item had not been posted for discussion.

Mr. Welt noted that *Robert's Rules of Order* govern the District's Board meeting procedures and have been noted as such in the bylaws, except in cases where Nevada law prevails.

Mr. Welt then discussed what Trustees can and cannot vote on. He noted that the State Ethics Commission has spent a lot of time on the issue. Trustees, as public officials, have an obligation to deliberate, to discuss and to vote. If there is a pecuniary gain or the vote will benefit a Trustee beyond what a member of the public receives, they may not vote. Trustees should apply a reasonable person test to their decision. Welt encouraged Trustees to discuss their questions about whether they can vote on a particular issue. They will be required to disclose the reason for their abstention, and on some issues, may be required to recuse themselves and not participate in the discussion. In the 32 years Welt has served as District counsel, there have not been too many conflicts. Also, he believed there had only been one complaint in that time. If there is an issue, the usual practice has been that someone, usually in the media, will file a complaint with the Attorney General's office who will then contact the District.

Trustee Saunders said that he was employed by the Attorney General's office and said he would look into whether an update to the Open Meeting Law Manual was available and whether classes about the Open Meeting Law were scheduled.

Trustee Ence asked if there would be times when the public would be asked to comment on individual items at the time they appeared on the agenda and would that appear on the agenda. Mr. Welt said that, usually, the only time is during the annual budget deliberations. There is a public hearing when the annual budget is presented prior to the discussion and deliberation on its passage and is so noted on the agenda.

Trustee Davis-Hoggard commented that it is to the credit of Mr. Welt that Trustees have not had more problems and conflicts.

Chair Barron asked Mr. Welt to clarify when Trustees could meet without posting an agenda. Welt said that social situations are exempt, though Trustees should take care not to discuss specific District issues at any party, such as a cocktail party or dinner where multiple Trustees are present, or any meeting they attend where another Trustee is present.

Chair Barron asked about Trustee's speaking with the press. Mr. Welt cautioned Trustees about directly speaking with the press as what they say, even if incorrect, may bind the District. Barron and Welt both encouraged Trustees who have been contacted by the press to contact the Chair who will generally involve the Executive Director and the

Marketing Director in the response. In most cases, the District will designate a spokesperson.

Chair Barron then asked Counsel Welt to clarify *Roberts Rules* for small group meetings. Mr. Welt said that in the section on small meetings, no second is required for motions, the Chair does not need to ask for discussion of all motions if there is no opposition and additions to the minutes may be approved as submitted without the need for a vote if the Chair so desires.

Mr. Welt and Chair Barron then discussed the fact that Trustees are a policymaking Board who hire one employee, the Executive Director, who then hires staff to implement the policies determined by Trustee vote. He reiterated that when Trustees vote on employee contracts, they are approving the terms, not the individuals selected to the position.

Chair Barron then asked about Trustee representation. Do Trustees represent the area they live or do they represent libraries? Mr. Welt said that Trustees' primary responsibility is to the District as a whole and then the City of Las Vegas or Clark County, depending upon who appointed the individual Trustee.

Trustees thanked Mr. Welt for the information.

Ms. Goodrich then introduced each member of the Executive Council to discuss their roles and responsibilities as well as what they consider the top three challenges for their area. A handout with descriptions of Executive Council's areas of responsibilities and an organization chart for the Executive Council members was passed out to Trustees. The handout has been included in the official meeting file and is part of the retreat discussion.

Fred James - Deputy Director and Chief Financial Officer

Mr. James introduced Floresto Cabias, the Assistant Finance Director, who was present at the Retreat. Mr. James oversees the Business Office activities that include accounting, payroll, purchasing, accounts payable and receivable, general ledger, cash management, investments, debt management and collections, and is responsible for the preparation of the budget and the Comprehensive Annual Financial Report.

Mr. James noted that ten years ago the office employed one person and the District's annual operating budget was \$10 million. The accounting was done via a manual system. Currently, there are nine staffers and the District's annual operating budget is close to \$70 million. The office is completely computerized.

The three major items impacting the Business Office are:

- Upgrading the computer system to integrate the Business Office accounting system with the Human Resources' system for the more efficient recording and delivery of payroll to staff.
- Moving all staff to direct deposit of paychecks along with electronic delivery of pay stubs and annual W2 statements. This will increase efficiency and reduce paper.

- Working with vendors to allow online submission of bills along with appropriate methods for staff approvals. Again, this will increase efficiency and reduce paper.

Trustee Crear congratulated Mr. James on his efforts to reduce paper and be more sustainable. Mr. James said that these efficiency efforts will also allow the Business Office to assume more responsibilities as required without increasing the number of staff.

Chair Barron congratulated Mr. James on the amount of work done by his nine-person staff.

Danielle Patrick Milam – Director of Development

Ms. Milam conducts fundraising, grant management, and donor cultivation efforts for the District as well for the separately chartered Las Vegas-Clark County Library District Foundation (Foundation) to engage the community and to attract new resources to expand, enhance and support District programs, facilities and collections. She also manages the volunteer program and oversees District bookstore facilities. Her position is probably the newest at this level in the District, as it was established in 2003.

Over the past nine months since she joined the District, Ms. Milam has developed grants for District programs, collections and technology as well as a grant to obtain population and market data so that the District can determine its market penetration and why the District may not be reaching some of the area population.

Ms. Milam is also working on completing the Development Plan for the District and the Foundation, aligning the Foundation efforts with the *Strategic Plan* objectives and growing the current Foundation base of donors to increase the number and amount of giving.

Ms. Milam acknowledged Trustee Davis-Hoggard as she was instrumental in helping the Foundation obtain very significant gifts through Legislative appropriation, with the assistance of Assemblyman Morse Arberry, that have funded Homework Help initiatives for the West Las Vegas Library and throughout the District.

Ms. Milam said her three major challenges are:

- Maintaining the public library's relevance in a world focused on digital media and broadband access.
- Maintaining strong early childhood literacy development as this area provides the strongest return for funding requests.
- Improving the District's services to relevant populations such as small businesses; providing health, job search and employment materials so our population may continue their lifelong learning process.

