

**MINUTES
LAS VEGAS-CLARK COUNTY LIBRARY DISTRICT
BOARD OF TRUSTEES' MEETING
LAS VEGAS, NEVADA
September 14, 2017
(approved October 12, 2017)**

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 14, 2017.

Present:

Board:	R. Ence, Chair	S. Moulton
	S. Bilbray-Axelrod	R. Wadley-Munier
	Y. Yturralde	M. Francis Drake
	F. Ortiz	J. Melendrez
	K. Benavidez	E. Foyt

Counsel: G. Welt

Absent:

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

Guests:

R. Ence, 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 Melendrez attended via telephone and called in at 6:02 p.m. Trustee Bilbray-Axelrod arrived at 6:50 p.m. Trustee Yturralde left the room at 6:52 a.m. and returned at 6:55 p.m. Yturralde left the meeting at 7:23 p.m. Appendix A. Trustee Francis Drake led attendees in the Pledge of Allegiance.

Public Comment (Item II.) None.

Agenda (Item III.) At the request of Executive Director Dr. Heezen, Chair Ence removed item IV.A-I. Trustee Moulton moved to approve the Agenda as changed. There was no opposition and the motion carried.

Approval of Proposed Minutes:
Regular Session,
October 13, 2016;
Regular Session,
January 12, 2017;
Regular Session,
February 9, 2017;
Regular Session,
May 18, 2017; Risk
Management
Committee Meeting,
June 8, 2017;
Nominating
Committee, June 8,
2017; Regular
Session, June 8,

Removed from the Agenda.

**2017; Regular
Session, July 13,
2017; Special Board
Meeting, August 10,
2017.
(Item IV.A-I.)**

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

After reviewing the proposed 2018 Board Meeting schedule, Trustees Ortiz and Wadley-Munier requested that January 11, 2017 meeting date be changed to January 18, 2018, due to the conflict with Mayor Goodman's State of the City address also scheduled for January 11, 2018. Executive Assistant Allison Boyer will confirm the date change and determine a new meeting location (if necessary) for that date.

Trustees agreed to the following schedule:

**2018
BOARD OF TRUSTEES
MEETING DATES & LOCATIONS**

January 18	TBD
February 8	West Charleston
March 8	Whitney – Concert Hall
April 12	Rainbow
May 17	Windmill
June 14	Centennial Hills
July 12	West Las Vegas
August 9	Windmill
September 13	Clark County
October 11	Sahara West
November 8	Enterprise
December 13	Windmill

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

Chair Ence wanted to take a moment and thank staff for all of their hard work on the New Markets Tax Credit (NMTC) proposals for both of the East Las Vegas and Mesquite libraries projects. Staff work is making the process flow well and so many good things can come out of their efforts. He also thanked Trustees for supporting the staff as well as different items that needed Board action to move these projects forward.

**Library Reports
(Item VI.)**

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

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

Dr. Heezen said, in addition to his written report, he wanted to update Trustees in several areas.

Dr. Heezen said that, thanks to IT Director Al Prendergast, the District will be adding charging stations to the Windmill Library. These charging stations will be on a trial basis for two years. The District will not pay anything for these charging stations because the vendor, Ebsco, will be selling advertising space on the stations. At the end of two years, the District will return the machines and take ownership of the process. If the charging stations work out the District will buy machines for each library and then the District will sell the advertising space through the Foundation. Heezen reiterated that this was a trial to see how popular the machines were before the District invested any money.

Next, Dr. Heezen directed Trustees to Mr. Prendergast's item on the agenda to provide for ongoing purchase of equipment that would be retroactive to July 1, 2017. This item has reminded Heezen that District staff needs to clarify some wording in the District's Purchasing Policy, a sentence regarding whether the approved limits apply to only capital funds or general funds as well. He will bring that forward to Trustees at a later date to make sure Trustees and staff are on the same page.

Trustee Ortiz thought that Trustees had agreed on bringing these amounts back to the Trustees, even if they are not capital improvements. However, he does not want to slow down what can sometimes be a time-sensitive process. Dr. Heezen wants to make sure staff is following Trustee direction and is not guessing. This particular item will be asking for a retroactive approval, in addition to ongoing approval, to ensure all purchases are properly approved.

Finally, Dr. Heezen introduced two staff members. New to the District is Senior Accountant Anita Lai. She comes to us from the firm of Hilburn and Lein, the Foundation's auditors. Deputy Director/CFO Fred James said the timing of her hire was fortunate as much of Ms. Lai's work at Hilburn and Lein was with non-profits and, with the two new non-profits associated with the New Markets Tax Credit funding, the District is fortunate to have her experience.

Next, Glenda Billingsley, a member of the District's Outreach team, was promoted to Outreach Services Manager. Ms. Billingsley has nearly 20 years of outreach experience which has included developing best practices for families and partnering with organizations in the area of early childhood education by integrating Nevada pre-K standards in her programming. Billingsley has shown that she is keenly aware of innovative trends and library outreach, has a deep knowledge of Las Vegas, understands community needs, and has well-established relationships with other community organizations to engage in partnerships. She will be tasked with implementing ideas into a clear vision and strategic plan for the Outreach Department to implement.

Both Ms. Lai and Ms. Billingsley received a round of applause.

Dr. Heezen then thanked TPS technicians Brian Zawistowski and Mike Singleton for their work on the Board meeting.

**Library Operations,
Security Reports
and Monthly
Statistics (Item
VI.A.1.a.)**

No questions.

**Branding and
Marketing Report
and Electronic
Resources Statistics
(Item VI.A.2.a.)**

No questions.

**Community
Engagement Report
and Monthly
Statistics
(Item VI.A.2.b.)**

No questions.

**Development and
Planning Report
(Item VI.A.2.c.)**

No questions.

**Information
Technology Report
(Item VI.A.2.d.)**

No questions.

**Financial Services
Report
(Item VI.A.3.a.)**

No questions.

**General Services
Report
(Item VI.A.3.b.)**

No questions.

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

No questions.

**Unfinished Business
(Item VII.)**

None.

**Discussion and
possible Board
action to approve
the dates of closing
for calendar year
2018.
(Item VIII.A.)**

Human Resources Director James Bean explained that 13 paid holidays 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 required for closing the Library District for the following 13 days during calendar year 2018. In addition, the District would like approval to close for one Staff Development Day.

The proposed days of closure in 2018 are:

Monday, January 1	*	New Year's Day
Monday, January 15	*	Martin Luther King Jr. Day
Monday, February 19	*	Presidents' Day
Sunday, April 1	*	Easter Sunday
Monday, May 28	*	Memorial Day
Wednesday, July 4	*	Independence Day
Monday, September 3	*	Labor Day
Monday, October 8 (Columbus Day)	*	Staff Development Day
Friday, October 26	*	Nevada Day
Sunday, November 11	*	Veteran's Day
Thursday, November 22	*	Thanksgiving Day
Friday, November 23	*	Family Day
Monday, December 24	*	Christmas Eve
Tuesday, December 25	*	Christmas Day

It is also recommended to close the Library District at 5:00 PM on Sunday, December 31, 2018.

Trustee Moulton moved to approve the proposed days of closing for calendar year 2018. There was no opposition and the motion carried.

Discussion and possible Board action regarding contract award for Library Materials and Debt Collection Services with Unique Management Services, Inc. (Unique) for three years with options to extend the contract for four one-year renewals. (Item VIII.B.1.)

Item VIII.B.1. and VIII.B.2 were discussed as one item. There are separate motions.

Deputy Director/CFO Fred James explained that in June 2013, the Board approved an agreement with Unique for one year with four one-year renewal options for library materials and debt collection services. Unique has been working with the District for almost 15 years and has done an excellent job, according to Mr. James. They are one of the few companies that do this type of work with libraries across the country.

