

**MINUTES**  
**LAS VEGAS-CLARK COUNTY LIBRARY DISTRICT**  
**BOARD OF TRUSTEES' MEETING**  
**LAS VEGAS, NEVADA**  
**September 11, 2014**  
**(approved October 9, 2014)**

The Board of Trustees of the Las Vegas-Clark County Library District met in regular session in the Rainbow Library, Las Vegas, Nevada, at 6:00 p.m., Thursday, September 11, 2014.

**Present:**

Board:	K. Crear, Chair	M. Saunders
	R. Ence (via telephone)	Y. Yturralde
	K. Benavidez	S. Bilbray-Axelrod
	S. Moulton	R. Wadley-Munier
	M. Francis Drake	F. Ortiz

Counsel: G. Welt

Absent:

Staff: Dr. Ronald R. Heezen, Executive Director  
Numerous Staff

Guests: Rachael Rizzi, Orgill/Singer

K. Crear, Chair, called the meeting to order at 6:00 p.m.

**Roll Call and Pledge of Allegiance (Item I.)**

All members listed above represent a quorum. Trustee Ence attended via telephone. Appendix A.

Trustee Benavidez and her son, Santiago, led attendees in the Pledge of Allegiance.

**Public Comment (Item II.)**

None.

**Agenda (Item III.)**

Trustee Wadley-Munier moved to approve the Agenda as proposed. There was no opposition and the motion carried.

**Report by the Data Analysis Team on the *READ LEARN ACHIEVE* Dashboards. (Item IV.)**

Deputy Director Tom Fay explained that the genesis of the Data Analysis Team (DAT) began in early 2014 to answer several questions about how to display and organize the data around the District's strategic framework, *READ LEARN ACHIEVE* (RLA). The team was also tasked to determine all the data the District collects, where is it stored and how are staff using this information. Fay assembled a team to come together to present all this information in a visually appealing way, using a dashboard format.

The team is composed of:

Tim McDonald, Literacy Services Coordinator  
Sufa Anderson, Access Services Manager  
Lauren Stokes, Virtual Library Branch Manager  
Christine Britsch, Collection and Bibliographic Services Director  
Leo Segura, West Las Vegas Branch Manager

Mr. Fay, Deputy Director and Jennifer Schember, Assistant Public Services Director have been involved as well.

Team leader Mr. McDonald then spoke, explaining that he was pleased to share with Trustees the first product of the DAT Team. The team

was charged with creating a dashboard presentation of the District-wide progress toward the objectives outlined in the District's RLA strategic framework. Team members were to take the monthly statistics that track progress on RLA initiatives and present them in a simplified, dashboard format that could show staff, administration and Trustees easy to read analysis of which measures are on target or behind expectations on regularly scheduled basis. This required reporting procedures to change. Staff throughout the District were very accommodating in sharing their performance data in a consistent format that made aggregating it much easier. McDonald believes the results are very impressive.

Mr. McDonald explained that one model that the team looked at included the speedometer gauges like those displayed in every Fire and Rescue (F & R) headquarters in the valley. F & R has a goal of getting their vehicles out the doors of the station in less than three minutes from being dispatched. A TV monitor, located in the station, is on 24 hours a day, while the firemen are going about their daily activities, which shows a speed dial for valley-wide progress on meeting this goal and another for progress at the station level. Green means F & R are on track, yellow means they are below expectations and red means they are very below expectations. It is a clear indicator.

The team believes that giving District staff information on their performance and a simple visual analysis of that data will motivate and empower them to seek innovative ways to meet the District's objectives outlined in RLA. A staff member on the front lines will be able to see where staff is behind on a measure, and come up with creative solutions to improving District performance.

Use of the color red means staff have a challenge and that attention should be paid to it. Mr. McDonald explained that it is about awareness. Think about the gas gauge in your car. The gas light went on in McDonald's car on the way to work one day. His mind went right to solving the problem. If that flash of color did not appear, if it was just a dial dropping steadily downward, he might be at the side of the road right now. McDonald needed that to pay attention. So for the District's RLA dashboards, the team used red, yellow, and green to show progress based on what percentage of the goal ought to be achieved each month to get to the goal by the end of the fiscal year.