Trustee Aguirre asked how Ms. Milam saw the Friends of the Library interacting with the Foundation. Milam discussed the dissolution of the District's agreement with the independent group Friends of Southern Nevada Libraries (FOSNL). By contract with the District, the Foundation, through Ms. Milam's office, has now taken over the operation of the District's used bookstores from the FOSNL. The intention is that the revenues (approximately \$180,000-200,000 in the

last year of FOSNL operation) from those stores will be used to augment District programs, provide matching funds from grants where a private entity is required and fund a Volunteer Coordinator who will manage the volunteers who work in the bookstores.

Trustee Aguirre asked about planned giving and endowment in the Development Plan. Regarding planned giving, Ms. Milam said there is some information on the Foundation web site called the Legacy Campaign which provides information to donors looking to make bequests to the Foundation. Milam is working on improving that information and promoting it to the community. She felt that staff need more information about local giving before pursuing an endowment. Also, she does not want to pursue setting up an endowment until gifts, which are mainly in the \$100 level at this time, reach a higher per person level.

Trustee Davis-Hoggard commented that library Friends groups around the country are noted for their strong fundraising and advocacy for their institutions and asked whether staff will be forming a new Friends group from the bookstore volunteers. Ms. Milam confirmed that will be the plan and that one of the benefits of the restructuring of the bookstores has allowed all the District's fundraising and volunteer activities (the District, Foundation and volunteer organization) to be aligned in one location, the Development Office.

Trustee Carrasco asked Ms. Milam to clarify the difference between the monies raised for the District and the monies raised for the Foundation. Ms. Milam replied that most of the grants she wrote were for the District as the Foundation, until recently, lacked the financial statements required for grant submissions. The Foundation's fundraising via individual gifts and the bookstore revenues have been used in the past to augment the District's programs. Going forward, they can also be used to support facilities, technology and innovation initiatives. In the future, depending on the type of grant, either the Foundation or the District will initiate the grant request.

Trustee Crear mentioned the detail involved in grant requests and management and asked whether Ms. Milam would be able to handle the workload involved along with her other Development responsibilities. Milam said she has extensive experience in grant management and would work to keep the grant capacity reasonable. The Volunteer Coordinator currently has her hands full with the bookstore organization but she also sees that person helping with some of the other Development responsibilities as the position evolves. Ms. Goodrich added that, should the District receive some of the grants, other departments would get involved with implementation responsibilities.

Trustee Ence confirmed that Ms. Milam is doing all the grant writing at the current time.

Trustee Davis-Hoggard asked Ms. Milam for a status on the American Recovery and Reinvestment Act grant (ARRA).

Ms. Milam said that the ARRA grant request was for money for broadband upgrades throughout the District. After taking six months

to write the rules, the U.S. Department of Commerce required applicants to submit their requests about one month after the rules were released. Before the Commerce review, a state governor's review was required and Milam was given two days notice to present the grant to a review board in Carson City last week. There were ten applicants who presented their applications to the board. The District's request was given 102 out of a possible 110 points, the highest of all the grant requests and one of the only two that was a Nevada-only grant request. The District's request and the Urban League's grant request were the only ones forwarded for the governor's consideration. The governor now has to provide his recommendations to the Department of Commerce by October 14, 2009.

Ms. Goodrich noted that the District was the only library in the state that made the deadline and one of only a handful of urban libraries in the country that made the deadline in the first round. She congratulated Ms. Milam and Mr. Prendergast and other staff who worked on the grant for their hard work. Ms. Milam said that the District should hear about the final decision in mid-November. Trustees gave staff a round of applause for their work.

The meeting recessed for lunch from 12:41 – 1:22 p.m. As Ms. Goodrich was celebrating her birthday, a cake was among the desserts.

When the meeting reconvened, Chair Barron and Trustees Aguirre, Benavidez, Carrasco, Crear, Davis-Hoggard, Ence, Reese and Saunders were present.

Ms. Goodrich continued the Retreat program with the Executive Council presentations.

Robb Morss - Deputy Director and Chief Operating Officer

Mr. Morss oversees all public services functions which include: 23 branch libraries, a satellite facility in partnership with the City of Las Vegas at the Stupak Center, District-wide service operations such as literacy, community outreach, youth services, collection development and support services related to the processing, cataloging and maintenance of the collection. Morss discussed the staffing (437.4 FTE), budget (\$11 million alone for library materials) and services provided in each area.

Mr. Morss said the three challenges for his area are:

- Supplying the same level of service with limited resources as circulation and patron visits have increased.
- Now that the efficiency remodels are completed, working with staff and patrons to utilize the self-check systems.
- Planning for the collection, staffing and programs for the Windmill Library, due to open in 2011.

Trustee Benavidez asked about plans for the District's facility at the Stupak Center as she noticed that a new community center is being built across the street. Mr. Morss said that the City of Las Vegas wants to continue its partnership with the District and will be allocating space for the Meadows satellite branch in the new building. With the larger

space, three or four times larger than the current space, the District will be able to offer seating, and staff plans to develop more children's programming. The District will also be able to provide additional children's materials and Spanish-language materials. Morss said the current schedule has the facility opening in December 2009 or January 2010. Benavidez said that was good news as the current facility, a former home donated by Bob Stupak and used by the City as a community center, was about the size of a closet.

Trustee Carrasco, noting the West Las Vegas Library staff's strong connection to their community, asked how staff at each library take their local community into account when creating different programs at different libraries. Mr. Morss said that staff takes demographic information compiled as part of the *Strategic Plan* process into account for individual libraries. The District's Youth Services Coordinator and the Community Outreach and Adult Services Coordinator create programs that will appeal District-wide, such as the current Hispanic Heritage Month program, the Summer Reading Program and the Vegas Valley Book Festival. Branch staff are encouraged to develop their own programs based upon what they know about their community. For example, children's programs at the Centennial Hills Library have proven so popular that staff uses the adult program room for children's story time.

Trustee Davis-Hoggard asked how much money the District lost in uncollected fines in the last year. Mr. Morss said that the District has a process to declare unpaid fines and fees uncollectible after five years. The last time the Trustees approved the uncollectible amount (for 2004) it came to approximately \$900,000.