Due to a change in requirements for collection reporting, the District is no longer able to credit report patrons. With this in mind, Unique has offered a new agreement at reduced pricing. Unique's services have a neutral budget impact in the successful recovery of materials. They have provided library materials and debt collection services in a way that maximizes net return (in terms of recovering overdue materials and overdue fines), minimizes District staff involvement, and respects the relationship the District enjoys with its users.

Discussion and possible Board action regarding contract award for outsourced Call Center operations, provided by Unique Integrated Communications, for three years with options to extend the contract for four one-year renewals. (Item VIII.B.2.)

Nevada Revised Statutes (NRS 332.115) provides a list of exceptions to requirements for competitive bidding. Unique is currently the only collection management vendor to work with the Innovative Interfaces Sierra system.

This contract will not take effect unless the companion item, ITEM VIII.B.2., is also approved by Trustees. Mr. James said the District is getting a discount on both of the contracts due to use of Unique for each end.

Library Operations Director Jennifer Schember explained that in December 2015, the District implemented a new Call Center service to outsource patron phone calls. This service is managed by Unique Integrated Communications (UIC), which is the sister company of Unique Management Services, Inc. and the District's current debt collection vendor. The Call Center handles patron phone calls, alleviates high call volume, and allows patrons to receive a faster response time.

The following patron phone calls are currently outsourced: 1.) all Electronic Resources inquiries which is anything related to the District's digital services including databases, downloading eMedia, and help with different devices; 2.) all Collection Agency inquiries (all calls for patrons who are sent to collections; and 3.) evening and weekend reception desk calls when the reception desk is closed. Since implementation, the Call Center has handled 11,654 phone calls for a total of 47,121 minutes.

After extensive monitoring of this service, which includes reviewing recorded phone calls for quality assurance, and receiving positive patron and staff feedback; staff would like to expand this service to outsource Circulation and Reference Desk phone calls. UIC would further provide patrons with 1.) library service information including programs, classes, and events; 2.) detailed information about their account including checkout dates, item renewals, and balance and payment information; and 3.) quick answers to ready-reference questions and placing holds on materials.

By outsourcing these types of calls, staff will be able to improve the patron experience by reducing long lines and wait times, and providing roving services to welcome and assist patrons on the floor.

Nevada Revised Statutes (NRS 332.115) provides a list of exceptions to requirements for competitive bidding. UIC is currently the only Call Center vendor who specializes in library services and works with the Innovative Interfaces, Inc. system.

This contract will not take effect unless the companion item, ITEM VIII.B.1., is also approved.

Trustee Moulton joked that she was dying to take a book out to see what would happen if she had problems. She then asked how well the Call Center staff knows the District to answer District specific questions, instead of generic library questions. Ms. Schember said that when the Call Center was originally launched, Unique staff came to the District and sat with staff to train on the District's specific areas they would handle. These staff then went back and trained Unique staff on District policies and

procedures. This information transfer is ongoing. Unique works with libraries across the nation and has librarians on staff.

Trustee Moulton asked what the advantages are to using a Call Center to answer the particular questions, does it free up staff? Ms. Schember said that several branches, for example Clark County, can receive up to 1,000 reference calls on average per month. If these calls they now receive in the branches are routed to the Call Center, staff are then freed up to help with self-check, greet customers at the entrance and answer reference and circulation questions from customers in the branch. Currently, security staff greet customers at the entrance, but they will be more actively moving around in the branches as Trustees will see in Item VIII.E.

Trustee Moulton then asked whether the District will meet the \$4,000 monthly minimum charge listed in the contract. Ms. Schember said that will be no problem. Currently, the Circulation staff answers about 100,000 calls per year. When the calls for other areas such as Reference and the Computer Center are added in, the total number of calls can reach close to 250,000 calls per year. That number covers all urban branches plus outlying branches Mesquite and Laughlin. The other outlying branches are not hooked in to the District's phone tree. Those branches not hooked into the phone tree will continue to respond to all of their phone calls.

Trustee Benavidez questioned whether the Call Center was in Indiana, where UIC is located, and, how can the District ensure that the calls are not outsourced overseas. Ms. Schember assured Benavidez that Call Center staff are in Indiana as the District is able to view Call Center staff as well as meeting a large number of staff who work in the Indiana location.

Chair Ence commented that the Trustees have to consider the cost to provide this kind of service in-house requiring staff and equipment, so he views this as a savings for the District. Ms. Schember said that other libraries have implemented this type of service in-house. For a library of the size of the District, it would take about 30 staff to handle the phone calls. Ence said that the amount of salaries and benefits would add up.

Trustee Francis Drake asked if there were any ways the calls could go directly to the library, instead of the Call Center. Ms. Schember said that lengthy reference questions or a lost and found query would be routed back to the library. In addition, to roll this out, she said that the Call Center would start with only a few branches and only at very busy times of the day. The District would maintain full control of what is being routed.

Trustee Moulton asked if the Call Center has the ability to handle languages other than English as some many District customers speak other languages. Ms. Schember said Unique has many Spanish speakers on staff, but she is not aware of other languages. This has not been an issue up to this point.

Trustee Moulton next asked if there was a way to monitor the type of call Unique receives that would help the District in staffing and to answer different types of questions. Ms. Schember said that Unique has a very robust statistical report that is provided to the District every month. This report includes every type of District calls that Unique handles. This shows

exactly what type of phone calls the District is receiving. For example, there were many calls in August regarding the solar eclipse glasses the District provided. The Call Center handled the bulk of those calls. Phone calls are recorded, with customers notified about the recording as soon as Unique receives the calls. The District has access to the calls to monitor Unique staff.

Trustee Melendrez commented that the District has to be prepared to offer other languages, such as Tagalog as Federal guidelines require that, once a specific population reaches a certain level, their language must be offered. Ms. Schember will look into this. She also said that the District maintains a list of staff who speak a language other than English. This has been provided to the Call Center for their use.

Trustee Ortiz asked Dr. Heezen what impact this move would have on the union contracts today or in the future. He said this may require a confidential briefing at a later date. Ms. Schember said that initially, when the first calls were sent to the Call Center, there was some hesitation from staff worried about their job status. This is why only the administrative calls such as Electronic Resources, administration, and collection agency calls were initially selected as a pilot. This did not impact the branch staff. After the Call Center started taking those calls, several staff, including union stewards, started asking when the District would route other calls to the Call Center. Now, the branch staff are asking for help to route some of their calls due to very busy branches. Dr. Heezen said he would look into the effect on union contracts for Trustee Ortiz.

Trustee Moulton moved to authorize the Executive Director to award a contract to Unique Management Services, Inc. to provide library materials and debt collection services for three years and to authorize staff to extend the contract for four one-year renewals in subsequent years subject to funding being available and the vendor continuing to meet specifications as outlined in the contract documents. There was no opposition and the motion carried.

Trustee Moulton moved to authorize the Executive Director to award a contract to Unique Integrated Communications to provide outsourced Call Center operations for three years, and authorize staff to extend the contract for four one-year renewals subject to funding availability and vendor compliance with specifications as outlined in the contract terms. There was no opposition and the motion carried.

Discussion and possible Board action regarding the approval of two naming opportunities: 1) Workforce Connections – OneStop Career Centers located at five District library branch locations

Development and Planning Director Danielle Milam reported that the Naming Libraries Committee of the Whole met earlier today and recommended approval of the Workforce Connections-One Stop Career Centers and Best Buy Teen Tech Center naming proposals to the Board as presented to the Committee.