Mr. McDonald explained that Mr. Segura is going to demonstrate the dashboard that is available to all staff and administration. The team anticipates that Executive Director Heezen will be able to draw from this tool to highlight information for Trustees and the District's Marketing and Development teams will also be able to easily adapt these visuals to their needs. Best of all, staff on the front lines will be able to analyze the District's progress and suggest and implement new ways of moving the District forward.

A handout provided to the Trustees to explain the dashboard concept is attached as Appendix B.

Mr. Segura explained that each RLA objective, as approved by the Board when the Trustees adopted the strategic framework, was placed

in the dashboard along with the explanation of the goal to achieve the objective. Each objective is further linked to a speedometer visual graphic shown on the 2<sup>nd</sup> page of the handout. This dashboard, available to all staff, is set up so that clicking on the individual icons will bring up data showing exactly where the District is at a particular point in time. There are several different formats in which the data can be seen.

Chair Crear asked how some of the results for the objectives shown were calculated. For example, was the grade achieved in *A Better Grade*, calculated through the use of surveys? Mr. Segura said that data from this particular program was collected by the Virtual Library and was indeed composed of an online survey.

Trustee Bilbray-Axelrod complimented staff's work on the visual representations and asked how the targets are determined. Mr. McDonald and Mr. Fay explained that the goal is to work within the strategic framework and the budget goals. They explained that branch managers, working with Fay and Ms. Schember, determine their branch goals which then get aggregated into District goals.

Mr. Fay continued to explain that metrics were evaluated after last year, the first year using the RLA objectives. Some of the metrics collected were interesting, but staff examined whether these metrics provided meaningful information to make decisions on the budget. This year, staff wanted to tie RLA goals to the annual budget. All branch managers were asked to do the same for their branches as staff wanted to keep the focus on the strategic framework objectives. In order to move to more performance-based measurements, the District has to talk to patrons and get information that what the District is doing is actually making a difference to them and staff is not just providing a number.

Trustee Moulton asked how often the information is updated. Mr. Segura explained that the data is aggregated on a monthly basis and not all of it comes in at the same time. In answer to a further question from Moulton, Segura explained that it is a fairly simple process and is not burdensome for staff as it generally is automated. Moulton said she is excited to see this information as it is very easy to look at.

Trustee Saunders asked where the results will be displayed. Mr. Segura explained that the results are currently displayed on the District's staff Internet, Voyager. This is accessible to all staff. Mr. Fay explained that the team is looking to make this information simpler to access and available for public purposes. Saunders felt the information and the format will go a long way towards helping the District manage data to help it meet its goals.

Mr. Fay thanked the team for their hard work over the last six months and also thanked the entire Public Services team as they had made changes, some substantial, in submitting data. Fay said that receiving that support and seeing the result is great. He was recently at a national meeting of public library deputy directors and one commented that the District's information had made him want to weep, as his system was not as far along with the process. He added that this was

not the final product and the team would be working with other departments to put their data together so all their hard work would be as easily visible.

Trustee Yturralde commented that any type of information gathering that will make it possible to make smarter budget decisions and justify the District's interest in specific areas is positive.

Trustee Moulton appreciated the simple explanations at the bottom of each objective on the dashboard and the specific measurements which is a continual reminder of the goal.

Chair Crear thanked the team for the presentation and said she felt everyone was very excited about this new method of presenting information.

**Approval of  
Proposed Minutes  
Regular Session,  
July 10, 2014 and  
the Special Board  
Meeting, August 27,  
2014.  
(Item V.A-B.)**

Chair Crear asked if there were any corrections to the Minutes of the Board of Trustees Meeting held July 10, 2014, and the Minutes of the Special Board Meeting held August 27, 2014. There were no corrections and Crear announced that the minutes stand approved as read.

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

Chair Crear wanted to take the opportunity to formally welcome new Executive Director Dr. Ronald Heezen and tell him how excited the District is to have him in his position. Crear reported that she and Heezen have met and discussed how the District will be moving forward under his direction. Crear said she is really looking forward to the future.

