

**MINUTES**  
**LAS VEGAS-CLARK COUNTY LIBRARY DISTRICT**  
**BOARD OF TRUSTEES' MEETING**  
**LAS VEGAS, NEVADA**  
**SEPTEMBER 20, 2018**  
**(approved November 8, 2018)**

The Board of Trustees of the Las Vegas-Clark County Library District met in regular session in the Windmill Library, Las Vegas, Nevada, at 5:30 p.m., Thursday, September 20, 2018.

**Present:**

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

Counsel: G. Welt

Absent: G. Withelder, excused

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

Guests: Sean Coulter, Simpson Coulter|STUDIO  
Aracely Rascon, Simpson Coulter|STUDIO  
Smiki Savicic, Simpson Coulter|STUDIO  
Margaret Sullivan, Margaret Sullivan Studio  
Brian Gordon, Applied Analysis  
Chris Drury, Applied Analysis

S. Moulton, Chair, called the meeting to order at 5:32 p.m.

**Roll Call and Pledge of Allegiance (Item I.)** All members listed above represent a quorum. Trustee Melendrez attended via telephone but had to disconnect after Item IV.A. Counsel Welt attended in person until approximately 7:30 p.m., and then called in for the rest of the meeting. Appendix A.

Trustee Bilbray-Axelrod led attendees in the Pledge of Allegiance.

**Public Comment (Item II.)** None.

**Agenda (Item III.)** Chair Moulton removed Item V.A-K. from the Agenda. Trustee Benavidez moved to approve the Agenda as changed. There was no opposition and the motion carried.

**New Business – Part One (For possible action)** Chair Moulton advised attendees that the Executive Session would be closed and said that it would cover the Executive Director's performance evaluation.

**Executive Session – Discussion regarding the Executive Director's performance evaluation for the period September 1, 2017 through August 31, 2018.** Trustee Yturralde moved to adjourn into Executive Session. There was no opposition and the motion carried. Trustees adjourned into Executive Session at 5:35 p.m.

Trustee Bilbray-Axelrod moved that the Regular Session be reconvened. There was no opposition and the Regular Session reconvened at 7:00 p.m.

**Minutes - Board of Trustees' Meeting**  
**September 20, 2018**  
**Page 2**

**This will be a closed session estimated to require up to 45 minutes.**  
**(Item IV.A.)**

Trustee Melendrez participated in the Executive Session via telephone, but had to disconnect prior to reconvening for the Regular Session.

**Possible Board discussion and action regarding the Executive Director's performance evaluation for the period of September 1, 2017 through August 31, 2018.**  
**(Item IV.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 fourth performance evaluation and he has one more year on his contract.

Chair Moulton reported that Trustees had an honest and forthright discussion. Dr. Heezen was evaluated on several areas and he was found to meet or exceed expectations on all items which was very gratifying.

Trustee Yturralde moved to award the Executive Director an overall performance evaluation from exceeds to meets standards and to be awarded a merit increase to the next step. There was no opposition and the motion carried.

Counsel Welt reminded all Trustees to sign the review form.

Chair Moulton said many of the Trustees' as well as Dr. Heezen were so appreciative of staff.

Chair Moulton also said that the Board has a lot of responsibility for the success of the library District and that Trustees take that seriously.

**Approval of**  
**Proposed Minutes**  
**Regular Session,**  
**October 13, 2016;**  
**Regular Session,**  
**January 12, 2017;**  
**Regular Session,**  
**February 9, 2017;**  
**Regular Session,**  
**May 18, 2017;**  
**Regular Session,**  
**July 13, 2017,**  
**Regular Session,**  
**October 12, 2017;**  
**Regular Session,**  
**November 9, 2017;**  
**Regular Session,**  
**May 24, 2018; Risk**  
**Management**  
**Committee Meeting,**  
**June 14, 2018;**  
**Regular Session,**  
**June 14, 2018;**  
**Regular Session,**  
**July 12, 2018.**

Removed from the Agenda.

