

MINUTES
LAS VEGAS-CLARK COUNTY LIBRARY DISTRICT
BOARD OF TRUSTEES' MEETING
LAS VEGAS, NEVADA
NOVEMBER 10, 2010
(approved January 13, 2011)

The Board of Trustees of the Las Vegas-Clark County Library District met in regular session in the Las Vegas Library, Las Vegas, Nevada, at 6:00 p.m., Thursday, November 10, 2010.

Present:

Board:	A. Aguirre, Chair	R. Kirsh
	V. Davis-Hoggard	K. Crear (via telephone)
	M. Saunders	C. Reese
	R. Ence	

Counsel: G. Welt

Absent: K. Benavidez
F. Barron
L. Carrasco

Staff: Jeanne Goodrich, Executive Director
Numerous Staff

Guests: Tim Wong, Las Vegas-Clark County Library District Foundation
Kris Hipwell, Las Vegas-Clark County Library District Foundation
Patrick Klenk, Las Vegas-Clark County Library District Foundation
Martha Ford, Piercy Bowler Taylor & Kern
Marc Futterman, CIVICTechnologies

A. Aguirre, Chair, called the meeting to order at 6:02 p.m.

Roll Call and Pledge of Allegiance (Item I.) All members listed above represent a quorum. Trustee Crear attended via telephone. Trustees Barron (plane arrived late), Benavidez (ill) and Carrasco (attending a class) were absent (all excused). Appendix A.

Trustee Ence led everyone in the Pledge of Allegiance. In acknowledgement of Veteran's Day on November 11, Chair Aguirre recognized Trustee Ence's service, as well as anyone else who may have served in the armed forces of the United States. There was a round of applause.

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

Executive Director Goodrich introduced members of the Las Vegas-Clark County Library District Foundation Board of Directors who were present at the meeting: Tim Wong, President; Kris Hipwell, Director; Patrick Klenk, Director. Chair Aguirre thanked Foundation Board members for their hard work and activities on behalf of the District.

Discussion and possible Board action regarding the Finance and Audit Committee's recommendation to approve the audit performed by Piercy Deputy Director, C.F.O. Fred James reported that the Finance and Audit Committee met on October 27, 2010 to discuss the financial reports for the year ending June 30, 2010 and recommended approval. He then introduced Martha Ford, principal of District auditors Piercy Bowler Taylor & Kern.

Ms. Ford noted that each Trustee should have received a copy of the auditors Annual Financial Report and the Required Opinion Letter to the

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Bowler Taylor & Kern for the year ending June 30, 2010. (Item III.A.)

Finance and Audit Committee and the Board of Trustees. She reported that the firm's unqualified opinion on the financial statements and report on the District's internal controls and compliance was contained within the documents referred to above. Ms. Ford also stated, for the record, that Piercy Bowler Taylor & Kern did not find any material weaknesses as defined within these documents this year. Finally, she offered to answer any questions.

Finance and Audit Committee Chair Trustee Davis-Hoggard moved to approve the 2009-2010 Audit Report as presented by Piercy Bowler Taylor & Kern, and to incorporate the Opinion Letter into the official minutes of the Board of Trustees' November 10, 2010 Meeting. There was no opposition and the motion carried.

Appendix B.

Presentation and possible discussion on the *Customer First: Business Intelligence Grant Project*. (Item III.B.)

Ms. Goodrich said she was pleased that the District had been able to obtain grant funding for the *Customer First Business Intelligence* project to obtain current data about where District patrons are located, and, even more importantly, the location of residents who are not patrons. She explained that market segmentation data, which has been used by the business community for a number of years, can provide a wealth of information, down to the neighborhood level, about whom the District is currently serving and who the District could be serving.

Ms. Goodrich elaborated that this data, gathered from a variety of sources, informs staff about active customer preferences and behaviors. For example, the District does not just serve families with children; it serves a variety of different types of families that have different consumption patterns, different media and communication preferences, and different values and behaviors. Staff will use the information that emerged from this project to both serve the community more efficiently and to more effectively get the word out about District services. With limited resources, staff must be as smart as possible about doing both.

Ms. Goodrich asked Development Director Danielle Milam to provide background on the District's grant from the Nevada State Library and Archives and to introduce Mark Futterman, principal of CIVICTechnologies, Inc. and project contractor, to explain the project.