Chair Crear then asked Trustees if they had any comments on the District's proposed 2015 Board Meeting schedule. Crear noted that the Enterprise Library is listed as a location two times due to the usual cancellation of the August meeting and the inability of the Sunrise Library to host future meetings due to its recently completed renovation which changed the function of the auditorium. Crear said that tours of the branch will be scheduled by the Executive Assistant and Dr. Heezen in the fall.

Trustee Ortiz asked that the proposed locations for the January and February meetings be switched so that it will be easier to attend the January 8, 2015 Board meeting after Mayor Goodman's State of the City address which is scheduled at 5:00 p.m. on the same day. He requested that the January meeting be scheduled at the Las Vegas Library and that the February meeting be scheduled at the Whitney Library. No other changes were requested.

Chair Crear directed the Executive Assistant to check into the possibility and let Trustees know whether the location switch can be made.

The 2015 Board Meeting schedule is as follows:

January 8	Las Vegas (to be confirmed)
February 12	Whitney (to be confirmed)
March 12	Summerlin
April 9	Sahara West
May 21	Windmill
June 11	West Charleston
July 9	Centennial Hills
August 13	Enterprise
September 10	Rainbow
October 8	Clark County
November 12	Enterprise
December 10	West Las Vegas

Note: All meeting days are Thursday, with start time of 6:00 p.m.

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

Dr. Heezen commented that he had been at the District exactly eight days and has been so impressed with staff and the passion they have for serving the public. He noted that 65% of the District's budget goes to cover the staff therefore they are the District's most important asset. Heezen complimented the Executive Council members and Executive Assistant, noting that each member has helped with the transition. He has met with each of them. Heezen then praised both the budget put together under the direction of former director Jeanne Goodrich and the Public Services teams set up by Deputy Director Tom Fay.

Dr. Heezen reported that he has started meeting each Trustee to find out what each of them hopes to achieve at the District. He also plans to meet with each member of the City Council, including the Mayor, and each member of the County Commission. He will then start looking at what the District can do to make the system even better.

Trustee Yturralde moved to accept Reports VII.A. 1-7. There was no opposition and the reports were accepted.

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

No questions.

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

No questions.

**Human Resources  
Report**

No questions.

(Item VII.A.3.)

**Information  
Technology Report  
(Item VII.A.4.)**

No questions.

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

No questions.

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

No questions.

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

No questions.

**Unfinished Business  
(Item VIII.)**

None.

**Discussion and  
possible Board  
action to declare  
fines and fees  
totaling  
\$1,238,511.91 that  
are five-years old  
dating from the year  
2009 as  
uncollectible and  
purge from District  
records.  
(Item IX.A.)**

Deputy Director Tom Fay said that the next item is part of an annual process. Fay began by providing some history. In September 2000, the Board authorized staff to contract with a collection agency to pursue the collection of delinquent fines and fees owed to the District. At that time, the Board approved a motion to expunge fines and fees owed prior to January 1999. The rationale for forgiving this debt was that the fines and fees preceding the implementation of the former automation system were considered uncollectible.

Since contracting with collection agencies, the District has recovered over \$8,233,700.90 in items and \$5,445,770.22 in fines and fees. The District is currently under contract with Unique Management Inc. as its collection agency.

On June 10, 2004, the Board authorized staff to declare fines and fees totaling \$704,763 that were five-years old dating from 1999 as uncollectible, and to purge these from District records. At that time, staff recommended that each year delinquent fines and fees that are older than five years be reported to the Board for the purpose of being declared uncollectible. Mr. Fay noted that there is a lot of work done by both branch staff and the Business Office staff working with patrons who are notified that they have delinquent accounts. The focus is on returning items so that patrons get back into good standing. After five years, both the District and the collection agency have made many efforts to track down these patrons.

There are 14,060 outstanding accounts from the year 2009. In the past, the District's collection agency has advised that debts older than five years are not likely to be recoverable. Given the age of the debt and the transient nature of the District's population, it is unlikely that the District will collect a significant portion of the debt. The cost of referring the accounts to a collection agency is estimated to be greater than what they anticipate recovering.

Staff again recommends that the Board declare fines and fees that are older than five years as uncollectible. Currently there is approximately \$1,238,511.91 in outstanding fines and fees that accrued in 2009. Mr. Fay is pleased to report that the amount is less than the previous year. By clearing these fines and fees the District will be able to purge these inactive patrons and delete these items from the database.