**(Item V.A-K.)**

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

Chair Moulton said that there has been one change to the Board Committee assignments since July, as Trustee Wadley-Munier has agreed to become the Chair of the Bylaws Committee. She asked Trustees to review the assignments which were passed out as part of the Board packet and to contact her if they had any questions.

After reviewing the proposed 2019 Board Meeting schedule, Trustee Foyt asked if the meetings could move around to more branches. Executive Assistant Allison Boyer will keep that in mind.

Trustees agreed to the following schedule:

**2019**  
**BOARD OF TRUSTEES**  
**PROPOSED MEETING DATES & LOCATIONS**

January 17	Clark County
February 14	West Charleston
March 14	Sahara West
April 11	Rainbow
May 23	Windmill
June 13	West Las Vegas
July 11	Summerlin
August 8	Windmill
September 12	East Las Vegas
October 10	Enterprise
November 14	Centennial Hills
December 12	Whitney

Note: All meeting days are Thursday, with start time of 6:00 p.m. No vote is required on this item.

Chair Moulton and Dr. Heezen then presented Trustee Yturralde, who is leaving the Board after this meeting, with a book clock inscribed with her years of service. Moulton said she has served concurrently with Yturralde as they were appointed about the same time. Moulton appreciated Yturralde's inquiries at meetings and good questions about the District and how things were going. Moulton concluded by saying

that Yturalde will still be working locally, and will remain interested in libraries and literacy in this community.

Dr. Heezen then read through accomplishments and achievements of the District while Trustee Yturalde was serving on the Board.

Trustee Yturalde was appointed in April, 2011 by the Las Vegas City Council and re-appointed in April 2015. She has served as the Board's Secretary (2015-2017) and Treasurer (2013-2015). Yturalde has also has served on the following Board committees: Risk Management (2011-2017), chairing it 2015-2016; Finance and Audit Committee (2012-2018), chairing it 2013-2015; Nominating Committee (2016-2018), chairing it 2017; she also participated in the Executive Committee while she was an officer

While Trustee Yturalde has served on the Board, the District has accomplished the following:

- Added back an additional hour of service to the urban branches in 2013
- Remodeled the Sunrise Library to better serve children in 2014.
- Selected Dr. Ronald Heezen as Executive Director in 2014
- Opened Tech Arts Studios in Sahara West and Spring Valley that have since been expanded to other branches, most spectacularly with the Best Buy Teen Tech Studio at the Clark County Library. This opened in January 2018
- Broke ground on the new East Las Vegas Library in 2017.
- Greatly expanded the Mesquite Library by first, building an addition, then a whole new building to create the Mesquite Library Campus which includes the library in a new building as well as a separate building for Workforce Connections. This opened in May, 2018.

Trustee Yturalde participated in the ongoing development of the most recent Strategic Services plan, Vision 2020. She attended multiple library conferences bringing back important contacts and good suggestions. Yturalde attended state and national lobbying events to impress upon elected officials the importance of library services.

Trustee Yturalde also utilized her contacts with the "Property Brothers" of HGTV fame and they recorded a promo for the District's "#GetCarded" campaign

Dr. Heezen thanked Yturalde profusely for being such a wonderful part of the team.

Trustee Yturalde thanked Board members and the District staff she has gotten to know so well. Her time as a Trustee went by so quickly, but she has enjoyed serving and looks forward to staying involved.

**Library Reports**  
**(Item VII.)**

Trustee Francis Drake moved to accept Reports VII.A.1-3. There was no opposition and the reports were accepted.

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

In addition to his written report, Dr. Heezen updated Trustees on the Safe Place Partnership.

He identified material he was giving to Trustees for their later reading pleasure, which included the book, Boards that make a difference and the latest edition of Roberts Rules of Order as well as several recent articles.

Dr. Heezen said that before the District hires a lobbyist, he will bring them before the Trustees. He also reported that the annual District audit is progressing. Heezen concluded by saying that he will be participating in a webinar on, "Leveraging Technology to Build Strong Communities" in October and speaking to a group of Caesars employees at the end of September.