Mr. James added that the collection agency charges \$7.95 per account for services over five years. The collection agency pays for itself as the District realized approximately \$1.5 million as of June 30, 2009 with approximately one-third of the proceeds in cash and the rest in returned materials. Mr. Morss added that patron accounts that go to collection are assessed \$10 over their outstanding fines to cover the costs the District incurs to collect the debt.

Chair Barron asked what area handles the discarded books and materials from the District. Mr. Morss said that Collection Development staff create weeding schedules which are amplified by the individual branch who know what their population enjoy. Weeded books and other materials will either go to the District's bookstore for sale (new mysteries, children's books, popular fiction and cookbooks are very popular) or shipped to a vendor such as B-Logistics. B-Logistics takes the items and resells or recycles them with the proceeds, minus shipping costs, being returned to the District.

Trustee Aguirre asked whether any leftover books or library materials from the process above are being donated to local organizations. Mr. Morss said that, due to the process described above, any books not resold in District bookstores are shipped to B-Logistics, who handles the tasks necessary to remove the property label and stamp the book as a discard. Currently the District does not have the staff to handle this for redistribution locally. Morss did note that Ms. Goodrich is

interested in reviewing the process and perhaps establishing local partnerships as there are so many communities in need in the state.

Trustee Davis-Hoggard asked who provides the personnel for the jail libraries. Mr. Morss said that both the City and County have contracts with the District. The staff are District employees whose salaries are covered by the contract. In the jail, the paperback collection is funded through donations, part of which comes from proceeds from the inmate's commissary. The inmates are not allowed hardback materials. According to Morss, in order to be certified as a jail, the facility must have a library for the inmate's legal research needs.

Trustee Davis-Hoggard has some books to donate and asked if those are tax-deductible. Mr. Morss said the District provides receipts for donations.

Steve Rice – General Services Director

Mr. Rice provided a handout describing his department. Rice has worked for the District for close to 16 years. General Services is responsible for the management and coordination of most facility-related support activities including building, landscape and janitorial maintenance, administration of all construction, security, risk management, courier services, gallery services and technical and production services.

Mr. Rice noted that the General Services department employs 34.5 FTE and is responsible for 25 buildings totaling 680,000 square feet on 65 acres. Staff completed 2,300 maintenance work orders in the last fiscal year, and moved 7 million items between District branches and contract libraries providing seven-day-a-week service. Technical staff support 11 performing arts and multi-purpose venues with over 100 events per month. Gallery staff support 13 art galleries and 3 exhibit hallways with over 80 exhibits per year. The budget, divided among operating, building repair and maintenance, and capital construction funds, totals \$37.3 million for the fiscal year. The department also administers over 30 separate service contracts covering multiple functions. Staff also supervise all remodels, renovations and new construction in the District.

The three primary challenges facing Mr. Rice's area are:

- Aging physical plant
- Space planning
- Windmill Library and Service Center construction

Trustee Aguirre asked if Mr. Rice knew the per item cost to move materials between branches as perhaps there would be a way to recover those costs from the end user. Mr. Rice said that staff have not calculated the per item costs. Staff, however, is continually reviewing the costs to ship items to the District's outlying locations via UPS or some other vendor against the cost of sending the materials via a District truck.

Ms. Goodrich said that staff could calculate the per item shipping cost if requested. She said staff are beginning to look at another approach called a "floating collection" where materials stay in the location where

they are returned. Several other libraries have utilized the approach and some cost savings can be achieved. Goodrich noted that a key part of the District's popularity is that patrons have access to all materials in all areas and they can be delivered to the patron's preferred branch for pickup. She assured Trustees that staff is looking at many ways to reduce costs.

Trustee Davis-Hoggard asked how staff can determine that the janitorial work has been done in a particular location. She spoke of a recent experience at the West Las Vegas Library. Mr. Rice discussed the contract specifications, which include mid-day cleaning for urban branches. He assured Davis-Hoggard he would look into the situation she described. Ms. Goodrich asked that Davis-Hoggard talk to the person in charge at the branch or call Goodrich if she sees a problem.

Trustee Aguirre asked how the District is looking to virtual collections and to the Internet to provide material to patrons as opposed to providing a physical book in order to reduce the costs of moving materials between branches. Mr. Morss discussed how the District is working to make material available online to download, but patron usage is very low, though growing. Of the 13 million items circulated last fiscal year, the e-audio and e-media usage was less than 200,000 items, so the District has not seen a reduction in costs at this point associated with shipping items due to that online usage.

Trustee Davis-Hoggard asked whether it would be cost-effective to have the District courier deliver the Board packets. Mr. Rice noted that the logistics may work against the change. Ms. Goodrich said staff would look into the costs.

Mr. Rice reiterated staff is looking at the feasibility of other means to ship items to the outlying branches, which currently receive deliveries two days per week and noted that this may be an area to save money. Rice noted that the impact of the centralized sorting equipment as well as the increase in material to be moved to different branches means that staff may be better utilized in the urban areas.

Trustee Kirsh returned to the meeting at this time, 2:06 p.m.

Trustee Saunders asked if there were any locations Mr. Rice was particularly concerned about regarding the District's aging physical plant. Due to the District's repair and maintenance program, Mr. Rice does not have any particular concerns. He said there are two aspects associated with that concern - aesthetic wear and tear (carpet or paint) and building system wear and tear. The aesthetic issues do not impact the functionality of the branch. The building systems do impact the functionality. In both cases, the District makes a decision on repairs or replacements on a case-by-case basis.

Trustee Aguirre suggested that the District look into partnering with the City of Las Vegas or another organization to provide additional services to underserved areas such as the east side in the same fashion as the arrangement to provide services at the Stupak Center.

Trustee Davis-Hoggard questioned the future sites listed on the handout provided by Mr. Rice, of owned and leased District property in

light of the priorities established by the Trustees for the Sunrise and Mesquite areas, which are not shown. Mr. Rice noted that the list showed Bureau of Land Management sites that the District controls via lease that are designated for future development. These do not show the District's priorities as expressed in the *Strategic Plan*, as sites for those areas have not been identified and obtained by the District. Rice noted that the District can relinquish its interest. There are no costs to the District to control the sites at this time.

Mr. Rice also provided information on preliminary discussions with the Clark County Parks Department about siting a library on County land that will also contain a park and community center in the Lone Mountain area. The proposed county site is better suited for a library than the District's current Lone Mountain site. This is due to the development that has gone on in the area since the District obtained the site. Due to lack of money, the discussion is on hold at this time.