2008-2009

Number of active items:	2,923,365
Number of items to be discarded:	50,700
Percentage loss against active items:	1.73%
Number of cardholders	630,645
Number of patrons unrecoverable	14,060
Percentage of patrons unrecoverable	2.22%

Of the 14,060 patrons (2.22% of registered patrons in 2009) staff are proposing to declare uncollectible, 5,287 owe less than \$25.00 and 4,981 of these patrons owe less than \$100.

While it is not possible to make an identical comparison with the retail industry, one may look at the number of items lost/unrecoverable against the total District circulation. This is similar to the retail industry's shrinkage against sales ratio. In 2009, the National Retail Security Survey reported shrinkage in the United States at 1.44% of sales. By looking at the District's 2008-2009 circulation of 13,242,715, the District experienced .0038% shrinkage against total circulation.

Trustee Ortiz asked if there was any one item lost that was valued at over \$250. Mr. Fay said that there are accounts that exceed \$250 in aggregate, but none have individual items of that value.

Trustee Saunders wanted to know how much higher the amount declared uncollectible was the previous year. Mr. Fay said it was approximately \$90,000 higher.

Trustee Wadley-Munier moved to declare all fines and fees accrued in 2009, totaling \$1,238,511.91 as uncollectible and authorize staff to purge from District records. There was no opposition and the motion carried.

**Discussion and possible Board action to approve the days of closing for calendar year 2015.**  
**(Item IX.B.)**

Human Resources Director Jerilyn Gregory explained that 12 paid holidays and one unpaid holiday are allowed to all full-time staff each calendar year, as outlined in the Collective Bargaining Agreements between the Library District and Teamsters Local Union No. 14. Board approval is requested for closing the Library District for the following 13 days during calendar year 2015:

Thursday, January 1	New Year's Day
Monday, January 19	Martin Luther King Jr. Day
Monday, February 16*	Presidents Day
Sunday, April 5	Easter Sunday (unpaid holiday)

Monday, May 25	Memorial Day
Saturday, July 4	Independence Day
Monday, September 7	Labor Day
Friday, October 30	Nevada Day
Wednesday, November 11	Veterans Day
Thursday, November 26	Thanksgiving Day
Friday, November 27	Family Day
Thursday, December 24	Christmas Eve
Friday, December 25	Christmas Day

It is also recommended to close the Library District at 5:00 PM on Thursday, December 31, 2015.

Trustee Moulton moved to approve the proposed days of closing for calendar year 2015. There was no opposition and the motion carried.

**Discussion and possible Board action regarding the extension of the Broker of Record for the District's workers compensation and various insurances coverage. (Item IX.C.)**

Ms. Gregory explained that the current appointment for the District's Broker of Record for workers compensation and various insurances, Orgill/Singer, was approved by the Board on August 10, 2010, for a period of one year with three additional one-year extensions. The most recent extension expires on September 30, 2014.

Following a comprehensive review of all District insurance policies by the District's new benefits manager, staff has worked with Orgill/Singer to align the various insurance policies to all expire at the same time. All insurance policies are now aligned on an annual basis to expire at the end of the calendar year, with the exception of workers compensation which expires on September 30th of each year.

Appointment of a Broker of Record should be done about three to four months before any policy renewal. This provides the appointed Broker time to seek bids for renewal of the District's various insurances. Having aligned the District's insurance policies, staff is now requesting an extension of the District's current Broker of Record for a one-year term through September 30, 2015, to complete renewal of the District's current policies. Orgill/Singer, the District's current Broker of Record, has done a very good job and continues to be responsive to the District's needs.

Ms. Gregory noted that currently, the appointment of the Broker of Record is out of alignment as the expiration of the workers compensation insurance occurs at the same time. Gregory said that staff will complete a Request for Qualifications (RFQ) process next year and bring a motion for appointment for a Broker of Record before the Board next May or June. This will provide the selected Broker with the time needed to complete the bid process for next year's workers compensation renewal. This will also move the Broker of Record selection process back on cycle, rather than receiving an appointment at the same time as the District's workers compensation insurance expires.