Ms. Milam explained that District staff was very excited to obtain approval for the grant project, *Customer First Business Intelligence*, as the application had first been rejected. The money for the Innovation Grant was awarded by the State Library and Archive from federal funds remaining after a 2009 grant round.

She explained that the information pushes the District to better understand the community it serves. The District is one of the first public libraries in the country doing this type of planning with a mix of public census data and private sector customer market information.

Ms. Milam explained that national market segmentation data has been used by the private sector for many years to devise effective strategies to gain market share or to develop services that are shaped by actual

customer preferences and behaviors. Only recently, and through specialty vendors such as CIVICTechnologies, Inc., has the public sector been able to afford this customer information.

The contractor for this project, CIVICTechnologies, Inc., was engaged to help the District create an interactive website that allows staff to view detailed information about current cardholders as well as service populations that staff currently do not reach. This enables the District to devise and refine service strategies based on very current customer and potential customer data. The development of this website involved three major tasks:

- The contractor created a website with District and branch service area maps. They then linked data from a national market segment database (*Tapestry* from ESRI) with those service area maps to identify 49 different market segments in Clark County. These market segments identify households by various characteristics – lifestyles, life stages, and consumer behaviors, in addition to basic demographic data. As mentioned by Ms. Goodrich, there are many market segments that represent households with children. Market segments group and further distinguish families with children according to economic, social, lifestyle and life stage characteristics.
- The contractor then geographically coded current library card holders and their transactions. Through both maps and data table displays, District staff will be able to view the District's current market share, segments we already serve, as well as details about the ways they already use the library – what kinds of materials they check out and the frequency of check-outs, for example. Similarly, the website displays data and maps that identify market segments with few or no active library cardholders. Segment data tells us what kinds of library materials or activities they might be interested in, as well as the best ways to reach them – print, social networking, radio, TV or other.
- Finally, the contractor developed a layer of literacy data, *LiteracyDecision*, for Clark County that can be displayed with the market segment and cardholder data layers. This tool informs the District's service strategy development, helping staff identify and reach low literacy populations. This tool helps District staff align collection and program activities with the literacy service priorities identified by the Board of Trustees in the October 2009 strategic retreat. This layer of community literacy information is based on a national model study and is a first-of-its-kind application that has potentially powerful implications for service planning and partnership development.

The project website is now constructed. Staff training to use these new planning tools effectively will commence this month.

Ms. Milam then introduced the principal of CIVICTechnologies, Inc., Marc Futterman, to provide a brief overview of the project to date. Mr. Futterman has a background in teaching and practicing urban planning. He has developed several processes and products for community and business planning. Based in Pasadena, he has worked with a number

of public library clients across the U.S. to introduce innovative new planning tools to the library industry. He will provide an overview of the functionalities of the website, including:

- Understanding the diverse array of market segments in the District's service area (49 of 65 potential national markets are represented in Clark County)
- Staff access to web-based tools for learning more about current and potential customers, their behaviors and communication preferences
- Staff's ability to compare and contrast branch service strategy effectiveness, devise strategies to increase services to existing customers, and create effective marketing campaigns to attract new customers
- Use of the "*LiteracyDecision*" tool that aligns District service goals with information about the location and make-up of various low literacy population segments

Mr. Futterman explained that the handful of national libraries using market segmentation planning tools can very quickly discover who is using their libraries, who is not using their libraries and how the library is being used by a variety of market segments.

Mr. Futterman combines transactional data from libraries (any checked out material) with patron location data. The geographically coded *Tapestry* database catalogues 70 variables and categorizes households by demographics, socio-economic variables, housing data and consumer preference data. This provides a very good idea about characteristics and behavior of various households around the country. Companies use this data to tailor their offerings to the customers they want to attract.

Mr. Futterman reported that the Tapestry system has 65 separate categories or segments nationwide and 44 exist in the District service area (out of 49 in the entire county). Information on each segment is provided at the block group level, the smallest units that make up census tracts. Each block group varies in size and population. He emphasized that the 44 separate segments located in the District service area represent very diverse population groups. The largest segment holds 156,329 people ("Up and Coming Families") and the smallest segment contains 502 people ("Great Expectations"). The average segment size is 34,313 people.