The two naming proposals are listed below that are recommended by the Naming Libraries Committee are listed below.

Workforce Connections – OneStop Career Center (current locations at Laughlin, Mesquite, West Las Vegas, Clark County and Las Vegas, with potential additional library locations in the future)

(Laughlin, Mesquite, West Las Vegas, Clark County and Las Vegas); and 2) Best Buy Teen Tech Center located at the District's Clark County branch location.
(Item VIII.C.)

1. Agreement to contribute a minimum of 51% of project costs. On August 26, 2016, Workforce Connections and the LVCCLD entered into a Partnership Agreement/Memorandum of Understanding to locate One-Stop Career Centers in five LVCCLD facilities, including Clark County, Las Vegas, Laughlin, Mesquite, and West Las Vegas. On page 4 of that Agreement, LVCCLD, as a One-Stop Delivery System partner agreed to provide mutually-agreed-upon exterior and interior space for shared signage as a One-Stop Affiliate Site/Career Center. Per the terms of that MOU, Workforce Connections is providing 100% of program staff support, including one full-time workforce specialist to each of the Mesquite and Laughlin branches, and a planned deployment of two to four full-time workforce specialists at each of the three urban branches that will come online in FY2017-2018. The cost for each position is approximately \$42,000. Additionally, Workforce Connections has worked closely with General Services, Community Engagement, IT, and Library Operations staff to plan and has contributed 100% of the costs of equipment, furniture, and office cubicle systems to build for the space provided to the partnership by the Library District.
2. Naming by geography or function. The site will be branded with Workforce Connection's One-Stop Career Center logo, indicating the functional location of workforce and career services, including access to 16 other related agencies related to workforce and career development.
3. Signage consistent with Library District signage standards. The MOU requires and Workforce is working closely with General Services to design and erect signage in accordance with criteria of the District, Library Facilities Master Plan, local laws, regulations, and related ordinances.
4. Term consistent with life of project area. The present MOU calls for a term of four years, with options to extend. Staff recommends the Naming Opportunity letter of agreement term align with the existing MOU term of four years, with options to renew should Workforce Connections continue to support the project or to rescind, should support be discontinued.

Best Buy Teen Tech Center (located at Clark County)

1. Agreement to contribute a minimum of 51% of project costs. On April 24, 2017, the Library Foundation received a grant award of \$150,000 to launch a new teen tech center in the Clark County branch library. The grant provides support for 100% of the tech center's equipment and furniture, along with an additional 50%, up to \$50,000, of teen tech center build-out costs. The current grant also provides over 51% of the costs of the site coordinator position in the first year of operation, with additional personnel funds pledged for years two and three.

2. Naming by geography or function. The site will be branded as the Best Buy Teen Tech Center, indicating the broad array of technology-based learning experiences that will be activated in the dedicated teen space.
3. Signage consistent with Library District signage standards. Space design and build-out have been accomplished with collaboration between the District General Services department and Best Buy Design Team and alignment between District design standards and Best Buy Design Guidelines. The project will erect signage in accordance with criteria of the District, Library Facilities Master Plan, local laws, regulations, and related ordinances, in consultation with the General Services department.
4. Term consistent with life of project area. It is recommended that the term of the Naming Opportunity letter of agreement be seven (7) years, with options to renew should the center continue to receive support from Best Buy or to rescind, should support be discontinued.

Ms. Milam concluded by saying that, upon Trustee approval of these naming proposals, she will work with Legal Counsel to draft these agreements and get them signed by the relevant parties.

Trustee Moulton thanked Ms. Milam and other staff who have worked on these two proposals and then moved to approve the Workforce Connections-One Stop Career Centers and Best Buy Teen Tech Center naming proposals. There was no opposition and the motion carried.

Discussion and possible Board action regarding the approval for staff to make ongoing purchases of computer hardware and software, telecommunications hardware, and other related infrastructure improvements over \$50,000 for Fiscal Year 2017-2018. (Item VIII.D.)

IT Director Al Prendergast explained that, in Fiscal Year 2002-2003, the District established a Technology Replacements and Upgrades Program. The Program was established for the replacement of the District's aging technology assets. The Fiscal Year 2017-2018 budget includes: replacement equipment for approximately 200 of the District's computers that are over five years old; replacement of several end-of-life IT Department systems; completion of the expansion of the wireless network to cover the outside of the urban libraries, and the Laughlin and Mesquite libraries; a pilot implementation of an electronic signature solution; implementation of an e-Discovery solution; additional technologies for the Community Engagement and Library Operations divisions; and technology for the new Mesquite Library.

The funding for these projects is budgeted in the Technology Replacements and Upgrades Program of the Capital Projects Fund, as approved by the Board of Trustees in the Fiscal Year 2017-2018 Adopted Budget. Normally, this item is brought annually to the Trustees in June, before the start of the fiscal year. Mr. Prendergast was not able to do that this year so he is asking to make the approval retroactive to the start of the Fiscal Year 2017-2018 on July 1, 2017.

The purpose of this agenda item is to pre-approve all Fiscal Year 2018 technology purchases over \$50,000. Rather than separately submitting each purchase request over \$50,000 to the Board of Trustees for approval, as required by the District's *Purchasing Policy*, the Information Technology Department is respectfully requesting that the

Board of Trustees give staff the authorization to approve technology infrastructure equipment purchases over \$50,000.

NRS 332.115 exempts these items from the formal bidding process. However, as practiced by staff, multiple informal bids will be solicited and each purchase will be reviewed and evaluated by the Information Technology Department's staff for best possible pricing, and alternatives will be explored prior to purchasing.

The items budgeted for Fiscal Year 2017-2018 are:

Technology Replacements/Upgrades	
Description	Estimated Cost
eDiscovery Solution	\$80,000.00
PC Replacements	\$200,000.00
AMH Sorter – West Las Vegas	\$250,000.00
End-of-life Network Management systems and servers	\$130,000.00
Community Engagement Supplemental	\$20,000.00
New Mesquite Library Technology	\$450,000.00
Library Operations Supplemental	\$40,000.00
End-of-life routers	\$20,000.00
External Wi-Fi Extension	\$120,000.00
Contracted Services – data installation	\$100,000.00
Pilot Electronic Signature Solution	\$15,000.00
Grand Total	\$1,425,000.00

Trustee Ortiz said that this item meets the standards of the Board's recommendation for approval, the items are necessary for the continued good work of the District, and the items are not out of the ordinary, even if the request is retroactive to the beginning of the Fiscal Year.

Trustee Yturalde commented that she appreciated including all the items, even if they are under \$50,000 and regardless of whether the request was retroactive, so she is able to see everything that is purchased.

Trustee Ortiz moved to authorize staff to make ongoing purchases of computer hardware and software, telecommunications hardware, and other related technology infrastructure improvements over \$50,000 for Fiscal Year 2017-2018, as approved in the District's Adopted Budget by

the Board of Trustees, retroactive to the beginning of the fiscal year. There was no opposition and the motion carried.

Presentation of the District's Workplace Violence Prevention Program and discussion and possible Board action to authorize the closure of urban branch libraries to conduct site-specific emergency procedure training. (Item VIII.E.)

Ms. Schember explained that during the past two years, the Discipline and Security Team (DST) has addressed security- and safety-related issues, including revising the District's *Library Rules of Conduct*.

Ms. Schember oversees and participates on this team, which includes Assistant General Services Director John Vino, Safety Manager Nicole Baker, Regional Library Operations Managers Carlotta Dickerson and Kim Clanton-Green, Youth Services Manager Shana Harrington, and Branch Managers from urban locations, in addition to outlying branch representation.