**Discussion and possible Board action to approve a new contract for workers compensation insurance. (Item IX.D.)**

Insurance brokers are considered a professional service. Nevada statutes exempt professional services from the bidding process. In addition, the Broker of Record receives no direct remuneration from the District. Remuneration is typically received from the selected insurance company in the form of a commission.

Trustee Yturalde moved to authorize staff to extend Orgill/Singer and Associates, Inc. as the District's Broker of Record for workers compensation and various insurances coverage for one additional year for the policy year commencing on October 1, 2014.

Ms. Gregory reported that on September 12, 2013, the Board authorized the purchase of workers compensation through the District's Broker of Record from Hartford for the period of one year from October 1, 2013, through September 30, 2014.

Nevada statutes do not require bidding of workers compensation insurance on a particular schedule. Traditionally, the District has selected an insurance carrier for an extended period of time. This decision is heavily weighted on the services they are able to offer, as well as our ease of doing business with them and their claims handling. Moving from carrier to carrier with a large operation like ours creates disruption in the claims handling process for staff. It can take several months to get the process perfected with our managers and with the insurance company administrators.

Staff went out to bid and switched insurance carriers last year because the District's prior carrier had been purchased by another company and were no longer receiving the level of service staff expected. The prior company chose not to bid for renewal during the RFP process last year.

While the District has worked aggressively to minimize worker injuries and return employees back to work as soon as possible, the District has had three employee injuries in the past two years, which the insurance company has now categorized as large losses. These cases are still open.

In addition, there is a national change to the way that worker compensation claims are classified. The District had a great experience rating or "E-mod" factor, which is used in the calculation of workers compensation insurance premiums going into this change. In FY 2013-2014, the District's E-mod factor was 0.79, which was well below the "average" rating of 1.00.

As a result of the recent claims classifications, this year the District's E-mod factor has risen to 0.91. Despite this, there is no insurance carrier-driven rate increase from Hartford this year. The increase the District is experiencing is driven by two factors – a national increase based on the reclassification of claims that would apply to all carriers and the District's recent claims history. Hartford is proposing an annual premium of \$93,006 for the upcoming year effective October 1, 2014, through September 30, 2015. This is an increase of \$14,000 over last year.

Trustee Ortiz asked about the three injury claims, how serious they were and when did Ms. Gregory expect to close. Gregory noted that a

serious injury in the District is different than a serious injury at a construction site. For example, one of the District's claims was due to a car accident; the employee was hit while waiting at a stop sign. The injuries that occurred resulted in a large claim. Basically, the District had three of those types of claims that are now classified as large claims as they go over a certain dollar amount but are not classified as serious injuries (loss of life or limb).

Ms. Gregory said the three claims were still open and it is hard to say how long they would last. Counsel Welt advised Trustees that Nevada is unlike many other states in that workers have a lifetime right of re-opening with all workers compensation injuries. This means that even if the current cases may close on their current injuries, if the person gets worse at any time in their lifetime the claim can be re-opened.

Trustee Ortiz then wanted to clarify if this right was only for staff at public service agencies and was advised by Counsel Welt that this was for all workers compensation injuries in the state of Nevada, regardless of the employer. Welt then added that the tradeoff is lower claim awards in Nevada than in other states due to the right of reopening.

Trustee Benavidez asked if the injured District staff members were back at work. Ms. Gregory reported that one staff member had retired and the other two were back at work.

Trustee Ortiz then asked whether the right of reopening a workers compensation case as a benefit could be negotiated within a contract. Counsel Welt said this was state law and the District has no control over the workers compensation benefits it provides. He added that all of the workers compensation insurance policies in the state are comparable as they are all offering the same coverage.

Trustee Moulton asked if the proposed agreement had been sent out to bid. Ms. Gregory clarified that the contract was sent out to bid last year and it was for a one-year contract. Moulton then asked how many bids were received and whether it was a competitive process. Gregory said that the District's broker, Orgill/Singer, conducted an RFQ and two or three companies responded.

Trustee Moulton commented that a \$14,000 increase from the previous year seems a large amount as it is approximately a 7-8% increase. Ms. Gregory agreed, but noted that the effects of the national change in how workers compensation claims are handled and of the District's three outstanding large claims played a role in the increase.