Dr. Heezen thanked staff who organized the meeting; Brian Zawistowski and Sandra Fong from TPS, Tony Allison and Kristen Kennedy-Larson from SPS, and his Executive Assistant Allison Boyer.

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

Trustee Ortiz congratulated staff on statistics that show the increase in gate count from year to year.

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

Chair Moulton was impressed with the latest issue of *Highlights* and thought the programs for the next three months had something for everyone.

Trustee Francis Drake appreciated the level of support on social media for the recent Teacher's Sale at Sahara West.

Trustee Yturralde asked if the Social Media Team had considered a youth ambassador program for children or teens who may want to take pictures and post about District events. She felt it would provide a sense of ownership to children and be more inclusive.

Branding and Marketing Director Betsy Ward and Ryan Simoneau talked about the Social Media Team's work to expand the District's reach.

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

Chair Moulton is looking forward to the Las Vegas Book Festival and the Comic Book Festival and congratulated staff on the District's successful Summer Reading Program as that is so important for literacy.

Trustee Ortiz thanked Community Engagement Director Matt McNally for his work on the Las Vegas Book Festival, saying he was very happy to hear about this year's presenters.

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

Trustee Francis Drake reported that the last book sale at the Sahara West Library, exceeded expectations and said there were more book sales coming up.

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

No questions.

**Financial Services Report (Item VII.A.3.a.)** No questions.

**General Services Report (Item VII.A.3.b.)** No questions.

**Human Resources Report (Item VII.A.3.c.)** No questions.

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

**Consent Agenda Discussion and possible Board action to approve the days of closing for calendar year 2019.** Trustee Ortiz did not want to pull Item IX.A.3. from the Consent Agenda, he just asked if the proposed vendor was local and with General Services Director Steve Rice answering in the affirmative, Ortiz was satisfied.  
Trustee Wadley-Munier moved to approve the Consent Agenda in its entirety, which consisted of:

**Discussion and possible Board action to approve a new contract for workers compensation insurance.**  
**Discussion and possible Board action regarding contract award for landscape maintenance services. (Item IX.A.1-3)**

1. Approving the proposed days of closing for calendar year 2019.
2. Authorizing the purchase of workers compensation insurance through the District's Broker of Record, Leavitt Group, from The Hartford Insurance Company with the provision for five additional renewals, subject to review by counsel.
3. Authorizing staff to award a contract for landscape maintenance services in accordance with RFP No. 19-02 to NLS Grounds Management LLC for the amount of \$198,528.00; to authorize staff to extend the contract in subsequent years subject to funding being available and the contractor continuing to meet performance standards outlined in the bid documents; and to authorize staff to award the contract to the next lowest responsive and responsible bidder if contractor awarded the contract fails to execute the contract or successfully complete the 180 calendar day probationary period.

There was no opposition and the motion carried.

The Library District's approved days of closure for 2019 are:

Tuesday, January 1	*	New Year's Day
Monday, January 21	*	Martin Luther King Jr. Day
Monday, February 18	*	Presidents' Day
Sunday, April 21	*	Easter Sunday
Monday, May 27	*	Memorial Day

Thursday, July 4	*	Independence Day
Monday, September 2	*	Labor Day
Monday, October 14 (Columbus Day)	*	Staff Development Day
Friday, October 25	*	Nevada Day
Monday, November 11	*	Veteran's Day
Thursday, November 28	*	Thanksgiving Day
Friday, November 29	*	Family Day
Tuesday, December 24	*	Christmas Eve
Wednesday, December 25	*	Christmas Day

The Library District will also close at 5:00 PM on Tuesday, December 31, 2019.

**Discussion and possible Board action to approve the Library Facilities Master Plan Decision Framework. (Item IX.B.)**

As the Project Team was preparing for the presentation of the Library Facilities Master Plan Decision Framework (Framework), Counsel Welt left the meeting at approximately 7:30 p.m. He phoned in at 7:36 p.m. and remained on the phone for the rest of the meeting.