After gathering feedback from a variety of staff, Mr. Vino and Ms. Baker developed a comprehensive Workplace Violence Prevention Program (WVPP) to create awareness and training for ALL District staff regarding potentially violent situations. The goals of the program are to:

- 1.) Support a policy of zero tolerance for workplace violence;
- 2.) Reduce the probability of threats or acts of violence;
- 3.) Ensure that any incident, complaint, or report of violence is taken seriously and handled appropriately;
- 4.) Give staff tools and training to react to acts of violence; and
- 5.) Establish effective lockdown and active shooter protocols.

Staff will provide an overview of the WVPP, which focuses on training as a key component of the program. All staff will receive online video training, classroom instruction, site-specific training, and bi-annual drills.

Site-specific training will be conducted at all 25 branch libraries and the District's Service Center. The length of training ranges from two to five hours, depending on the size of branch and number of employees. Site-specific training includes branch lockdown drills and procedures; active shooter drills including *Run, Hide, Fight*; shelter-in-place procedures; evacuation procedures; identification of primary and alternate escape routes, safe rooms, and off-site rallying points; and, the operation of safety devices, including Vocera and alarm systems.

With 13 urban libraries operating 64 hours per week, there is limited opportunity to conduct site-specific training for staff at the following libraries: Centennial Hills, Clark County, Enterprise, Las Vegas, Rainbow, Sahara West, Spring Valley, Summerlin, Sunrise, West Charleston, West Las Vegas, Whitney, and Windmill. To effectively conduct onsite training, staff recommends that this be done while the library is closed between the hours of 10 a.m.–1 p.m., when patrons are least impacted. The site-specific training would begin in October. On average, staff are planning to schedule one branch per week and would give proper notice of closure to the public. Ms. Schember introduced Assistant General Services Director John Vino and Safety Coordinator Nicole Baker and thanked them for doing an excellent job developing the training for staff.

Mr. Vino explained that workplace safety has always been a priority of the District. He appreciated the opportunity to bring to Trustees a brief presentation on the WVPP and the resources and training it will bring to District staff. In addition to the training, the District has recently made several recent changes to improve safety for customers and staff. Security cameras have been installed at several branches and staff are in the process of finalizing new software for improved incident reports. This will give District staff an opportunity to better track issues and enhance the District's ability to broadcast trespass notices to branches system-wide.

Staff has recently attending active shooter training with the FBI, and additional training thanks to Trustees Ortiz with the city of Las Vegas. In addition, the FBI came out to do a walkthrough at the Clark County Library to help District staff establish Building Hazard Assessment Protocols. The most important thing the District was able to do, thanks to Trustees, was to upgrade, effective July 31st, all District security staff to armed guards at all urban branches on all shifts, as well as at District special events venues. The only exception is the West Charleston Library, which is located on the campus of the College of Southern Nevada. The District also upgraded the Allied Universal account manager to one with law enforcement background. The new account manager, who starts on September 15th, has 27 years as a police officer, is a former detective and served as a court officer protecting federal judges and court staff. He is a court-recognized expert in gang violence and narcotics. He has been specially trained in active shooter techniques as well as a certified trainer for firearms. His number one task will be to work with the District's security officers to make sure the District is providing effective security for customers and staff.

Mr. Vino and Ms. Baker provided an overview of the Workforce Violence Prevention Program which is attached as Appendix B.

Trustee Bilbray-Axelrod arrived during the overview.

After the presentation, Chair Ence opened up the discussion for questions.

Trustee Benavidez asked if the branch security officers are included in the active shooter training and evaluation. Mr. Vino said that security officers are part of the threat assessment and part of the training. In addition, they have, as part of their qualifications, already been trained in these areas, but will be included to have the site-specific training. Benavidez then said she has noticed that branch security staff are not always the same individuals and asked how the District will ensure the branch security officers are aware of the site-specific plans. Mr. Vino said that each branch has three to four guards per branch and there is not a lot of rotation at the main branches. The team will not just teach one class, but will try to get most of the staff at a building in multiple meetings. Vino added that if he can get at least 80% of the staff and security officers in the first training, he will be happy. The team will go back to each branch to get as many of the staff and security as possible.

Trustee Wadley-Munier wanted clarification on the near-miss situation Mr. Vino referred to in his presentation. She wanted to know if affected staff in a near miss or other similar type of situation would be able to access

counseling on their own provided by the District after the initial meeting post-incident and would they have to go to Human Resources. Sometimes people do not know they want counseling. Dr. Heezen said that the District has a contract, thanks to HR Director James Bean, with a counseling group that are available to staff anonymously. Staff are free to contact the group. Mr. Vino added that the counseling group access was not a one-time opportunity. The team is made up of a number of staff, including Human Resources and other departments and Ms. Schember reiterated that there are a number of meetings and times that staff can access this resource.

Trustee Wadley-Munier asked if staff needed time off work for counseling sessions would be docked. Ms. Schember said that staff could access counseling sessions in person, via phone and on work time.

Mr. Bean, in response to a request from Dr. Heezen, talked about the counseling group. Bean does a lot of work with the Suicide Coalition of Nevada which put him in touch with these counselors. District staff spent a full day with the counselors visiting different urban branches so the contractor could get an idea of the different issues facing District staff. Bean also shared some of the District's incident reports with the contractor and their staff also had an opportunity to speak to District staff who related their experience with the particular near-miss incident. Bean is excited to have these counselors available as it is one way to protect employees and provide the resources they need. This is an immediate resource. In another incident that occurred, the counselor was able to meet with the affected employee the very next day, which was a Saturday.

Trustee Wadley-Munier thanked staff for their hard work, noting it is not easy to put a program of this type together. Trustee Moulton is humbled and appreciative of front-line staff when she considers what has happened recently.

Trustee Moulton asked, if in a lockdown situation, does each branch have water available for customers and staff as well as snacks that would be calming and provide a resource for people having medical issues in situations stretching over several hours. Staff will look into this.

Trustee Moulton asked if drills would take place with customers in the branches. Mr. Vino said that no customers would be in the branches and that he did not want to bring in actors as part of the training. The training would mostly consist of a walk-around each branch showing the staff safe routes and ways to deal with situations. Moulton appreciated that notice would be provided to customers that this training was taking place.

Trustee Ortiz suggested that District staff contract with a bio-hazard cleanup team as he has found that it can be very traumatic to clean up blood. Ortiz also suggested that staff consider looking in digital communications such as Facebook and Twitter as part of post incident evaluations to identify customers' issues.

Trustee Ortiz asked what partnerships the District has with local law enforcement. For example, at West Charleston, first responders will be campus police as the branch is located on the community college campus. City marshals will be first responders at several other libraries and Metro

will be the first responders at other libraries. Each group responds differently and meetings with each group would be helpful so that the District knows the different procedures. Mr. Vino talked about the District's current programs, such as Coffee with a Cop programs at different branches and bringing in Metro on a quarterly basis to get to know staff and the building. Ortiz suggested a higher level of contact, such as meeting with the SWAT team, as sometimes a law enforcement response creates more trauma than the actual event.

Trustee Francis Drake asked if the training would extend to volunteers in the libraries that have bookstores. She and her husband currently volunteer at the SW library in the bookstore and warehouse in the back. Mr. Vino said that volunteers and strategic partners such as Workforce Connections would also be included as they also need to be trained.

Chair Ence thanked staff for their efforts as this type of training is so important in the current environment.

Trustee Ortiz moved to authorize the closure of 13 urban branch libraries, for a maximum of three hours each, between 10 a.m.–1 p.m., to conduct site-specific emergency procedure training. There was no opposition and the motion carried.