Trustee Moulton then asked for clarification on a statement in the article provided with the item, "approximately 75% of all mods stayed the same or decreased while the remaining 25% increased." Ms. Gregory introduced Ms. Racheal Rizzi, representative of the District's broker, Orgill/Singer, to explain. Ms. Rizzi said that the answer depended on the individual organization's classification and experience going into the national change as well as the type of claims presented. The 75% of organizations whose E-mod ratings stayed the same had a good rating before and whatever claims came up were categorized in

the excess category rather than the primary category, than it had no effect.

Trustee Moulton then asked whether Nevada law has any consequence for the E-mod rating under the new system. Ms. Rizzi said that anytime an organization has a loss, the effect of it lasts three to five years as the E-mod rating is calculated on an organization's most recent five-year history, but it does not include the current year or the most recent 12 months. It takes approximately 24 months for a loss to hit the rating and then it stays there for five years. These losses will have a continuous financial impact for three to five years but as the District's claims are considered large losses, in the excess category, this is weighted less in the E-mod calculation.

Trustee Bilbray-Axelrod asked if the \$14,000 increase is locked in for the next three years. Both Counsel Welt and Ms. Gregory emphasized that the contract could be re-bid if the District does not like the new rate or feels the service provided by the insurer is not acceptable to the District and its employees. There are a number of factors that go into the decision including the cost (whether the rate is reasonable based on the E-mod rating and losses) and the service provided by the insurer. In response to a further question about the level of Board review by Bilbray-Axelrod, both Welt and Gregory assured her that if the contract is re-bid, the contract would need to be approved by the Board. If the contract is renewed, the Board would be notified as well.

Trustee Moulton moved to authorize the purchase of workers compensation insurance through the District's Broker of Record from Hartford with the provision for three additional renewals subject to review by counsel. There was no opposition, Trustee Wadley-Munier abstained and the motion carried.

**Announcements**  
**(Item X.)**

The next Board Meeting will be held Thursday, October 9, 2014, in the Windmill Library at 6:00 p.m.

Chair Crear encouraged Trustees to attend the Vegas Valley Book Festival which is scheduled for October 16-18, 2014. The opening keynote speech, by author B.J. Novak, is scheduled for the Clark County Library theater. The festival is co-sponsored by the District and the Library District Foundation, among other community organizations. Crear said the Festival always has great speakers and authors and is a wonderful event for children as well. Trustee Bilbray-Axelrod said she downloaded B.J. Novak's book over the summer and recommended it as a very enjoyable read.

The Clark County Library will celebrate 20 years since their latest expansion and renovation on Thursday, November 13<sup>th</sup> at 6:00 p.m.

The location and time of the November 13<sup>th</sup> Regular Board Meeting has been changed to the Clark County Library, 1401 E. Flamingo Road, Las Vegas, Nevada 89119, at 6:30 p.m. to allow Trustees and staff to attend the celebration.

Dr. Heezen thanked Executive Assistant Allison Boyer and SPS technicians Brian Zawatowski and Michael Singleton for their work on

the Board meeting and Chair Crear thanked them as well.

Development Director Danielle Milam announced that she heard today from the Institute of Museum and Library Services that the District has received a National Leadership Grant in the amount of \$120,000. There was a round of applause.

Ms. Milam explained that the grant will pay for a study of the power patron. The District will be working with nine other libraries around the country as well as with the District's consultant Marc Futterman looking for ways to find out about local patrons and see how the District stacks up with other libraries.

**Public Comment  
(Item XI.)**

None.

**Executive Session  
(Item XII.)**

Removed from Agenda.

**Adjournment  
(Item XIII.)**

Chair Crear adjourned the meeting at 6:51 p.m.