Dr. Heezen began the presentation was joined by Sean Coulter (Simpson Coulter|STUDIO), Development and Planning Director Danielle Milam, Brian Gordon (Applied Analysis), General Services Director Steve Rice, Margaret Sullivan (Margaret Sullivan Studio) in covered the various areas of the Framework they worked on.

The presentation is attached as Appendix B.

Since April 2017, a planning team comprised of consultants and Library District staff have been investigating various aspects of Library District facilities development and management to create a comprehensive, forward-thinking decision framework to guide Board of Trustee decisions on capital projects in the future.

The consultant team, comprised of local firms Simpson Coulter|STUDIO and Applied Analysis, and the New York city-based design firm of Margaret Sullivan Studio, worked hand-in-hand with the Library District and other community partners to accomplish the following scope of work:

- Field verification of library branch floor plans, generated in Building Information Modeling software
- Analyses of site and building conditions of 17 facilities owned by the Library District
- Generation and analyses of current and 20-year forecasts of population, urban development, and demographic conditions in the

urban Vegas valley and the implications for future capital project development

- Identification of the program of space needs related to 21<sup>st</sup> Century library services and the Vision 2020 Strategic Plan, including development of specific schematic plans for 13 branch facilities
- Identification of cost estimating methodologies for capital project development and approval by the Board of Trustees
- Identification and analysis of capital project funding strategies based on current and anticipated Library District financial assets, as well as available alternative funding sources
- Synthesis of the work above into a *Library Facilities Master Plan Decision Framework* to guide Board of Trustee decisions on capital project development for the next 20 years.

In the May and June 2018 meetings, the Board of Trustees heard detailed presentations from Jeremy Aguerro of Applied Analysis on the current and anticipated demographic and growth conditions of the Vegas valley, and an overview of new library space and building needs and functions from Margaret Sullivan.

The board presentation at this meeting briefly reviewed all of the investigations and findings from the scope of work outlined above. More details on each investigation can be found in the report and appendices of the *Library Facilities Master Plan Framework* binder, and also can be found on the District's website.

The presentation culminated in the description of a proposed facilities decision-making framework and process to support Board of Trustee decisions on, and approvals of, future capital projects.

During Mr. Rice's section of the presentation, which focused on the District's existing buildings (assessing their current condition, projecting future costs on replacement/refreshing of building components, and seeing whether they were adequate to maintain these branches into the future) led to several questions and some discussion.

Trustee Wadley-Munier wanted to ensure the overall costs Mr. Rice was mentioning were tied to specific components at specific libraries. She emphasized that, just because a spreadsheet says the HVAC system needs to be replaced, staff do not just put that on the project list for next year without determining whether a component must be replaced or renewed. This will allow staff to more efficiently use available funding. She then asked how staff determines whether a component must be replaced or renewed.

Mr. Rice said that whatever the standard says, e.g. a chiller needs to be replaced after 20 years, the actual useful life can vary depending on the maintenance the item receives. With little maintenance, the chiller will fail in less than 20 years. Regular maintenance will enable the item to last more than 20 years. As part of the continual assessment process he referred to earlier in his presentation, staff will always be



looking at the building components. If a chiller should be replaced after 20 years, his staff will physically assess the chiller to see if it actually needs replacement. If not, it will be changed to the following year. Also, when components are replaced or refreshed, the spreadsheets that have been created will be updated so that the information will continually evolve and remain current.

Trustee Foyt asked if the costs included in the spreadsheets reflected current costs or projected costs. Mr. Rice said that staff escalated costs over 20 years by 2% CPI a year which is based upon their research on best practices.

Trustee Ortiz asked if Simpson Coulter looked at the safety and security needs of the branches as part of the plan and do they have the capacity to do that research. He was concerned due to increased issues with terrorism and he thought this would include additional cameras, stronger doors, bollards, etc. Mr. Rice said that it was not part of the project. However, the project team discussed the issue and the group felt that the time to do that is when a remodel is planned for branches. If a project is identified at the Enterprise Library, for example, that will be one of the considerations in the design for that remodel.