**Announcements
(Item IX.)**

The next Board Meeting will be held Thursday, October 12, 2017, at 6:00 p.m. in the Windmill Library, 7060 W. Windmill Lane, Las Vegas, Nevada 89113.

The Sunrise Library is celebrating 30 years of service to the community on Saturday, October 21, 2017 from 11:00 a.m. – 3:00 p.m.

There will be a Special Board Meeting on Thursday, October 26, 2017, at noon in the Windmill Library Boardroom. This meeting will be to consider the East Las Vegas Construction Contract and final NMTC agreements for the Mesquite Library. Counsel Welt has court in the morning and will attend if he can.

Trustee Ortiz asked, on behalf of Chair Ence, that Trustees calendar November 2, 2017 at 10:00 a.m. for the East Las Vegas Library Groundbreaking event at 28th and Bonanza. Invitations will follow.

**Public Comment
(Item XI.)**

None.

**Executive Session -
Discussion
regarding the
Executive Director's
performance
evaluation for the
period September 1,
2016 through
August 31, 2017.
This will be a closed
session estimated to
require up to 45**

Chair Ence advised attendees that the Executive Session would be closed and said that it would cover the Executive Director's performance evaluation.

Trustee Yturralde moved to adjourn into Executive Session. There was no opposition and the motion carried. Trustees adjourned into Executive Session at 7:18 p.m.

Trustee Yturralde left the meeting at 7:23 p.m.

Trustee Moulton moved that the Regular Session be reconvened. There was no opposition and the Regular Session reconvened at 7:48 p.m.

minutes.
(Item XI.A.)

Possible Board discussion and action regarding the Executive Director's performance evaluation for the period of September 1, 2016 through August 31, 2017. (Item XI.B.)

Dr. Ronald R. Heezen, Executive Director of the Las Vegas-Clark County Library District, began working for the District on September 2, 2014. This is his third performance evaluation.

Chair Ence wanted to tell everyone that he appreciated the quality of people who are serving as Trustees. They help the Executive Director and District to move forward. Ence reviewed the Executive Director's Performance Evaluation Summary.

Trustee Benavidez moved to award the Executive Director an overall performance evaluation score of Outstanding, and to approve increasing the Executive Director's salary commensurate with staff increases which are 3% this year. There was no opposition and the motion carried.

The attached LVCCLD Executive Director – Performance Evaluation Summary form along with a copy of the STATEMENT OF PROGRESS – RONALD HEEZEN FOR BOARD REVIEW SEPTEMBER 2, 2016 – AUGUST 31, 2017 is attached to a copy of the Minutes of this meeting as Appendix C.

Adjournment
(Item XII.)

Chair Ence adjourned the meeting at 7:51 p.m.

Respectfully submitted,

Shannon Bilbray-Axelrod, Secretary

2017 ATTENDANCE

Appendix A

September 14, 2017 Regular Board Meeting

2017		January 12 Regular Board Mtg	February 9 Regular Board Mtg	March 9 Naming Policy Cmte	March 9 Regular Board Mtg	April 6 Finance & Audit Cmte	May 18 Regular Board Meeting	June 8 Risk Management Cmte	June 8 Nominating Cmte	June 8 Regular Board Mtg	July 13 Regular Board Mtg	August 10 Special Board Meeting	September 14 Naming Libraries Cmte	September 14 Regular Board Mtg	
Bilbray-Axelrod	Shannon	P	A-E	A-E	A-E	A-E	A-E	P	P	P	A-E	P	P	P	
Crear*	Keiba	P	P	P	P	X	X	X	X	X	X	X	X	X	
Drake	Marilyn	P	P	P	P		P	P	P	P	P	P	P	P	
Ence	Randy	P	P	P	P	P	P	P	P	P	P	P	P	P	
Melendrez	Jose	P	P	P	P	P	P		P	P	P	P	P	P	
Moulton	Sheila	P	P	P	P	P	P	P	P	P	P	P	P	P	
Ortiz	Felipe	P	P	P	P	P	P	P	P	P	P	P	P	P	
Saunders*	Michael	P	P	P	P	X	X	X	X	X	X	X	X	X	
Wadley-Munier	Robin	P	P	P	P	P	P	P	P	P	P	P	P	P	
Yturralde	Ydoleena	P	P	P	P	P	A-E	P	P	P	P	A-E	P	P	
Benavidez**	Kelly	X	X	X	X	P	P		P	P	P	P	P	P	
Foyt**	Elizabeth	X	X	X	X	P	P		P	A-E	P	P	P	P	

attended Committee meeting but not a member

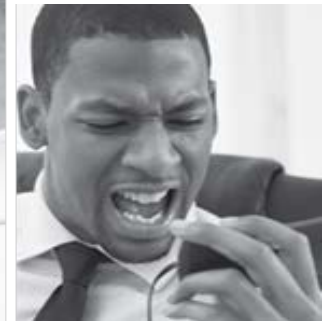
A-E Excused Absence
A-U Unexcused Absence

as of September 15, 2017

* Term expired March 1, 2017, served until new appointment made March 21, 2017

** Appointed on March 21, 2017

Workplace Violence Prevention Program



Purpose and Goals

Purpose

- Reinforce the Districts commitment to Zero Tolerance for Workplace Violence.
- To reaffirm that the District will respond promptly to threats and acts of violence.
- Provide staff with the resources, training and guidelines they need to manage potentially violent situations.



Statement of Policy

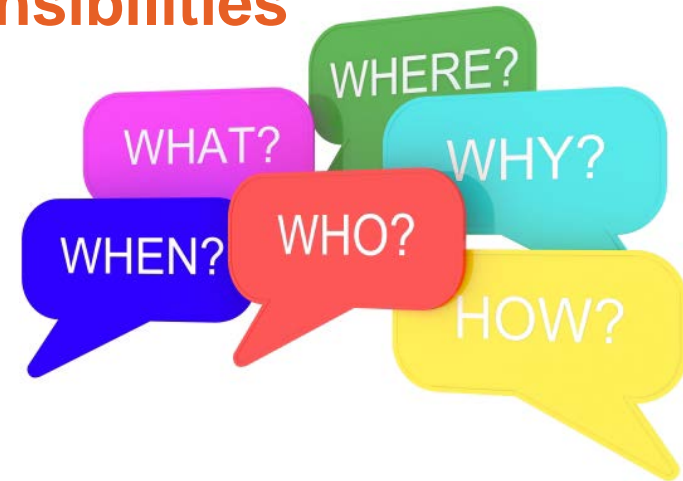
Violence, threats, harassment, intimidation and other acts of aggression and disruptive behavior in the workplace will not be tolerated. Acts of aggression can include oral or written statements, gestures, or expressions that communicate a direct or indirect threat of physical or mental harm or, indirect acts such as damage to personal property. **If an event with the potential to harm patrons or staff is reported or witnessed, each employee is empowered to proactively seek ways to prevent an incident and to take whatever steps they deem necessary to keep themselves and others safe.**

Purpose and Goals

Roles and Responsibilities

All Staff are responsible for:

- Following District policy regarding workplace violence.
- Promptly reporting acts of violence to appropriate authorities.
- Cooperating fully in investigations of allegations of workplace violence.



Managers, Supervisors are additionally responsible for:

- Taking all reported incidents of workplace violence seriously.
- Investigating all acts of violence, threat, and similar disruptive behavior in a timely fashion.

Roles and Responsibilities

General Services:

- Administration and Training of the WVPP.

Library Operations:

- Branch preparedness and staff training.

Human Resources:

- Providing advice regarding personnel policies.
- Providing counseling and referral service to employees as needed.

Community Engagement:

- Site specific preparedness of special event venues.

Marketing and Branding:

- Coordinating information release with media, police, and other government agencies.