Respectfully submitted,

Randy Ence, Secretary

# 2014 ATTENDANCE

## Appendix A

### September 11, 2014 Regular Board Meeting

2014		January 9 Regular Board Mtg	January 22 Special Board Mtg	February 13 Risk Mgmt Cmte	February 13 Regular Board Mtg	March 13 Regular Board Mtg	April 10 Finance and Audit Cmte	April 10 Regular Board Mtg	May 15 Regular Board Mtg	June 12 Risk Mgmt Cmte	June 12 Nominating Cmte	June 12 Regular Board Meeting	June 17 Special Board Mtg	July 10 Regular Board Meeting	August 27 Special Board Mtg	September 14 Regular Board Mtg	
Benavidez	Kelly	P	A-E	P	P	P		A-E	P		P	P	A-E	A-E	P	P	
Bilbray-Axelrod	Shannon	P	P	A-E	A-E	A-E	P	P	P	P	P	P	P	P	P	P	
Crear	Keiba	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	
Drake	Marilyn	P	P	P	P	A-E	P	P	A-E	P	P	P	P	P	P	P	
Ence	Randy	P	P	P	P	P	A-E	A-E	A-E	P	P	P	P	P	P	P	
Moulton	Sheila	P	P	P	P	P	P	P	P		P	P	P	P	P	P	
Ortiz	Felipe	P	P	P	P	P		A-E	P		P	P	P	P	P	P	
Saunders	Michael	P	P	P	P	A-E	P	P	P		P	P	P	P	P	P	
Wadley-Munier	Robin	P	P	P	P	P	P	P	P	A-E	P	P	P	P	A-E	P	
Yturralde	Ydoleena	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	

attended Committee meeting but not a member

A-E Excused Absence  
A-U Unexcused Absence

as of September 12, 2014

### Bestsellers

17,562



The circulation of bestsellers will increase 2% annually.

### AV Materials



549,308

The circulation of popular Audio Visual materials for adults and children will increase by 3% annually.

### Downloadables & Streaming



99,607

Circulation of all downloadable and streaming materials will increase by 25% annually.

### Juvenile & Young Adult Fiction



87,405

The circulation of Juvenile and Young Adult Fiction will increase 5% by the end of FY 2016.

### Reading Related Activities



10,028

At least 100,000 patrons will attend reading related activities and programs for adults and children annually.

### Juvenile Nonfiction

45,414



The circulation of Juvenile Nonfiction will increase by 2% by the end of FY 2016.

### Storytimes

347



Youth Services staff will offer 3,000 storytimes annually that incorporate early literacy practices for ages 5 and under.

### Picture Books

108,279



The circulation of picture books and Early Readers will increase by 2% annually.

### Homework Help Resources

8,361



Visits to the online homework help resources will increase by 2% annually.

### Outreach Visits

104



Staff will conduct 1,500 outreach visits to schools and child care centers annually.

### A Better Grade

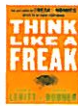


40.0%

75% of students using online homework help resources will state the resources helped them obtain a better grade.

### Adult Nonfiction

163,245



The circulation of Adult Nonfiction will increase 2% by the end of FY 2016.

### Self-Directed Learning

3,038



At least 19,500 people will attend programs annually that support self-directed learning.

### Career Development

350



At least 4,000 people will attend programs/workshops annually that assist with career development.

### Community Enrichment

328



At least 30,000 people will attend programs annually that provide cultural and community enrichment.

### Hot Topic Guides

24,177



Visits to the website's Hot Topic guides will increase by 7% annually.

### Patron Visits

538,436



Annually, 7,000,000 patrons will visit libraries.

### Library Sponsored Programs

328



Annually, 3,500 programs will be District sponsored.

### Internet Sessions

144,402



The number of internet sessions provided to patrons will be 2,000,000 annually.

### Website Visits

679,270



The number of visits to the District's website will increase by 5% annually.

### Life Skill Literacies

19,130



Views to online databases that support life skill literacies will increase by 2.5% annually.

### New Patron Registration

2.2%



New patrons registered will increase by 2% annually.



**READ:**  
Initiative 1 - Community members will have convenient access to high-interest materials in a variety of formats to encourage and stimulate reading.

Strategic Plan Initiatives	2014-2015 Goal	2014-2015 Actual Numbers	% Increase/Decrease Compared to Last Year
Circulation of bestsellers	17,562	17,562	15.17%
Circulation of popular audiobook titles for adults and children	549,308	549,308	5.32%
Circulation of downloadable and streaming fiction	99,607	99,607	37.28%
Circulation of juvenile and YA fiction	87,405	87,405	24.43%

Branch Data