Mr. Futterman explained that the web-based tools developed for this project enable the District to focus on customer-driven service delivery by understanding existing and prospective customers. Branch managers and other staff will be able to access the tools and better understand, qualify and quantify the great diversity of market segments existing in the District. In addition to great diversity, these segments are also very fragmented geographically, with many small segments located proximate to each other. Some segments will be small and very hard to reach. With this information staff will be able to prioritize and target their efforts.

Mr. Futterman then gave the Board an overview of several District service areas to highlight the diversity of the District's population. For example, in Mesquite, there are a number of different segments named: "Inner City Tenants," "Prosperous Empty Nesters," "Senior Sun Seekers," "Midland Crowd," "Main Street USA" and "In Style." These segments categorize members of the group by household type, median age, income, employment, highest level of education, residential style, race/ethnicity, preferred adult and children's activities, financial skills, preferred media exposure and even type of vehicle they are likely to drive. He provided a snapshot of two of the segments, "Main Street USA" and "Prosperous Empty Nesters" to show how very different types of households live in close proximity.

Similarly, in the Blue Diamond area, he identified different senior household segments including "Pleasantville," "Exurbanites," "Rural Resort Dwellers" and "In Style." In the Searchlight area, he identified only one major group, "Senior Sun Seekers," because the population is so small and the census tract is so large.

Mr. Futterman noted that branch library service areas were created by looking at the location of cardholder activity, which enables branch managers and staff to create services tailored to their branch population segments. Service areas based upon library usage patterns are more accurate than the traditional use of a service area radius or ring around branches. In creating the District service areas for this project, there are three branches with no service areas, because they are located in large rural census tracts with low populations which cannot be split.

Urban service areas, on the other hand, have a lot of detail. Using West Charleston as an example, Mr. Futterman showed the fragmented patchwork of 24 segments that make up the service area. Exploring data on the five largest segments by population, "Cozy and Comfortable," "Inner City Tenants," "Main Street USA," "Industrious Urban Fringe" and "Aspiring Young Families," Mr. Futterman could illustrate the location of each segment as well as the percentage of population in each segment that currently have library cards.

The *Customer First Business Intelligence* project designed easy-to-use web tools and reports staff can access. The tools are almost ready to beta test, and more formal staff training will begin in December and January. The tools are designed for different functions--to find new customers, increase services, improve literacy, compare service areas and predict customer needs and interests.

Trustee Reese, referring to the very small segments in the maps, was curious whether staff would be able to select and see more specific information in the segments and layers. Mr. Futterman assured her that the project was designed to give all staff access to detailed information for staff research, planning, and performance measures.

Trustee Saunders asked about CIVICTechnologies' other library clients. Mr. Futterman said that his firm has worked with between 80-90 other library clients around the country for the total range of his firm's business and community planning tools. He has worked with 12-15

public libraries to develop these more specific market segment tools. This project was the first time his firm developed a *Literacy Decision* layer of information which maps the location and density of low adult literacy populations. Another first represented in this project involved replacing static data and reports with dynamic web-based tools that regularly update District cardholders and cardholder transactions.

Trustee Saunders next asked about the length of the contract. Mr. Futterman said that the work began in June, 2010 and as of the end of September, the major components were 95% complete. Saunders said he appreciated the work Futterman and his firm had done and believed the District should be innovative in terms of servicing its patrons.

Trustee Kirsh asked when the 2010 Census data would be incorporated into the database. Mr. Futterman said a second phase of the project (a grant now pending review) would use updated 2010 Census data as well as some other newly available data sets from *Tapestry*. He noted that the population data currently in the program is much more recent than the 2000 Census, as it uses the annual estimates provided by the American Community Survey, the annual county-level updates provided by the U.S. Census that are extraordinarily accurate.

Ms. Goodrich commented that she was struck that the District, in spite of three planning cycles, has not been able to reach more than 40-43% of the population as cardholders. She sees a real opportunity to learn more about those residents who have not been reached and the best way to reach them.

Chair Aguirre asked Mr. Futterman, given his experience, what kind of "return on investment" should the District look for. Mr. Futterman noted that because the tools are new, the short answer is "unknown." However, pointing to his four years working with the Topeka and Shawnee County Library System, he noted that the longer term benefits involve a complete change in the way that Library understands and does their business based on real data about their service populations. They have completely changed their approach to collection development and marketing based upon the information. Only now can that Library start to measure the returns and results emerging from such refinements in operations. He noted that his corporate clients who use this information find it invaluable. For example, Levi Strauss changed their national marketing and production strategies to better match their customer preferences, which resulted in more production and marketing efficiencies, as well as expansion of their market share.