Trustee Ortiz then asked about the impacts to changes to energy codes and building codes. Will the District have to upgrade to current codes, and, is the cost included? Mr. Rice said that these things will become apparent as District designs new space. When the plan goes through plan check and code check review, the areas that need to be updated to code will be identified and the costs will then have to be incorporated in the project budget. Rice reiterated that he is discussing the part of the plan referring to maintenance/replacing building systems in the branches. He asked that Trustees review Appendix 3 in the Master Facilities Plan Framework. Staff included each component that could possibly need to be renewed or replaced in the 20 year time frame.

According to Mr. Rice, some items, such as underground work for foundations and electrical work, extends beyond the 20-year time frame. Trustee Ortiz said that the District's older buildings need electrical capacity and when outlets are added to buildings, or items like that, it can increase cost factors. He asked whether that is captured in these estimates. Mr. Rice said that this will be captured in construction budget estimates at the time of a particular project. That discussion is further in the plan when the Framework goes into detail about how to estimate project costs. Then the cost is estimated in dollars per square foot.

Trustee Wadley-Munier asked that her following comment go on the record. Referring to Facilities Condition Assessment Finding #3, she said that in working for the Clark County School District, CCSD tried to use bond money to retrofit buildings and provide internet and computer access, but sometimes that did not work. There was always something coming up, e.g., after a summer of work rewiring a particular middle school building, the ceilings came down in the middle of the school year. The school district then had emergency repair

expenses plus long-term repairs. She then asked when does it make sense to tear down a building rather than keep pouring money in? She does not think the District would ever do that, but she wants it on the record as a caution.

Mr. Rice said that there will be a time when buildings are at the age when it makes no economic sense to repair and upgrade, but he mentioned the ongoing maintenance the District continually does, commenting that the CCSD has an immense deferred maintenance backlog.

Trustee Foyt has major concerns about building signage. Mr. Rice said the District is in the process of designing billboard signage for all urban and some outlying branches that will include LED displays focusing on upcoming programs and features. Also, staff is reviewing signage for interior and exterior at all branches to standardize and update it.

Trustee Ortiz agreed with Trustee Foyt on the signage.

Trustee Benavidez said the District is still in the process of rebranding and asked what comes first? Wouldn't staff have to have the branding determined before signage is updated? This must work hand in hand.

Trustee Bilbray-Axelrod emphasized the need for staff to work with people in areas surrounding the branches on the impact of signage. The District needs to make sure that signage impacts on surrounding areas are evaluated. Mr. Rice said that would be considered.

Once Ms. Milam concluded the presentation, Chair Moulton thanked the presenters and emphasized that Trustees were looking at a framework, with tonight as the first step. She found the section titled, "Decision-Making Framework" most important.

Chair Moulton said this was a lot of information to take in and she was sure it produced far more questions. However, she reiterated that the decision was on the framework. The Board was going to have to make some hard decisions and said she thought it would be political, briefly mentioning her experience on the CCSD Board. But, Moulton continued, this framework reflects the District's role in a changing community. Her feeling was that the District's Trustees are diverse, reflecting a broad range of communities, and would be able to make these decisions.

She then asked for questions.

Trustee Ortiz praised the team. He asked for:

- The value of land under the Enterprise Library as well as the number of people the District is serving at that location. The District needs to service District residents, which could happen quite nicely at the location the District has reserved at Cactus and Jones.

Trustee Ortiz then commented that the District must keep current libraries fresh and redone as that is the value to the District's communities. However he asked staff to find out the property

value the District would receive if Enterprise was sold compared to the Cactus/Jones location.

- Trustee Ortiz believes there is a huge need for library services at the 215/Cheyenne and 215/Tropicana areas. He asked about the value of that land if the District were to build a new library in that area. He thought the District could leverage some opportunity zone money and utilize New Markets Tax Credits to bring the District closer to having the money to build in the northeast area.
- Trustee Ortiz restated the big need for library services by 215/Cheyenne and 215/Tropicana but they have higher property values/per square foot prices in comparison to the northeast area.