In response to a question from Trustee Davis-Hoggard, Mr. Rice did note that District staff had also worked with the Clark County School District on a potential site in 2003. The site was located in front of a school on Lamb between Stewart and Bonanza on the east side of Las Vegas and would have probably worked as a small library location. With the failure of the bond issue, Rice does not know if the opportunity is still available.

Mr. Kirsh asked about the difference between a theater, concert hall and auditorium. Mr. Rice noted it was a technical distinction to distinguish the amenities in each category.

Jerilyn Gregory – Human Resources Director

Ms. Gregory oversees the recruitment and selection of staff as well as orientation and employee training. Her department of 7 FTE coordinates the employee benefit programs and oversees administration of the District's collective bargaining agreements. Gregory provided a handout with photos of members of her department and described each staff member's responsibilities.

Ms. Gregory said her three challenges are:

- Upgrading the Human Resources payroll system to better interface with the Business Office's accounting program.
- Focus on improved use of technology for prospective employees and staff. Examples include allowing job applications to be submitted online, allowing employees to apply online for job training and to request time off.
- Implementing a new performance management evaluation system that will also be available online.

Trustee Aguirre asked about the District's partnership with the University of North Texas to produce more employees with MLS degrees. Ms. Gregory reported that over the most recent three year period, 12 staff members have graduated and are able to apply for District positions that require the degree when they open up.

Trustee Davis-Hoggard asked how difficult it would be to require all applications for District positions to be submitted online. Ms. Gregory

noted that there are several systems with different options for employers to choose. She will be investigating those that allow both online and paper submittals in order to ensure that the District does not exclude any eligible applicant.

Trustee Carrasco appreciated the staff ethnic and Hispanic diversity reporting provided every month but asked if the District also tracked the number of GLBT employees. Ms. Gregory replied that staff would have to identify themselves as belonging to that group and the District currently does not keep those statistics. Carrasco also wanted to know about the opportunities for staff diversity training. Gregory noted that she was the Chair of the staff Diversity Committee which also included several Human Resources staffers. The Committee reviews opportunities in hiring and for the development of a diverse staff.

Trustee Reese asked if staff who are retiring are classified as a resignation or a termination in the monthly Human Resources report. Ms. Gregory noted that retiring employees are considered to have resigned. Reese also asked about the duties and qualifications for the page position. Gregory said that pages collect the books from circulation and shelve them in the stacks. They can also work in the YPL or Reference Departments. The job qualifications are very minimal and the District hires a lot of high school students to fill the 12 hour per week jobs. Gregory agreed with Reese that the job is a good position to learn about working in a library. She noted that several members of the management staff started working for the District in that position, including Mr. Morss.

Trustee Davis-Hoggard asked who made up the Diversity Committee in addition to the Human Resources staff already mentioned. Ms. Gregory said that both the adult and children's programming staff members are on the committee along with a branch manager and the head of the District CALL program. The Committee meets quarterly. Ms. Goodrich added that the Committee represents diverse locations within District staff as well as the diverse communities to which District staff provides service.

Trustee Ence asked whether there was a District policy to provide a ratio for part-time versus full-time employees. Ms. Gregory said there was no formula or policy at this time. In response to a follow-up question from Ence regarding how managers determined the number of pages needed at a particular location, Ms. Goodrich noted that staff have begun a staffing analysis project that will look at the kind of work being done for various positions and how many person hours are required to complete the work. Staff will then review the best configuration for staffing levels and whether the position can be filled in a part-time or full-time position.

While the District has a history of budgeting and staffing in certain ways, Goodrich discussed how the project is proceeding and said it is providing management with information on adjustments that might be made. She added that current staffing is pretty close to what is needed at this time. The impact of the automated materials handling equipment may provide an opportunity to realign some of the positions

as more staff are needed to reshelv materials than are needed to handle patron checkout duties.

Trustee Kirsh asked whether all Human Resources staff are able to recruit at events such as the ALA Conference placement center. Ms. Gregory said that her intent is that conference recruitment be rotated among the department's management specialists to give them an opportunity to cross-train and allow more community involvement. Interviews are another opportunity for staff to cross-train.

Chair Barron then asked how her department interfaces with the Teamsters Local 14 union. Ms. Gregory advised Trustees that there are four bargaining units in the District that are represented by the Teamsters. The units represent management, supervisors (two separate units depending on the position level) and the non-supervisory staff. The Teamsters have one business agent who is the District's main contact with the union for day-to-day issues. Gregory believes she has a good working relationship with the agent, Dana Phillips.

Chair Barron asked whether Ms. Gregory's staff are members of the union. Ms. Gregory noted that Human Resources staff are not union employees and are among several District employees in what is known as a confidential group that cannot be union employees.

Al Prendergast – Information Technology Director and Chief Information Officer

Mr. Prendergast provided a handout to Trustees. Information Technology, a department of 14.5 FTE, provides technology and support services related to the District's network infrastructure, telephone system and the on-line library catalog. The department is responsible for purchasing and maintaining the District's personal computers and associated equipment and related software. The assets include over 1,100 personal computers, approximately 100 laptops, over 600 telephone devices, over 100 file servers and over 100 switches, routers and firewalls. IT staff are available during the entire time the District is open during the week.

Mr. Prendergast said his three main challenges are:

- The transfer of all major District support departments as well as the central computer room with its servers, switches and phones to the new Windmill Library while at the same time ensuring that District patrons and staff do not see any reductions in service.
- Increasing responsibilities with same number of FTE, which has not increased in ten years.
- Managing major initiatives such as replacement of the PC reservation and print release system, upgrading the District's phone system, the annual PC replacement program and completing the implementation of the RFID and materials handling solution.

Mr. Prendergast echoed Ms. Goodrich's and Mr. James' comments about their concern about revenue shortfalls and their effect on the District's budget.

Trustee Davis-Hoggard asked Mr. Prendergast to enlarge upon what the District does at the Springs Preserve. Prendergast noted that with the items in the Springs Preserve Library listed in our collection, there are connectivity issues that need to be managed. It is probably the location that requires the least amount of IT support.