Chair Aguirre asked if there would be a final document with the complete package of information. Mr. Futterman said that since this is an interactive set of web-based tools, a broad range of reports can be developed and refined with time.

Ms. Goodrich assured the Trustees that she would provide regular updates on the use of these tools, as well as reports and service goals developed by District staff as they refine their outreach, service and marketing strategies.

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Executive Session (Item IV.)

Removed from the Agenda.

Approval of Proposed Minutes Regular Session, October 14, 2010 and Finance and Audit Committee Meeting, October 27, 2010. (Item V.A-B.)

Trustee Davis-Hoggard moved to approve the Minutes of the Board of Trustees Meeting held October 14, 2010. There was no opposition and the motion carried.

Trustee Davis-Hoggard moved to approve the Minutes of the Finance and Audit Committee Meeting held October 27, 2010. There was no opposition from Committee members and the motion carried.

Chair's Report (Item VI.)

Chair Aguirre said he attended the Las Vegas-Clark County Library District Foundation's Board of Director's meeting, which took place earlier in the day. He complimented the leadership of Chair Tim Wong and mentioned the Foundation Board had been working on several items such as internal structures, reviewing their annual audit and some exciting plans for the future. He thanked Foundation Board members for including him at their meeting.

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

Trustee Reese asked that the Public Services and Security Report (VII.A.1.) be heard.

Trustee Saunders moved to accept Reports VII.A. 2-7. There was no opposition and the reports were accepted.

Executive Director Goodrich highlighted several areas from her written report.

Ms. Goodrich noted that the monthly statistics reports have been revised to make them easier to read and interpret. Branches and services are now identified in full rather than with abbreviations and there are subtotals for urban branches, outlying branches, and outreach and other miscellaneous services. Trustees are encouraged to contact Goodrich if they have any questions about the new format or about any of the statistics.

Ms. Goodrich said that she and Deputy Director Robb Morss will continue to highlight statistics and trends that they feel are significant in their reports. For example, in her September report, staff noted a decline in circulation and gate count due to the reduction in hours (a 17% reduction). However, staff then completed an analysis of the first quarter's statistics which shows that usage per open hour is up quite a bit. Staff will continue to monitor the results and provide information about the reasons for changes to Trustees.

Ms. Goodrich then drew Trustees' attention to copies of letters she sent to newly elected public officials, public officials who were not up for reelection, and re-elected public officials. These letters pointed out the specific ways libraries can help communities with their economic and educational development as well as offering to officials and their staff any services the District could provide. She felt it was an effective way to underscore the services provided by the District.

Ms. Goodrich next discussed a new District communication piece (*Real People, Real Change*) designed to illustrate the many ways that the District's libraries help individuals and the communities served address their needs. Goodrich said that staff will continue to collect stories about how people have been able to change their lives because of the materials and services the District provides and combine them with relevant statistics to tell the District's story to local decision makers, legislators, the media, the business community, and others. She also said that, in order to manage costs and focus these communication efforts, staff will print only what is needed, and tailor the piece to specific audiences and events. These will also be posted on the District's website. Goodrich concluded by saying that, as staff learns more about different user groups, these pieces can be written even more specifically to address these groups.

Finally, Ms. Goodrich drew Trustees' attention to an invitation to the upcoming economic summit sponsored by UNLV two times a year. Next scheduled for December 15th at the M Resort, she encouraged Trustees to attend as it is an excellent opportunity to get an idea of where revenues might be coming from in the next 6 to 12 months as well as national, regional and local trends from economics experts. Those wishing to attend should advise the Executive Assistant of their interest.

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

Trustee Reese asked Mr. Morss if he could identify a reason or reasons for the enormous increase in the live homework help student numbers from September 2009 to September 2010 reported on the Virtual Library Trends report. Live Homework Help Students jumped from 1,364 in September 2009 to 8,176 in September 2010. She also asked for more information about the service and asked if the District added more computers to account for the change.

Mr. Morss said that the service offers online assistance to students requesting help with their homework. Students can access the service from any computer, not just at the District. Students go to the District's online Homework Help site, ask questions and receive immediate answers.