Trustee Wadley-Munier asked if the Framework only included the projects named in it or are new locations included. Ms. Milam said that Trustees' proposed projects, such as the one at the Meadows Mall in which Wadley-Munier had expressed an interest in, are part of the next level of conversation in October. The Framework does not exclude projects. Wadley-Munier expressed her disappointment as she said she believed that she was told the Meadows Mall project would be included in this presentation after she and District staff had spent a half day at the Meadows Mall.

Chair Moulton commented that she understands all operational aspects have to be explored for each project, noting that the project she favors, a Bookmobile, has to undergo the same thing.

Ms. Milam said that staff are providing a framework on how Trustees decide to move forward on new projects or to maintain existing properties. Once the Framework is approved, the next step is for the Trustees to discuss specific projects, such as bringing on new locations. This will require holistic costing for the staffing and operational needs so that the District knows that it has the resources to sustain and maintain the project over time.

Trustee Ortiz asked what the District's bond rating is for either a short- or long-term bond. He does not need a presentation, but would like the information provided for the next meeting.

Chair Moulton commended everyone for their excellent work and knows there is a lot more work to come. Trustee Ortiz said the framework was very good and provides a lot of options, a lot of input which allows the Board to make better decisions. Ortiz thought the Framework was a well-thought out plan fiscally, environmentally, and structurally.

Trustee Ortiz moved to adopt the Library Facilities Master Plan Decision Framework as presented at the meeting. Chair Moulton and Trustees Benavidez, Francis Drake, Melendrez, Ortiz, and Yturralde voted in favor. Trustee Wadley-Munier abstained.

**Minutes - Board of Trustees' Meeting**  
**September 20, 2018**  
**Page 12**

<b>Announcements (Item X.)</b>	Trustees are invited to attend Staff Day, October 8, 2018, at the Texas Station Hotel & Casino. Registration begins at 8:00 a.m., the program begins at 9:00 a.m., lunch will be served, and the day ends at 4:00 p.m.  The next Board Meeting will be held Thursday, October 11, 2018, at 5:30 p.m. in the Sahara West Library, 9600 W Sahara Ave, Las Vegas, Nevada 89117.
<b>Public Comment (Item XI.)</b>	None.
<b>Executive Session (Item XII.)</b>	Removed from Agenda.
<b>Adjournment (Item XIII.)</b>	Chair Moulton thanked everyone for sticking around. She commented that this has been one of the longest meetings she has attended and thanked everyone for their patience. Moulton adjourned the meeting at 9:50 p.m.

Respectfully submitted,

Elizabeth Foyt, Secretary

# 2018 ATTENDANCE

## Appendix A

### September 20, 2018 Regular Board Meeting

2018		JANUARY	February 8 Regular Board Mtg	March 8 Regular Board Mtg	April 12 Finance & Audit Cmte	April 12 Regular Board Mtg	May 24 Regular Board Mtg	June 14 Risk Mgmt Cmte	June 14 Nominating Cmte	June 14 Regular Board Mtg	July 12 Regular Board Mtg	AUGUST	September 20 Regular Board Mtg		
Benavidez	Kelly	NO MEETING	P	P	P	P	P	P	P	P	P	NO MEETING	P		
Bilbray-Axelrod	Shannon		P	P	P	P		P	P	P	P		P		
Drake	Marilyn		P	P	A-E	A-E	P	A-E		A-E	P		P		
Ence*	Randy		A-E	P	P	P	P	P	P	P	P		X		
Foyt	Elizabeth		P	P	P	P	P	P	P	P	P		P		
Melendrez	Jose		P	P	A-E	A-E	P	P	P	P	P		P		
Moulton	Sheila		P	P	P	P	P		P	P	P		P		
Ortiz	Felipe		P	P	P	P	P	P	P	P	P		P		
Wadley-Munier	Robin		P	P	P	P	P		P	P	P		P		
Withelder**	Geno		X	X	X	X	X	X	X	X	X		A-E		
Yturralde	Ydoleena		P	P	P	P	A-E		P	P	P		P		