Trustee Carrasco asked what happens to the computers that are replaced annually and Mr. Prendergast and Mr. Rice answered that the machines are donated to the Nevada Center for the Blind which then recycles the units.

Trustee Ence asked for an explanation of RFID. Mr. Prendergast explained that RFID stands for **R**adio **F**requency **I**Dentification. It is technology that utilizes a radio frequency which allows patrons to check out materials by placing them in proximity to the receiver without having to hunt for a barcode. This allows patrons to check out their materials in less time, as a stack of materials may be checked at once as opposed to requiring individual scanning of the barcodes on each item. Ms. Goodrich noted that the radio transmitter is located inside the material on what looks like a bookplate. The radio transmitter also allows for an automatic security release which previously was a separate manual action.

Mr. Ence asked whether staff have been accumulating a lot of overtime due to the increased staffing requirements. Mr. Prendergast explained that staff adjustments have allowed him to move staff around to avoid additional costs. For example, weekend staff coverage is now covered by a skeleton crew of three, with two working and the third person on call-back in case one of the other two staffers calls in sick. This is the absolute minimum required to provide coverage.

Pat Marvel – Director of Marketing and Community Relations

Ms. Marvel explained that her definition of marketing is problem-solving. The District has certain goals, and her responsibility is to take the time, staff, money and resources at her disposal and deploy those strategically in order to help the District reach its goals.

Ms. Marvel explained that the Marketing Department of 6 FTE designs and implements strategies to promote and create awareness of library products, services and programs through public and media relations, and print and web publishing. Samples of the work produced by Marvel's staff was distributed to the Trustees. She described the responsibilities of each member of her department. Marvel continued to say that she oversees all marketing communications and serves as liaison to other governmental agencies, boards and commissions.

Ms. Marvel said her three main challenges are:

- Financial - How does her staff continue to reach out to the various communities to promote the District's programs and services with less money? Clear priorities will help determine the areas on which to focus the available resources.
- Developing different channels of communication and utilizing available resources to use them effectively.

- Belt-tightening on the part of the media affects the ability of the department to do its job effectively, as well as increasing the competition among organizations to get their message heard.

Ms. Marvel concluded by saying that she has been in marketing for a number of years, including eight meaningful years with the District.

There were no questions for Ms. Marvel.

Executive Director - Jeanne Goodrich

The Executive Director is appointed by the Board of Trustees and is responsible for the strategic direction and management of the Library District and for the development of the District's current and future goals, objectives, policies and procedures.

Ms. Goodrich referenced the management author Peter Drucker who often said a CEO is like an orchestra conductor. Hearing what everyone on the Executive Council does underscores that. Goodrich said she has a fabulous orchestra and fabulous first chairs doing wonderful work.

Ms. Goodrich introduced Jan Passo, the Collection Development Director and noted that Director of Public Services, Marie Cuglietta, is not present, but participated in many of the discussions involved in formulating the *Collection Development Policy*. Both Ms. Passo and Ms. Cuglietta work closely together and report to Mr. Morss.

Ms. Goodrich acknowledged she had overestimated the amount that could be discussed during the Retreat. She felt it was important for Trustees to make some decisions about the *Strategic Plan* service priorities and that the presentations by the members of the Executive Council were important and a good prologue to that discussion.

Due to time limitations, Ms. Goodrich suggested that the staff report and Board discussion on intellectual freedom and the District's material selection policy, as well as the Board discussion and direction to staff regarding information provided to Trustees and Board meeting content, be continued to the November 12, 2009 meeting. Trustees agreed.

The meeting recessed for a break from 3:00 – 3:10 p.m. When the meeting reconvened, all Trustees were present.

Presentation of a staff report and Board discussion and direction to staff regarding possible changes in priorities to the *Strategic Service Plan 2008-2011*. (Item VIII.C.2.)

Ms. Goodrich began the presentation regarding possible changes in the current *Strategic Service Plan 2008-2011* by providing an overview of the District as well as discussing the process used to develop the current *Strategic Plan*. The development process included a staff committee as well as Board and consultant involvement and included extensive demographic information. The demographic information included statistics about the service environment, organizational environment, borrower density and market area maps for the urban branches, and demographic profiles for each urban branch along with Mesquite.

Ms. Goodrich explained that the *Plan* is divided into eight service priorities which are supported by service goals and service objectives. Goodrich explained that she looked at service priorities as service

responses, e.g., how does the library respond to the needs of the community. There are also eight organizational competencies which are supported by organizational initiatives.

Ms. Goodrich briefly reviewed each service priority and reiterated that the District will not stop activities in any service area, but, based upon a potential reduction in revenue, would appreciate Trustee input on where District resources should be directed. The service priorities are:

Create Young Readers: Early Literacy

Preschool children will have programs and services designed to ensure that they will enter school ready to learn to read, write and listen.

Satisfy Curiosity: Lifelong Learning

Residents will have the resources they need to explore topics of personal interest and continue to learn throughout their lives.

Stimulate Imagination: Reading, Viewing and Listening for Pleasure

Residents who want materials to enhance their leisure time will find what they want, when and where they want them, and will have the help they need to make choices from among the options.

Succeed in School: Homework Help

Students will have the resources they need to succeed in school.

Visit a Comfortable Place: Physical and Virtual Spaces

Residents will have safe and welcoming physical spaces to meet and interact with others or to sit quietly and read and will have open and accessible virtual spaces that support networking.

Connect to the Online World: Public Internet Access

Residents will have high-speed access to the digital world with no unnecessary restrictions or fees to ensure that everyone can take advantage of the ever-growing resources and services available through the Internet.

Learn to Read and Write: Adult, Teen and Family Literacy

Adults and teens will have the support they need to improve their literacy skills in order to meet their personal goals and fulfill their responsibilities as parents, citizens and workers.

Celebrate Diversity: Cultural Awareness

Residents will have programs and services that promote appreciation and understanding of their personal heritage and the heritage of others in the community.

Ms. Goodrich asked Mr. Morss to review each service priority and organizational competency and provide a progress report on how the District has met or exceeded almost every one of the service goals in the first year of a three year plan.