2 Reporting Incidents of Workplace Violence

Communication Requirements

- Accurate/Early reporting allows for a well-timed intervention.
- Employees are encouraged to document incidents in detail.
- Provides details and guidelines on the reporting procedures.
- Ensures that an employee who has a complaint or concern will not be retaliated against in any way.



Types of Workplace Violence

- Strangers/Criminal Intent
- Customers
- Co-Worker
- Personal Relations



Early Warning Signs of Potential Violence

- There is no specific “profile” of a potentially dangerous individual.
- There are often warning signs before violence occurs:
 - Noticeably unstable, emotional responses.
 - Explosive outbursts of anger or rage without provocation.
 - Resistance and overreaction to changes in policy and procedures.

4 Responding to Threats and Violent Events

No single response fits all threatening or violent situations. Staff must be prepared to take the necessary steps to avoid, deter, or stop an imminent threat or actual incident from occurring.

Plan of Action

1. Preventing and defusing disruptive, threatening, or violent behavior.
2. Building Lockdown - Responding to a threat in the vicinity.
3. Active Shooter Preparedness - Responding to an Active Shooter.



4 Responding to Threats and Violent Events

Disruptive, Threatening, or Violent Behavior

Establishes Guidelines for the Management of Aggressive Behavior (MOAB)

MOAB is an in-depth training program that teaches individuals how to recognize, reduce, and manage anxious, aggressive, and violent behavior.

- Verbal De-escalation Techniques
- Strategies for Preventing and Diffusing Aggressive Behavior



4 Responding to Threats and Violent Events

Verbal De-Escalation Techniques

Verbal De-Escalation is using calm language, along with other communication techniques, to defuse, or de-escalate a conflict situation.

De-escalating Effectively

- Communication Barriers
- Listening
- Body Language/ Eyes
- Personal Space
- Challenging Posture
- Use of the Voice



4 Responding to Threats and Violent Events

Strategies for Preventing and Diffusing Aggressive Behavior

Three Stages of Conflict and Management

Anxiety

- Recognizing anxiety
- Anxiety Triggers

Emotional Confrontation

- Recognizing /Managing Emotional Confrontation

Physical Aggression

- Recognizing/Managing Physical Aggression



4 Responding to Threats and Violent Events

Building Lockdown



Lockdown Levels and Procedures

Precautionary Lockdown (Low to Moderate Danger)

- Police activity or incident in the immediate area of the Library. No interruption of library services.

Emergency Lockdown (Imminent Danger)

- Any event that creates a direct significant risk to staff and public safety on District property. All library services are suspended.

Special Note: Library Staff **CANNOT** forcibly restrain patrons from leaving the building. The request needs to be stated as an urgent, but voluntary compliance until the issue is resolved.

4 Responding to Threats and Violent Events

Active Shooter Response Training

- Homeland Security response of Run, Hide, Fight.
- Training on how to prepare and respond to an active shooter crisis situation.
- Empowering Staff to react decisively will save valuable time and save lives.



4 Responding to Threats and Violent Events

Post Incident Responsibilities

Interacting with First Responders

Post-Incident Management

- Investigation and Evaluation
- Post-Incident Debriefings

Dealing with News Media and Public Inquiries



Response Teams

Pre-Incident

Threat Assessment Team — working with District staff – are tasked with performing workplace hazard and risk assessments and determine appropriate ways to mitigate and eliminate a potential hazard.



Post Incident

Critical Incident Response Team

This team will respond to a critical incident to provide an initial assessment of the impact of the event on staff and will facilitate support and recovery as needed.

Threat Assessment Team (TAT)

Who they are: The Threat Assessment Team (TAT) is Lead by the District Safety Manger and is comprised of staff, administrators, and Security Officers.



Team Responsibilities

- Assess the entire workplace to identify any factors or situations that may place employees at risk of violence.
- Conduct site specific hazard and threat assessments.
- Coordinate and recommend preventive actions to be taken.
- Identify and assess training needs.

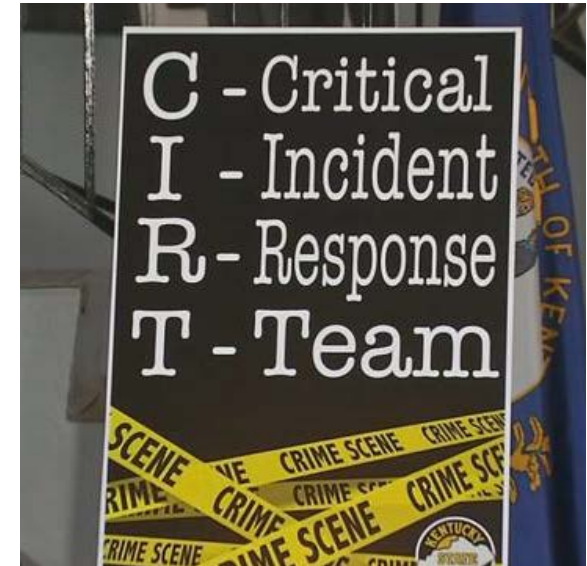
Critical Incident Response Team

Critical Incident Response Team

Who they are: Selected group of *Administration* staff who have received specialized training in Critical Incident Management and debriefing techniques.

Team Responsibilities

- Assess the impact of the incident on Staff.
- Coordinate peer to peer or professional counseling, as needed.
- Identify immediate issues surrounding problems involving safety and security.
- Management of the recovery and branch re-opening time table.



Training and Education

Training is a Key Component of a Successful Workplace Violence Prevention Program

Training :

- Helps staff learn how to recognize potential problems.
- Reinforces that violence is NOT an acceptable part of our work environment.
- Provides employees with strategies to:
 - Increase their confidence when handling potentially violent incidents.
 - Protect themselves during those incidents.



Training and Education

Training is a key component of a successful Workplace Violence Prevention Program

New Employee Orientation

Site Specific Training

- Primary and secondary escape routes.
- Off-site rallying points.
- Shelter-in-place locations.

Classroom Training

- How to respond to disruptive, threatening, or violent behavior.
- Verbal and physical de-escalation techniques.
- Ways of diffuse volatile situations or aggressive behavior.
- How to deal with hostile persons.



Training and Education

Continuing Education

Online Training – Annually

- Active Shooter Awareness Video
- Other topics to rotate

Monthly Newsletter

Drills Twice Annually

- Building Lockdown
- Active Shooter

September, 2017

Las Vegas-Clark County Library District

Health & Safety Newsletter

Active Shooter Awareness

The tragedy last week at the Clovis, New Mexico Library was unpredictable and evolved quickly. Individuals must be prepared both mentally and physically to deal with an active shooter situation.

The District has been working on, and is in the process of implementing a comprehensive training program for staff. This training will be branch specific and give guidance to manage potentially dangerous situations.

There is no definitive best response during these scenarios, but maintaining a **run, hide, fight** mindset can increase the odds of surviving. Making sure each individual knows his or her response options and empowering them to react decisively, will save valuable time and help save lives.

RUN	HIDE	FIGHT
<ul style="list-style-type: none"> Have an escape route and plan in mind Leave personal belongings behind Keep your hands visible 	<ul style="list-style-type: none"> Hide in an area out of the shooter's view Block entry to your hiding place and lock the doors Silence your cell phone 	<ul style="list-style-type: none"> As a last resort and only when your life is in imminent danger Attempt to incapacitate the shooter

Workplace Violence Prevention Training

The District will be conducting branch specific workplace violence training in the upcoming months. The training topics will include, but are not limited to, the following:

- Recognizing workplace violence
- Types of workplace violence
- Warning signs/indicators of potential violence
- How to respond to disruptive, threatening or violent behavior
- Verbal de-escalation techniques
- Active shooter awareness
- Building lockdown

7 Record keeping and Program Evaluation

Recordkeeping

- Identify any trends or patterns in particular locations.
- Identify training needs
- Evaluate the effectiveness of the Workplace Violence Prevention Program.