attended Committee meeting but not a member

A-E Excused Absence  
A-U Unexcused Absence

\*Resigned, took effect after the July 12 Regular Board Meeting

\*\*Appointed to replace Trustee Ence for a term beginning August 2018

as of September 20, 2018

# **LAS VEGAS-CLARK COUNTY LIBRARY DISTRICT**

## **Library Facilities Master Plan Decision Framework**

# PROJECT TEAM

**Simpson Coulter | STUDIO**

**Applied Analysis**

**Margaret Sullivan Studio**

**Library District Executive Council**

# INTRODUCTION AND PROJECT BACKGROUND



**WE ARE PLANNING  
FOR LIBRARY  
FACILITIES IN TIMES  
OF RAPID AND  
DISRUPTIVE CHANGE**

## **CHANGES IN THE BUSINESS ENVIRONMENT**

**Information  
Communications  
Media  
Technology  
Retail  
Work  
Consumer Behavior  
Demographic  
Diversity  
Economic Disparity  
Public Funding**

## CHANGES IN THE LIBRARY ENVIRONMENT

### 21ST CENTURY SKILLSETS

Critical Thinking • Project Management • Independent Work  
Visual Literacy • Financial Literacy • Working Creatively with  
Others • Communication • Environmental Literacy • Media Analysis  
Problem Solving • Innovation Implementation • Conversations  
Creativity & Innovation • Using Systems Thinking • Making  
Judgements • Global Awareness • Accessing & Evaluating  
Information • Creating Media Products • Collaboration • Health  
Literacy • Communicating Clearly • Media Literacy • Adapting to  
Change • Cross Disciplinary Thinking • Flexibility & Adaptability •  
Goal & Time Management • Self-Direction • Effective Technology  
Application • Producing Results • Leadership & Responsibility

Literacies and Skill Sets  
Learning Labs  
Virtual Services  
Technology  
Customer-Driven  
Convenient  
Mobile  
Interactive  
Community-Centered

## NEW STRATEGIC DIRECTIONS



The Aspen Institute's 2015 report,  
**"Rising to the Challenge:  
Re-Envisioning Public Libraries,"**<sup>1</sup>  
further details the emerging roles and  
opportunities for public libraries as

- PEOPLE** intergenerational learning, earning,  
and health
- PLACE** welcoming community centers and  
neighborhood catalysts
- PLATFORM** for partnerships and virtual content

## Passive to interactive.

Makerspaces, early learning activity centers, job centers, hackathons, streaming courses, and conferences that engage residents in learning experiences are a growing part of library activity today. Libraries are a “third place” for people to visit, gather, and interact, in contrast to the past where reading, studying, and other more passive, solitary activities dominated.

## Information to learning.

The traditional information and reference roles of librarians have shifted to roles related to learning: facilitator, convener, partner, and connector.

## Physical to virtual.

As libraries shift from managing things to orchestrating experiences, the measures of success are also shifting. New outcome measures around improvement in skills, knowledge, attitudes, and aptitudes are replacing the traditional output measures of circulation, visits, program attendance, and computer sessions. Emerging library outcome measures look at library contributions to community challenges and individual advancement.

## Outputs to outcomes.

Library services are both physical and virtual. Libraries are not disappearing because of the Internet; they are compatible and symbiotic. While libraries continue to circulate physical books, they are also seeing an exponential rise in customer use of downloadable and online materials and learning platforms. The virtual service realm is exploding, with access to all types of downloadable media and ever-increasing apps and online service tools.

## Static plans to flexible decision frameworks.

With ubiquitous change comes uncertainty about the future. Strategic, technology, and facilities plans were traditionally static and long-term. They are now giving way to shorter-term, more customized decision frameworks that decision-makers are able to use to consider new information, changing conditions, and trade-offs between community need, organizational assets and capacity, and partner alignment to make critical decisions about services, buildings, and technologies.