Mr. Morss said that he believed there were several reasons for the increase. District staff spent a great deal of time promoting the service in August in their meetings with new teachers and librarians, the product is new and much better than previous offerings and he believed repeat users are coming back with the new product in place. Morss would also be checking with the District's outreach staffers, the WOW team members, for more specifics for the huge jump. He complimented them for their hard work in getting the information out to area educators.

Trustee Reese said she understands that, as an educator used to working with libraries in one way as well in her role as a Trustee, she needs to become more familiar with online offerings in order to help her students become more aware of the different services offered by the District. She said that the increase was so huge she wanted to call it to everyone's attention and hoped that whatever the reason, the

increase would continue.

Mr. Morss noted that the numbers for this service can fluctuate greatly as the school year goes on. Ms. Goodrich added that the District was also promoting Homework Help along with the library card campaign that was conducted in the summer. Staff will investigate further and provide more information. Trustee Reese noted that, while she understood that numbers can fluctuate throughout the year, the difference between the same months in two different years should be considered significant. Morss agreed.

Trustee Aguirre commented on the increased interest and use by District staff and patrons of online communications to provide information while cutting the costs to deliver it. He encouraged staff to continue moving forward in this area and suggested staff think of ways to continually inform the community of the District's work in this area, especially with the upcoming legislative session.

Trustee Saunders moved to accept Report VII.A.1. There was no opposition and the report was accepted.

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

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

Technology Report (Item VII.A.4.) Accepted.

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

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

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

Unfinished Business (Item VIII.) None.

Discussion and possible Board direction regarding investigation and preparation of options for Ms. Goodrich noted that the Mesquite branch, which is 2,800 square feet in size, was constructed in 1990 when the population of Mesquite was 2,200 people. Now, twenty years later, the population has increased to approximately 20,000 people.¹ Until the current recession, Mesquite was one of the fastest growing communities in Nevada. As a retirement destination, its appeal will continue through and after the

¹ Various sources list various figures.

**expanding the
Mesquite Library on
an interim basis.
(Item IX.A.)**

recession. It is anticipated that the population will not decline but continue to grow.

Ms. Goodrich continued to say that the Mesquite Library is woefully inadequate for the population size it serves and the amount of activity carried out. Mesquite has the highest circulation per square foot (75) of any facility in the District. By way of comparison, Centennial Hills, the District's newest branch, circulates 25 items per square foot, Sahara West, the District's largest branch, circulates 12 items per square foot, and the Laughlin branch, which has a somewhat higher circulation and operates a branch the size planned for Mesquite (15,000 square feet), circulates 14 items per square foot.

Recent tours of the Mesquite branch by Trustees and staff provided confirmation of the facility's deficiencies: attendees had to take turns viewing various parts of the library because of the cramped aisles and walkways, toes of users were nearly stepped upon, and the lack of adequate space for children's books and programs and public PCs was apparent.

Ms. Goodrich reported that the effort to provide a new library for Mesquite has been well documented over the years. The first five-year *Strategic Service Plan*, which covered 2001-2006, set a goal of opening a larger replacement library for Mesquite by 2005. A new 15,000 square foot library for Mesquite was part of the 2003 bond measure put before voters in June, 2003. This measure would have provided funds for libraries in areas without libraries (Centennial Hills and Windmill), a replacement library for Mesquite, and a new library in East Las Vegas, as well as funds for upgrades and remodels to existing branches and an On-line Library Center, envisioned as a centralized location for the delivery of electronic resources and library materials throughout the District. The voters of Mesquite supported the measure although it was defeated throughout the rest of the service area.

The second *Strategic Service Plan* (FY 2005-2008) again listed a new library for Mesquite as a top priority (after the first priority of efficiency remodel projects), along with new libraries in the northwest and southwest (Centennial Hills and Windmill) and East Las Vegas.

The third *Strategic Service Plan* (FY 2008-2011) included the consultant's recommendations regarding priority rankings for capital projects. Mesquite ranked third, after the District Service Support Center and the Southwest (now Windmill) Library. In making this recommendation, the consultant said, "Based on the amount of square footage per District resident, Mesquite has the greatest need for a replacement library. Given the distance that Mesquite residents must travel to access the resources of a larger library, this capital project should have a very high priority."²

Ms. Goodrich noted that the financial environment in which the District operates has changed substantially since the last strategic plan was

² *Strategic Service Plan for FY 2008-2011*, XIV.

written and adopted. What had seemed like a sanguine future has dimmed considerably. The other top building priorities have been accomplished. Centennial Hills opened in January, 2009, paid for the day it opened through funds accumulated for that purpose. Medium term bonds were sold in the spring of 2009 to pay for the Windmill Library and Service Center and construction on that project began in June of 2009 and will be completed in the spring of 2011. Efficiency remodels of all urban branches were completed by the end of 2009.