Mr. Morss started off by explaining that, when staff was beginning to develop the current *Plan*, circulation and program attendance had flattened out and the efficiency remodel projects for the 12 urban libraries had been planned. Staff was not sure of the effect of the remodels on services. Also, the economic downturn had not yet hit when the *Plan* was adopted. Morss noted that, during an economic

downturn, the public turns to libraries as a low-cost alternative for entertainment while also offering education and job search opportunities.

The objectives and results for each service priority:

EARLY LITERACY:

Circulation of materials for ages 5 and under

- Target of 755,000 items circulated annually by 2011
- 871,339 items circulated during the 2008-2009 FY

Story time attendance

- Target of 40,000 participants annually
- 64,758 participants during the 2008-2009 FY

Early literacy practices

- Target of 800 programs annually
- 850 programs during the 2008-2009 FY

LIFELONG LEARNING:

Circulation of adult nonfiction

- Target of 1,310,000 items circulated annually by 2011
- 1,700,006 items circulated during the 2008-2009 FY

Circulation of juvenile nonfiction

- Target of 835,000 items circulated annually by 2011
- 909,580 items circulated during the 2008-2009 FY

Computer class attendance

- Target of 5,500 participants annually
- 6,670 participants during the 2008-2009 FY

READING, VIEWING AND LISTENING FOR PLEASURE:

(previously known as Current Topics and Titles)

Circulation of juvenile fiction

- Target of 725,000 items circulated annually by 2011
- 891,576 items circulated during the 2008-2009 FY

Circulation of juvenile media

- Target of 817,000 items circulated annually by 2011
- 1,263,499 items circulated during the 2008-2009 FY

Circulation of young adult materials

- Target of 451,000 items circulated annually by 2011
- 681,338 items circulated during the 2008-2009 FY

School age program attendance

- Target of 9,000 participants annually
- 11,400 participants during the 2008-2009 FY

Young adult program attendance

- Target of 5,000 participants annually
- 6,921 participants during the 2008-2009 FY

Circulation of adult fiction

- Target of 1,345,000 items circulated annually by 2011
- 1,600,546 items circulated during the 2008-2009 FY

Circulation of bestsellers

- Target of 226,000 items circulated annually by 2011
- 233,811 items circulated during the 2008-2009 FY

Circulation of adult media

- Target of 3,00,000 items circulated annually by 2011
- 4,244,841 items circulated during the 2008-2009 FY

Circulation of downloadable items

- Target of 45,000 items circulated annually by 2011
- 74,973 items circulated during the 2008-2009 FY

Circulation of adult international language materials

- Target of 487,000 items circulated annually by 2011
- 550,363 items circulated during the 2008-2009 FY

HOMEWORK HELP:

Circulation of juvenile nonfiction and early readers

- Target of 835,000 items circulated annually by 2011
- 909,580 items circulated during the 2008-2009 FY

Visits to the Homework Help web pages

Visits to the Homework Help web pages

- Target of 30,000 visits annually
- 55,595 visits during the 2008-2009 FY

Presentations on homework help services and resources

- Target of 100,000 participants annually
- 102,248 participants during the 2008-2009 FY

Uses of interactive homework help services

- Target of 7,000 sessions annually
- 10,886 sessions during the 2008-2009 FY

PHYSICAL AND VIRTUAL SPACES:

(formerly known as COMMONS)

Library Visits

- Target of 6,000,000 annually
- 6,816,052 during the 2008-2009 FY

Number of active library cards

- Target of 650,000 annually
- 630,645 active cards at the end of the 2008-2009 FY

Number of library programs and exhibits

- Target of 3,000 annually
- 3,278 programs and exhibits during the 2008-2009 FY

Adult library program attendance

- Target of 101,000 annually
- 115,805 patrons attended programs and exhibits during the 2008-2009 FY

PUBLIC INTERNET ACCESS:

Number of Internet Sessions

- Target of 1,800,000 sessions annually
- 2,336,495 sessions during the 2008-2009 FY

Wi-Fi Use

- Target of 300,000 sessions by 2011
- 530,785 during the 2008-2009 FY

Web Site Visits

- Target of 4,000,000 visits annually
- 4,255,496 visits during the 2008-2009 FY

ADULT, TEEN and FAMILY LITERACY:

ABE/ESL attendance

- Target of 1,500 students annually
- 1,323 students during the 2008-2009 FY

Completion of classes

- Target of 60% of students will complete and advance
- 69% of students completed and advanced during the 2008-2009 FY

CULTURAL AWARENESS:

Visits to the Diversity Web Pages

- Target of 10,000 visits annually
- 6,875 visits during the 2008-2009 FY

Attendance at Programs and Activities

- Target of 15,000 patrons annually
- 35,905 patrons during the 2008-2009 FY

Mr. Morss then provided a review and the results for the goals and objectives contained in the organizational competencies. Morss explained that organizational competencies are the institutional capacities or efficiencies that are necessary to enable the District to achieve the goals and objectives in its strategic plan. While service goals provide direct benefit to community residents, organizational competencies provide indirect benefit to the community residents by improving the District's service effectiveness and efficiency.

EXTERNAL PARTNERSHIPS:

The District will seek and maintain partnerships with organizations and institutions that enable the District to better serve its customers and achieve its service goals.

External Partnerships Initiatives:

Identify current partnerships and obligations:

- Clark County School district
- Community College of Southern Nevada
- Cultural Corridor of Downtown Las Vegas
- City of Las Vegas
- Clark County

Develop criteria to assess current and possible partnership

opportunities as well as staff awareness when developing partnerships

- Partnership agreements
- Staff training

FACILITIES:

The District will complete construction of new facilities to serve communities in the rapidly growing northwest and southwest areas of the District and complete the circulation efficiency remodels of existing branches.

Facilities Initiatives:

Construction of Centennial Hills Library

- Library opened January 10, 2009

Circulation efficiency remodels of all urban branches

- 10 urban branches completed as of October 1, 2009
- Whitney and West Charleston branches completed by November 2009

Construction of the Windmill Library and Service Center

- Currently under construction; slated for opening in mid-2011

FINANCE:

The District will allocate its financial resources in support of its approved service goals and strategic initiatives.