Questions? Comments?

Thank You!



**LAS VEGAS-CLARK COUNTY LIBRARY DISTRICT
EXECUTIVE DIRECTOR
PERFORMANCE EVALUATION
SUMMARY**

EXECUTIVE DIRECTOR: DR. RONALD R. HEEZEN

EVALUATION EFFECTIVE DATE: 9/1/2016 - 8/31/2017

Achievements Relative to Objectives for this Evaluation Period

Note: Executive Director may provide list of accomplishments for this evaluation period to the Board of Trustees.

Comments: See attached - statement of progress.

Future Goals and Objectives

Note: Executive Director may provide list of proposed goals and objectives to the Board of Trustees.

Specific Goals and objectives to be achieved in the next evaluation period: work on transparency of minutes. additional information
transparency in general. internal promotions.

Overall Evaluation Score

Rating (circle one):

Outstanding

Exceeds
Expectations

Meets
Expectations

Below
Expectations

Needs
Improvement

Merit Increase Recommendation

The Board of Trustees recommends the Executive Director receive an annual increase to the next step.

Increase (circle one):

YES

NO

Comments: _____

BOARD OF TRUSTEES

CONCURRENCE


Chair

☒ YES / ☐ NO


Vice Chair

☒ YES / ☐ NO


Secretary

☒ YES / ☐ NO


Treasurer

☒ YES / ☐ NO


Trustee

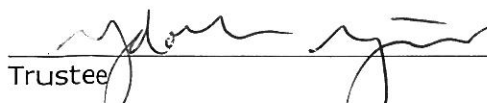
☒ YES / ☐ NO


Trustee

☒ YES / ☐ NO


Trustee (via telephone)

☒ YES / ☐ NO


Trustee

☒ YES / ☐ NO


Trustee

☒ YES / ☐ NO


Trustee

☒ YES / ☐ NO

GOALS

- Accomplishments, both under this heading and under everything that follows, are collaborative and many are on-going. For example the East Las Vegas Library is clearly a collaborative effort and will still take over a year to complete, even though we've been focused on it for nearly two years! As I have said before, I see my job as setting the direction, providing support, asking questions, and providing resources and guidance. The Districts' exceptional Executive Council and compassionate staff do the real work of the District. I reiterate to our employees that I work for three groups—the Board of Trustees, the Public, and the Staff.
- **Our top priority has to be maintaining fiscal responsibility while doing our best to reach our customer base.**
- The Board asked that I focus additionally on three items this year:
 1. More detailed reporting
 2. More active role in lobbying efforts
 - a. Continue issuing For the Record
 - b. Make my reports to the Board more like those from my Directors to me
 3. Greater active role in PR

Maintained Fiscal Responsibility

- Built, with the Executive Council, a **District budget** of \$78.9 million for FY 2016-2017 that was realistic, balanced, and focused on future opportunities, completing the year on target and accomplishing all goals that were established in the budget process.
 - -Maintained materials allocation at 15% of the operating budget
 - -Maintained **Ending Fund Balance** at \$6.5 million
 - -District had an exceptional review by auditors.
 - -District negotiated a five year contract with the Union. A five year contract reduces the annual cost of the process while giving employees a sense that they are appreciated. Mr. James assures us that the negotiated cost is within the guidelines he established for sustainability.
 - Began establishing improved revenue streams by moving toward naming rights, partnering with groups like Workforce Connections and 3Square, paving the way for New Markets Tax Credits, and beginning to focus on private grant sources such as Best Buy

Reporting

- Issued **For the Record** to staff and board
- Prepared more formal reports to the Board for each meeting.

Lobbying

- Registered as a "Paid Lobbyist" with the State of Nevada.

- Visited Carson City for legislative efforts on two bills important to the District (and introduced on the District's behalf by former Board Chair, Moises Denis).
SB 313 Passed both houses and was signed by the Governor, allowing the District to:
Transfer endowments to the Foundation
Make a contractual agreement with a new QUALICB 501(c)3 corporation to receive New Markets Tax Credits for the buildings in East Las Vegas and Mesquite
SB 115 (dealing with Open Carry in libraries passed the Senate but died in committee at the Assembly.) We were told that the Governor would not sign it because he understood we were already covered by previous legislation (and had made a promise to Senator Roberson).
- Met locally with every state legislator who would agree to meet with us.
- Faced the unforeseen downturn in property tax revenues with diligence and persistence. While we worked in this legislative session to change the unfortunate addenda (CPI and 10-year average) to the 3% revenue caps which resulted in minimal additional revenues (despite the fact that our population numbers are once again zooming upward), our efforts (and those of almost every public entity in the State) were of no success. Therefore this effort must be **CONTINUING**
- Taking a more active role with policy makers and legislators. Met with our lobby representatives, Kaempfer Crowell (after securing a **change in primary representation**) to cover completely what the District expects of them in future legislative sessions.
CONTINUING

Greater Active Role in PR (Projecting Positive Image for the District)

- Provided Interviews to the *Desert Valley Times*, the *Las Vegas Review Journal*, and the *Las Vegas Sun* as arranged by Public Relations Manager Karen Bramwell. **CONTINUING**
- Interviewed by media sources *PBS*, *KNPR*, and *Telemundo*. **CONTINUING**
- Spoke to groups using a PowerPoint I developed and which may be used by other presenters in the District. **CONTINUING**
- Worked to get the District recognized as a key player in pre-K and K-12 education, after being horrified at the BEngaged session of 2016 that the Library was neither a part of the conversation nor a recognized provider. Likewise, I was able to get the Chamber to feature the District as a presenter at the Leadership Las Vegas Education Day training (of which we have never been a part). **COMPLETE yet being watched**
- Received the *Las Vegas Review Journal's* **Best of Las Vegas—Gold Award**

Improved Staff Morale (this, BY NECESSITY, will be an *on-going* effort)

- Maintained an **open door policy** and answered all emails sent to me by staff. **CONTINUING**
- Provided **transparent** administration by

- Distributing the monthly newsletter, ***For the Record***, to staff and board (which features information about everything on which I am working) **CONTINUING**
- **Visiting all libraries** and continuing to make regular visits to talk to staff. **CONTINUING**
- Met regularly with **Union** Leadership to understand any issues on the horizon. **CONTINUING**
- Joined in every District **staff meeting** for which I was available. **CONTINUING**
- Completed the recommendations of the outside consultant on HR and organization changes
 - Worked with legal counsel and staff to resolve dismissal and reassignment complaints.
 - **Implemented suggestions for change.**
- **Participated** in staff programs, wherever possible. For example:
 - Branch celebrations, holiday events, and retirement events **CONTINUING**
- **Showed support** for each staff member whom I knew was in crisis. **CONTINUING**