Within a few months of the Windmill Library and Service Center breaking ground, it became clear that tax revenues would be less than projected and hopes for future building projects evaporated. Current projections are that it will be eight to ten years before any new library construction can be carried out.

Ms. Goodrich acknowledged that, during healthier economic times, the District avoided interim steps, such as using portable structures or building additions to inadequate buildings, to augment square footage. During these times of constricted revenues and declining or flat operating budgets, she argued that it made sense to consider other alternatives to new construction.

Because of the severe space shortage at Mesquite, Ms. Goodrich proposed that District staff investigate options to increase the square footage available at the current facility as an interim solution. Mr. Morss will devise a building program designed to respond to the most pressing service needs, such as a larger area dedicated to children, programming space, and space for additional public access computers, working with Regional Branch Services Director Debbie McGuire.

Ms. Goodrich said that General Services Director Steve Rice and Information Technology Director Al Prendergast will use the information from Mr. Morss and Ms. McGuire to identify and cost out alternatives to address these program needs. One time and operating cost considerations for an expanded branch will include the costs of providing additional square footage, equipment, furniture, staff, and broadband and network connectivity.

Ms. Goodrich anticipated that it will be mid-2011 before options and potential sources of funding are fully identified. At that point, she said staff would be able to determine whether or not an interim approach is feasible from a financial standpoint and bring the information to the Board. If it is feasible, the goal would be to increase the space available in FY 2011-2012. She concluded by asking for direction from the Board.

Trustee Ence thanked Trustees and staff who took time to visit Mesquite on trips scheduled by Ms. Goodrich's office. He admitted that he can speak quite passionately about the issues facing the library in Mesquite, but he felt that not until Trustees were literally brushing elbows with patrons on their tour, could they understand the physical and space issues themselves. He also thanked Goodrich for providing very thorough background information on the efforts to build a larger library in Mesquite. He appreciated the time and effort to put information together so that progress is made on moving forward when

funds are available.

Trustee Kirsh asked if, once the information Ms. Goodrich is preparing to compile is prepared, the City of Mesquite needs to review it. Trustee Ence said that he and District staff have already begun discussions with city staff. For example, General Services Director Steve Rice had concerns about connecting a modular structure to the current library building and whether that would require improvements in the current building to perhaps meet current code. At this time, no improvements are required.

Trustee Crear commented that it is very important to take a look at what can be done at this location on an interim basis.

Chair Aguirre thanked Mesquite Library Branch Manager Gretchen Gabbert for her welcome to Trustees and staff and he thanked Trustee Ence for his time on two separate tours. Aguirre felt the tours were a good opportunity to view the situation first-hand.

Chair Aguirre would like to direct staff, when they complete their review, to provide three options for Trustee consideration. He feels showing the costs for basic, mid-line and high-level options would be the best way for Trustees to match the available money with potential options.

Trustee Saunders wholeheartedly endorses such an approach and believes that the District should try to provide at least a bare minimum interim solution as the need is so clear for these services in the Mesquite area.

Ms. Goodrich thanked Trustees for their comments and direction on investigating and providing interim options for the Mesquite Library for future review and action. No vote was required at this time.

**Announcements
(Item X.)**

The Legislative Committee will meet on Thursday, December 9, 2010 in the Las Vegas Library. The Legislative Committee is a Committee of the Whole.

The next Board Meeting will be held Thursday, January 13, 2011 in the West Charleston Library at 6:00 p.m.

**Public Comment
(Item XI.)**

None.

**Adjournment
(Item XII.)**

Chair Aguirre adjourned the meeting at 7:10 p.m.