Finance Initiatives

Develop a policy and plan for operating new facility projects

- Hobbs/Ong financial forecasts done in 2008 to secure bond funding for future operation of Windmill Library and Service Center
- Future financial forecasts will be conducted to ensure funding is on track for Windmill facility and other facilities that may be undertaken

Develop policies for cash management decisions

- To be developed and presented to the Board in 2010-2011 fiscal year

Review and monitor the fiscal implications on non-resident use of District resources

- Two years of nonresident use data have been accumulated showing no significant financial implications on District resources

Conduct an analysis of current and future vacated spaces

- To be undertaken during the 2009-2010 fiscal year

Conduct a study of literacy programs and services

- To be completed by June 30, 2011

FUNDRAISING:

The District will partner with the Library District Foundation and other potential donating organizations to support and enhance District services.

Fundraising Initiatives

Develop a multi-year fund-raising plan

- To be completed by March 2010

Create a joint statement of fundraising responsibilities between the District, Foundation and other organizations

- To be completed by March 2010

GOVERNANCE:

The District will operate facilities that are appropriate in location, size, and kinds of spaces and provide equitable, effective, and efficient public service throughout. The District will ensure continuing leadership capacity through knowledgeable trustees and staff.

Governance Initiatives

Facility location criteria policy

- To be completed and presented in the 2010-2011 fiscal year

Facility resources and phasing criteria policy

- Board approved the building of the Windmill Library and Service Center in the Fall of 2008

Five year succession plan for trustees and key staff positions

- Board hired consultant for Executive Director search in August 2008
- Board selected and hired Executive Director in February 2009
- HR staff working to develop succession plan for key staff positions who will retire in 3-5 years

HUMAN RESOURCES:

The District will recruit, train, and deploy staff that provide and support quality customer service for all District users. The District will maintain compensation plans for bargaining unit exempt managers and administrators that recognize the contributions of exempt employees and appropriately reflect the marketplace as well as the related skills, knowledge, and abilities necessary for an effective organization.

Human Resources Initiatives

Training plan for staff

- Done annually

Revise the District's new employee orientation program

- Currently under way and expected to be completed by Spring 2010

Conduct a staff survey to help improve District communication

- Survey submitted to staff in September 2009, results currently being analyzed with a plan to be developed by December 2009

Training programs for RFID technology and materials handling solutions

- Training is currently under way. Will be completed when the final branch has completed installation of new technology

Executive compensation plan

- Consultant hired in 2008 to look at exempt employees' compensation class; some positions adjusted based on recommendations

MARKETING AND PUBLIC RELATIONS:

The District will promote its services through a variety of print, electronic and media opportunities.

Marketing Initiatives

Develop a marketing plan

- Completed annually

Enhance the District's web site services and functionality

- New web site currently being designed with implementation scheduled for January 2010

MEASUREMENT AND EVALUATION:

The District will incorporate the assessment of resident needs in its measurement and evaluation of library services.

Measurement and Evaluation Initiatives

Resident Survey and Focus Groups

- To be undertaken in 2010-2011 fiscal year
- Data gathered will help with the planning of the next *Strategic Plan*

- Current LSTA proposal has been submitted that will fund a survey tool developed by an outside entity which helps organizations by providing data and information which is then used to help develop service strategies

OPERATIONAL EFFICIENCIES:

The District will utilize technologies and processes that improve access to materials and information, enhance customer service, and maximize efficient service delivery.

Operational Efficiencies Initiatives

Evaluate courier services

- Currently under way with new central sort installation

Evaluate hiring processes and procedures

- Currently under way with a staffing analysis project focusing on all departments in the District. Public Services will be completed in November 2009 with other support departments to be completed by June 2010

Evaluate circulation processes and procedures

- Currently under way with the implementation of self check and materials handling in urban branches

Evaluate support services processes and procedures

- Ongoing with new procedures put in place as RFID technology is implemented throughout the District

Evaluate computer signup process

- Current online system has been determined to be outdated. Staff have reviewed several different software options. New system will be implemented and in place by December 2009

Evaluate collection development processes and procedures as well as purchases based on circulation performance

- Ongoing with new procedures being implemented for better vendor support in the selection process
- New vendor software to be used beginning November 2009 for quicker ordering of materials by Collection Development staff and branch staff
- Collection development budget currently being analyzed so that materials being purchased reflect relevant needs of the community as well as developing savings to the District's collection budget

Strategies for discarded materials

- Relationship established with offsite vendor to take discarded materials for resale or to be recycled if not saleable
- Some discarded materials are being reassigned to the Windmill Library for the opening day collection

Promote the District's virtual services

- Overdrive visited four branches in early 2009 to promote e-materials and to deliver training to patrons through their mobile outreach vehicle
- Marketing has promoted databases and other virtual services through the web site, the District's *Highlights*, children's quarterly magazine, press releases and collateral material

- Outreach team continues to visit local elementary schools to

promote and teach about online databases and the District's online tutoring product

Materials by mail service

- To be investigated and if deemed feasible and cost effective, implemented during the 2010-2011 fiscal year

Identify position descriptions and modify if necessary

- Ongoing as positions become vacant and are posted for hire

Implement RFID technology and materials handling solutions

- 10 urban branches have been fully implemented
- Central sort system was implemented during the summer 2009

Mr. Morss then discussed the consultant's recommendations which were based on an analysis of trends and the use of the District's libraries and financial allocations, current and planned District capital projects, and trends in library-related technologies.

At the conclusion of Mr. Morss's remarks, Ms. Goodrich noted that the economy and the District's service environment have changed since the adoption of the current *Plan* on August 12, 2008. Housing, job, education and health issues are major concerns for the District's patrons. Goodrich asked Trustees to consider several questions:

What do you see or hear in the communities served by the District?

What have staff missed?

What do you see as the District's role in facilitating learning, providing needed information, nurturing creativity?

What other roles, if any, do you see the District playing?