Created Opportunities for Improved Service

- **Tweaked reorganization of the Executive Team**
- Worked toward the implementation of the Vision 2020 Strategic Plan and saw it through to completion and adoption by the Board in March of 2016. **CONTINUING**
- Advanced **crucial projects**
 - **East Las Vegas** – with Trustee **Felipe Ortiz**, and the city of Las Vegas Planning Staff, and Facilities Director **Steve Rice**, finally secured the transfer from the Southern Nevada Regional Housing Authority of the property at 28th and Bonanza. This was despite the termination of their executive director. This would NOT have been possible without the extraordinary efforts of Trustee **Ortiz**, who with Councilman Bob Coffin, secured additional property transfers to entice the SNRHA to make the swap. The plan is now on schedule (thanks to Danielle Milam and Fred James) for shell and core approval by the city and, thus, to receive the New Markets Tax Credits (to which Trustee **Ortiz** first alerted us). **IN PROCESS**
 - **Mesquite**—with Trustee **Randy Ence** worked with Mesquite Mayor Allan Litman, City Manager Andy Barton, Public Works Director Aaron Baker, and the members of the City Council to transfer city property to the District and on which the District could build a properly sized branch for the area. We broke ground for the project on May 24th. **IN PROCESS**
- Aided General Services Director Steve Rice in finding the team to work on the **Building Master Plan** which will guide implementation of the V.2020 objectives in each location throughout the county. This will also providing current floor plans (which we have not had)
- Orchestrated **stronger collaborations** with the other three library districts in the County. **ON GOING despite two of the three directors being discharged by their boards.**
- Prepared for the role that Community Engagement Director **Matt McNally** is now leading by participating actively in Leadership Las Vegas, Rotary, and Las Vegas Executives Association, as well as actively participating in community networking events. **ON GOING**
- Invited **other civic organizations** to collaborate for mutual benefit, such as **Workforce Connections, 3Square Food Bank, and others.** **ON GOING**

- Enabled **Al Prendergast** and other senior management team members to **upgrade technology** applications for staff and patron use. **CONTINUING**
- Provided, with IT staff, the new Library Services Platform (LSP - formerly known as an Integrated Library System or ILS) the software through which we catalog and circulate materials and register patrons). The staff migrated from the **Millennium** platform, which is no longer being supported, to the **Sierra** platform, for which we negotiated an extremely reasonable price. We are still finding tweaks on which to focus. **CONTINUING**
- Implemented the third year of the **Food for Thought** campaign after Board approval in the first year (2015) to expand the project to a whole month. This year we brought in 40,205 pounds of food for **3Square Food Bank** to distribute to the disadvantaged. While we waived a total of \$80,068.92, we recovered 3,001 items valued at \$51,057.82 (some overdue since 2012) and we regained the good feelings of many long time users. This summer, 3Square once again at our branches will be feeding youth who might not get lunch without the help of this awesome agency. **CONTINUING**
- Opened the new **Community Resource Center** at Spring Valley Library
- Created the State of Nevada's first Library/Passport Center at the Windmill Library
- Received the only Teen Tech Center grant for the State of Nevada to be implemented at the Clark County Library on Flamingo
- Completed long overdue renovations to outlying branches
- Partnered with Workforce Connections to open **One Stop Centers** at Mesquite and Laughlin as predecessors to the implementation of those centers in the urban locations in FY 2017-18. This is now the national model based upon what we have accomplished.
- Staff implemented the **Vocera** communications system for all locations
- Approved the acquisition of **new accounting (Questica) and purchasing (Serenic) software**. Just as our ILS was designated "Heritage" software, so was our accounting package (I believe it was DOS-based). This should simplify the budgeting, accounting, and auditing procedures, while improving transparency and speed of reporting. **IN PROCESS**
- Directed the establishment of the **Distribution Center** at Centennial Hills (temporary location). Open and functioning. We have been visited by other libraries to see how it operates.
- Partnered with city of Las Vegas staff to find alternatives to serve downtown Las Vegas' **homeless population** after the Las Vegas Library move, **CONTINUING**
- **Restored auditorium functions** at Whitney (which had been closed by the recession) and Windmill (which never opened due to the recession).
- Presented building planning team with an idea to use **mobile tech centers**, DJ Spaces, Makerspaces, etc. which could be moved adjacent to all facilities from the smallest to the largest, thus reducing the need to build in each library, yet making the programs available to everyone in the District. These will have to be accomplished through grants **IN PROCESS**

Built More Solid Community Connections

- **Participated** actively in **Leadership Las Vegas** (Class of 2016) continuing to serve in Education Day and my class's installation of Buddy Benches at Elementary schools across the District. Received my diploma!
- **Visited all council and commission members** (with the exception of **Councilman Ross, Commissioner Kirkpatrick, and Commissioner Giunchigliani**—am still working to get on their calendars). **IN PROCESS**
- Continued to keep connected with City of Las Vegas **Mayor Carolyn Goodman**, Las Vegas **City Manager Scott Adams**, and **other mayors** in Clark County. **CONTINUING**
- Served on the **Mayor's Committee on Homelessness** and nominated for the Board of the **Clark County Commission on Homelessness**. **Stalled**
- Helped form the largest start-up club in the history of **Rotary International**, serving on the Board and as Program Chair through the entire year. **CONTINUING**
- Participated in the **Las Vegas Executives Association**. **CONTINUING**
- **Spoke** to at least three organizations with an appropriate PowerPoint presentation. More presentations will be scheduled during the next year. **CONTINUING**

Supported LV-CCLD Foundation activities

- Participated in all Foundation Meetings and social events. **CONTINUING**
- Worked with Planning and Development Director **Danielle Milam** on ideas to improve revenue streams as well as sourcing new donations. **CONTINUING**

Major Projects Completed/Mostly Completed

- Made major Software Upgrades
- **Sierra LSP** finalized acquisition and tweaking of usability for the public (replacing **Millennium**—which had been in place since 2006)
- **Microsoft Dynamics NAV** purchasing platform (part of **Serenic**, this automates functions done manually until we added this capability)
- Signed on to use **NGEM** to improve purchasing process
- **Serenic** Budgeting platform (replaced the DOS based **Abila MIP**)
- **BiblioCommons** contract reviewed, altered, and approved by both participants (and soon to be completed) with a kick-off date of about February of 2018. This will give our website a new, fresher look and make it easier for customers to find our downloadable content.
- Finalized land acquisition for East Las Vegas upon transfer of houses by the City and the property traded by the library for the former location
- Completed land acquisition for Mesquite upon submission of architectural drawings to the City
- Maintained staffing levels to meet service demands
- Started staffing level review **on hold pending workflow catch-up**
- Completed Reorganization, tweaked and finalized changes suggested by Azimuth

- Invited other libraries to send key staff members to review and learn from our Distribution Center (opened to house items not being used by branches yet which still might hold interest for the readers in other parts of the District) with holdings now upward of 78,000 items and delivering over 6,000 holds per month
- Maintained and staffed existing theatre venues (Whitney, closed since recession, and Windmill, never opened) for public use
- Sustained materials budget at 15% of total to support the increased demand for digital media
- Secured and stabilized partnerships with other Districts in the County
- Improved teen services (Sahara West) and computer labs (Rainbow and West Las Vegas)
- Added a new CALL classroom at Clark County Library to support demand for increased ESL and adult literacy classes.
- Made huge and difficult transitions:
 - 4 Branch Managers replaced
 - New Regional Managers hired
 - New HR Director
 - Outreach Manager (position still open)

GOALS for 2018

- **Our top priority must ALWAYS be “maintaining fiscal responsibility while doing our best to reach our customer base.”**
- Continue building revenue streams
- Open the Mesquite Library
- Near completion of the East Las Vegas Library
- Help staff realize how much ownership they have in the District
- Continue to automate any process possible that does NOT include face-to-face customer service
- Use newly purchased software to build a larger, easier to use, social media presence for our users (including a new webpage)
- Complete the planning for the **Building Master Plan** especially future branch needs (ie properties owned or available at Sky Canyon, Cactus and Jones, etc.)
- Continue to meet with and engage legislators at the national, state, and local level
- Tweak V.2020 based upon the latest demographic data
- Build new models for ROI
- Work to further build the vision of the library as an educational institution, as well as a community resource