Respectfully submitted,

Ron Kirsh, Secretary

2010 ATTENDANCE

APPENDIX A NOVEMBER 10 REGULAR BOARD MEETING

		2010			
Aguirre	Aldo	P	January 14 Regular Board Mtg		
Barron	M. Frances	P	A-E	A-E	January 27 Finance & Audit Cmte
Benavidez	Kelly	A-E	A-E	P	February 11 Regular Board Mtg
Carrasco	Liz	P	P	P	March 4 Finance & Audit Cmte
Crear	Keiba	P	A-E	P	March 11 Risk Management Cmte
Davis-Hoggard	Verita	P	P	A-E	March 11 Regular Board Mtg
Encce	Randy	P	P	P	April 1 Finance & Audit Cmte
Kirsh	Ron	P	P	P	April 8 Finance & Audit Cmte
Reese	Carol	P	P	P	April 8 Regular Board Mtg
Saunders	Michael	P	P	P	May 12 Special Board Mtg
attended Committee meeting but not a member				A-E	May 20 Regular Board Mtg
		P	P	P	June 8 Nominating Cmte
		P	P	P	June 9 Risk Management Cmte
		P	P	P	June 9 Regular Board Mtg
		P	P	P	July 8 Ad-Hoc Trustee Travel Policy Cmte
		P	P	P	July 8 Regular Board Mtg
		P	P	P	August 12 Ad-Hoc Trustee Travel Policy Cmte Mtg
		P	P	A-E	August 12 Regular Board Mtg
		P	A-E	P	September 16 Regular Board Mtg
		P	P	P	October 14 Regular Meeting
		P	P	P	October 27 Finance & Audit Cmte
		P	A-E	A-E	November 9 Ad-Hoc Conference Room/PAC Use Cmte Mtg
		P	A-E	A-E	November 10 Regular Meeting

A-E Excused absence
A-U Unexcused absence
as of November 12, 2010



INDEPENDENT AUDITORS' REPORT ON FINANCIAL STATEMENTS AND SUPPLEMENTARY INFORMATION

Board of Trustees
Las Vegas – Clark County Library District
Las Vegas, Nevada

We have audited the accompanying financial statements of the governmental activities, each major fund and the aggregate remaining fund information of the Las Vegas – Clark County Library District (the District) as of and for the year ended June 30, 2010, which collectively comprise the District's basic financial statements as listed in the table of contents. These financial statements are the responsibility of the District's management. Our responsibility is to express an opinion on these financial statements based on our audit.

We conducted our audit in accordance with auditing standards generally accepted in the United States, and *Government Auditing Standards*, issued by the Comptroller General of the United States. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the basic financial statements are free of material misstatement. An audit includes consideration of internal control over financial reporting as a basis for designing audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the District's internal control over financial reporting. Accordingly, we express no such opinion. An audit also includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements, assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation. We believe that our audit provides a reasonable basis for our opinion.

In our opinion, the basic financial statements referred to above present fairly, in all material respects, the respective financial position of the governmental activities, each major fund and the aggregate remaining fund information of the District, as of June 30, 2010, and the respective changes in financial position thereof for the year then ended in conformity with accounting principles generally accepted in the United States.

In accordance with *Government Auditing Standards*, we have also issued our report dated October 19, 2010, on our consideration of the District's internal control over financial reporting and on our tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements and other matters. The purpose of that report is to describe the scope of our testing of internal control over financial reporting and compliance and the results of that testing, and not to provide an opinion on internal control over financial reporting or on compliance. That report is an integral part of an audit performed in accordance with *Government Auditing Standards* and should be considered in assessing the results of our audit.

The management's discussion and analysis and budgetary comparison information on pages 21 through 29 and 61 through 62 are not a required part of the basic financial statements but are supplementary information required by accounting principles generally accepted in the United States. We have applied certain limited procedures, which consisted principally of inquiries of management regarding the methods of measurement and presentation of the required supplementary information. However, we did not audit the information, and therefore, express no opinion on it.

Our audit was made for the purpose of forming an opinion on the financial statements that collectively comprise the District's basic financial statements. The introductory section, combining and individual fund financial statements and schedules, and statistical section are presented for purposes of additional analysis and are not a required part of the basic financial statements. The combining and individual fund financial statements and schedules have been subjected to the auditing procedures applied in the audit of the basic financial statements and, in our opinion, are fairly presented in all material respects in relation to the basic financial statements taken as a whole. The introductory section and statistical section have not been subjected to the auditing procedures applied in the audit of the basic financial statements and, accordingly, we express no opinion on them.

A handwritten signature in cursive script that reads 'Piercy Bowler Taylor & Kern'.

October 19, 2010, except for the introductory and statistical sections, as to which the date is December 10, 2010