Trustees participated in a lively discussion to respond to the questions posed by Ms. Goodrich. Comments and suggestions from Trustees (in no particular order) are listed below:

- Increase community agency participation at Library events
- Increase number of staff that go out to promote the Library
- Promote Library as a one-stop shop (no charge like Borders, Blockbuster, Barnes & Noble) with the same selection.
- Find out who patronizes each branch
- Provide Family Education (domestic violence, gang prevention, growing up)
- Using partnerships to go beyond books
- Increase grants to supplement tax revenue
- Use volunteers more (greeters, etc.)
- Promote learning for all ages
- Clear ideas of spending priorities
- Provide more options/alternatives for access
- Use every opportunity for Library card signups
- Marketing opportunities for specific groups
- More ads in targeted, specific media (churches, public access television)
- Encourage micro-donations
- Be very clear about District priorities and partner with other groups
- Work with other local employers to get volunteers/card sign-ups

Ms. Goodrich then noted it was likely that staff will have to make some adjustments to the District's budget again this fiscal year, as well as taking the current financial situation into account as the budget for the FY 2010-2011 is developed. She asked Trustees to make recommendations on potential adjustments by thinking about the services, programs and materials staff should concentrate on as well as those that could be minimized somewhat during this period of constrained resources. Goodrich also said that the Foundation is asking for direction on areas to focus on in terms of providing supplemental funding or program support. Finally, staff would like direction on the kinds of services or materials they should focus on when identifying grant support.

In order to provide guidance for staff, Ms. Goodrich asked Trustees to participate in an exercise. Each Trustee was provided four dots, one red and three green, to use to help prioritize each service priority. The red dot represents the Trustee's absolute top priority while the other three dots can be used in the same or other priority service areas. Goodrich emphasized that the District will continue to provide a level of service in each of the eight service areas identified in the *Plan*. But, as operating budget cuts are contemplated, staff would appreciate Trustee recommendations for those areas that we should focus on.

After the exercise was completed, Trustees discussed the results:

- Create Young Readers: Early Literacy
TOTAL – 7 (5 Red, 2 Green)
- Learn to Read and Write: Adult, Teen and Family Literacy
TOTAL – 10 (4 Red, 6 Green)
- Celebrate Diversity: Cultural Awareness
TOTAL – 7 (1 Red, 6 Green)
- Satisfy Curiosity: Lifelong Learning
TOTAL – 5 (5 Green)
- Succeed in School: Homework Help
TOTAL – 5 (5 Green)
- Stimulate Imagination: Reading, Viewing and Listening for Pleasure
TOTAL – 3 (3 Green)
- Connect to the Online World: Public Internet Access
TOTAL – 2 (2 Green)
- Visit a Comfortable Space: Physical and Virtual Spaces
TOTAL - 0

Trustee Aguirre had to leave at the end of the exercise, approximately 4:30 p.m.

After the exercise, Trustees discussed what the results of the exercise would mean in terms of focus for each service priority. Ms. Goodrich reminded the Trustees that District activities were rarely confined to one service area and reiterated that all service priorities would still receive a level of service. The Trustees' work identifying priorities would allow staff to focus District resources on those areas.

Ms. Goodrich thanked Trustees and staff for their attention and focus during the Retreat.

A copy of the presentation and the sheets showing the results of the Trustees' choices in the exercise have been included in the official meeting file.

Presentation of a staff report and possible Board discussion on intellectual freedom and the District's material selection policy.
(Item VIII.C.3.)

Due to time limitations, Ms. Goodrich suggested that the staff report and Board discussion on intellectual freedom and the District's material selection policy be continued to the November 12, 2009 meeting. Trustees agreed.

Board discussion and direction to staff regarding information provided to Trustees and Board meeting content.
(Item VIII.C.4.)

Due to time limitations, Ms. Goodrich suggested that the Board discussion and direction to staff regarding information provided to Trustees and Board meeting content be continued to the November 12, 2009 meeting. Trustees agreed.

Announcements
(Item IX.)

Chair Barron thanked everyone for their attendance.

The next Board Meeting will be held Thursday, November 12, 2009 in the Las Vegas Library at 6:00 p.m.

Public Comment
(Item X.)

None.

Adjournment
(Item XI.)

Trustee Carrasco moved to adjourn the meeting. There was no objection and the meeting was adjourned at 4:50 p.m.

Respectfully submitted,

Ron Kirsh, Secretary

APPENDIX A
October 8, 2009 Board Retreat

2009		January 8 Board Mtg	February 12 Board Mtg	February 26 & 28 Special Board Mtg	March 12 Board Mtg	April 8 Finance & Audit Cmte	April 16 Design Review Cmte	April 16 Board Mtg	May 21 Board Mtg	June 3 Nominating Cmte	June 11 Board Mtg	June 25 Risk Management Cmte	July 7 Board Mtg	September 17 Board Mtg	October 8 Board Retreat																							
Aguirre	Aldo	P	P	P	P	P	P	P	P	P	P	P	P	P	P																							
Barron	M. Frances	P	P	P	P	P	A-E	P	P		P	P	P	P	P																							
Arthurholtz*	Andrea	P	P	P	P	P	P	P	X	X	X	X	X	X	X																							
Benavidez	Kelly	P	P	P	P	P		P	A-E		P	P	P	A-E	P																							
Carter**	Ken	P	P	P	P	X	X	X	X	X	X	X	X	X	X																							
Crear	Keiba	P	P	P	P	P		P	P	P	P		P	P	P																							
Davis-Hoggard	Verlia	P	P	P	P	P		P	P		P	P	P	P	P																							
Ence***	Randy	X	X	X	X	X	X	X	X	X	X	X	X	X	P	P																						
Kirsh	Ron	P	P	P	P		P	P	P	P	P		P	P	P																							
Sanchez***	Elaine	P	P	P	A-E	X	X	X	X	X	X	X	X	X	X																							
Carrasco****	Liz	X	X	X	X	X		P	P		P		P	P	P																							
Saunders*****	Michael	X	X	X	X	X		P	P		P	P	P	P	P																							
Reese*****	Carol	X	X	X	X	X	X	X	P		P	P	P	P	P																							
Ence*****	Randy	X	X	X	X	X	X	X	X	X	X	X	X	X	P	P																						

attended Committee meeting but not a member

*Term expired 4/18/09

**Term expired 2/28/09, replacement appointed April 7, 2009

***Term expired 2/28/09, replacement appointed April 7, 2009

****Appointed April 7, 2009, sworn in April 16, 2009

*****Appointed April 7, 2009, sworn in April 16, 2009

*****Appointed April 15, 2009 for term beginning April 18, 2009

*****Appointed July 7, 2009

A-E Excused absence

A-U Unexcused absence

as of 10/09/09