## **The Library District is well-positioned for change**

- **Ahead of the nation in terms of buildings with space for multiple functions**
- **Taking on greater roles in technology change**
- **Designed for collaboration and community gathering**
- **Adoption of v.2020 alongside robust use of collection**
- **Biggest assets: adaptive buildings and staff**

# Project Scope and Goals

- ① Field Verification and Facility Condition Assessment
- ② Demographic Analysis
- ③ Vision 2020 Strategy Adaptation
- ④ Identification of Funding Resources and Capacity
- ⑤ Library Facilities Master Plan Decision Framework



## Library Facilities Master Plan Decision Framework

**Holistic**  
**Forward-Thinking**  
**Flexible**

## Library Facilities Master Plan Decision Framework

**Decision-making stays in the hands of the Board of Trustees, with tools to evaluate projects in the context of several criteria:**

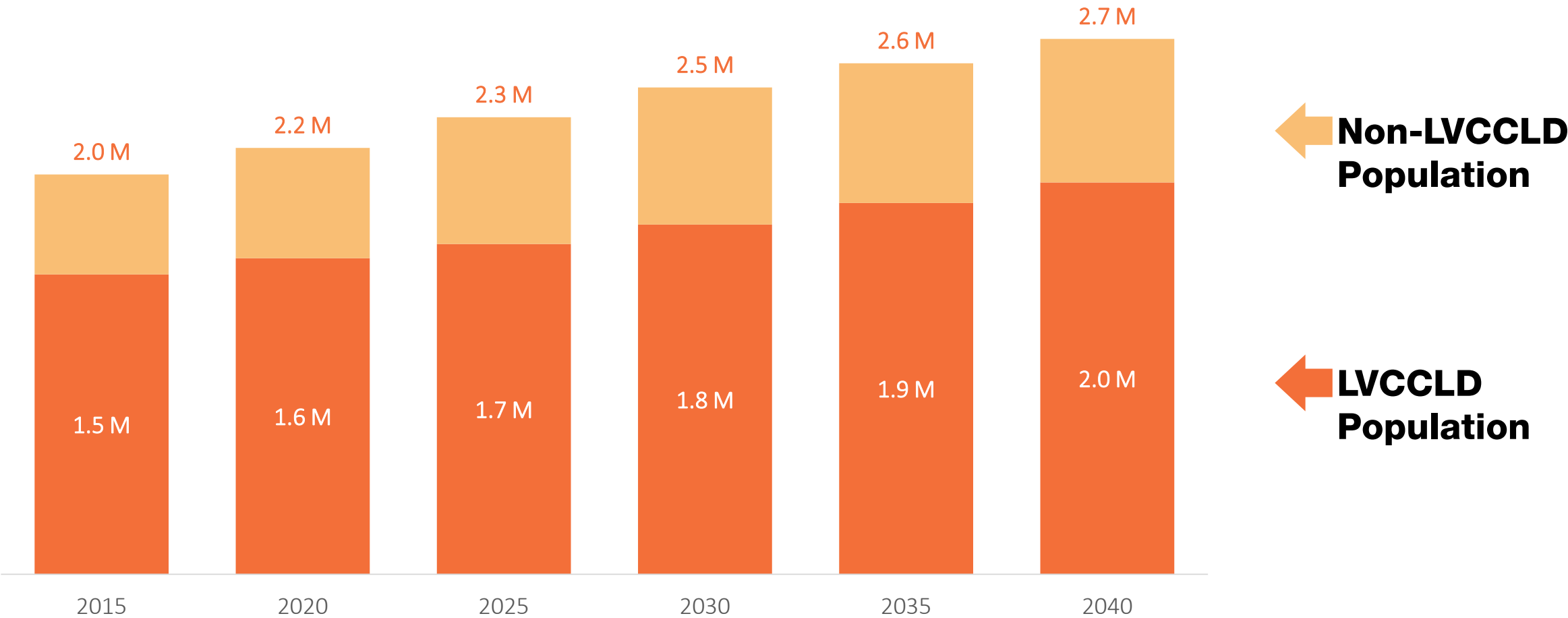
- **community conditions and needs**
- **urban development and demographic change**
- **strategic service model optimization**
- **fiscal resources needed to build and sustain facilities over time**

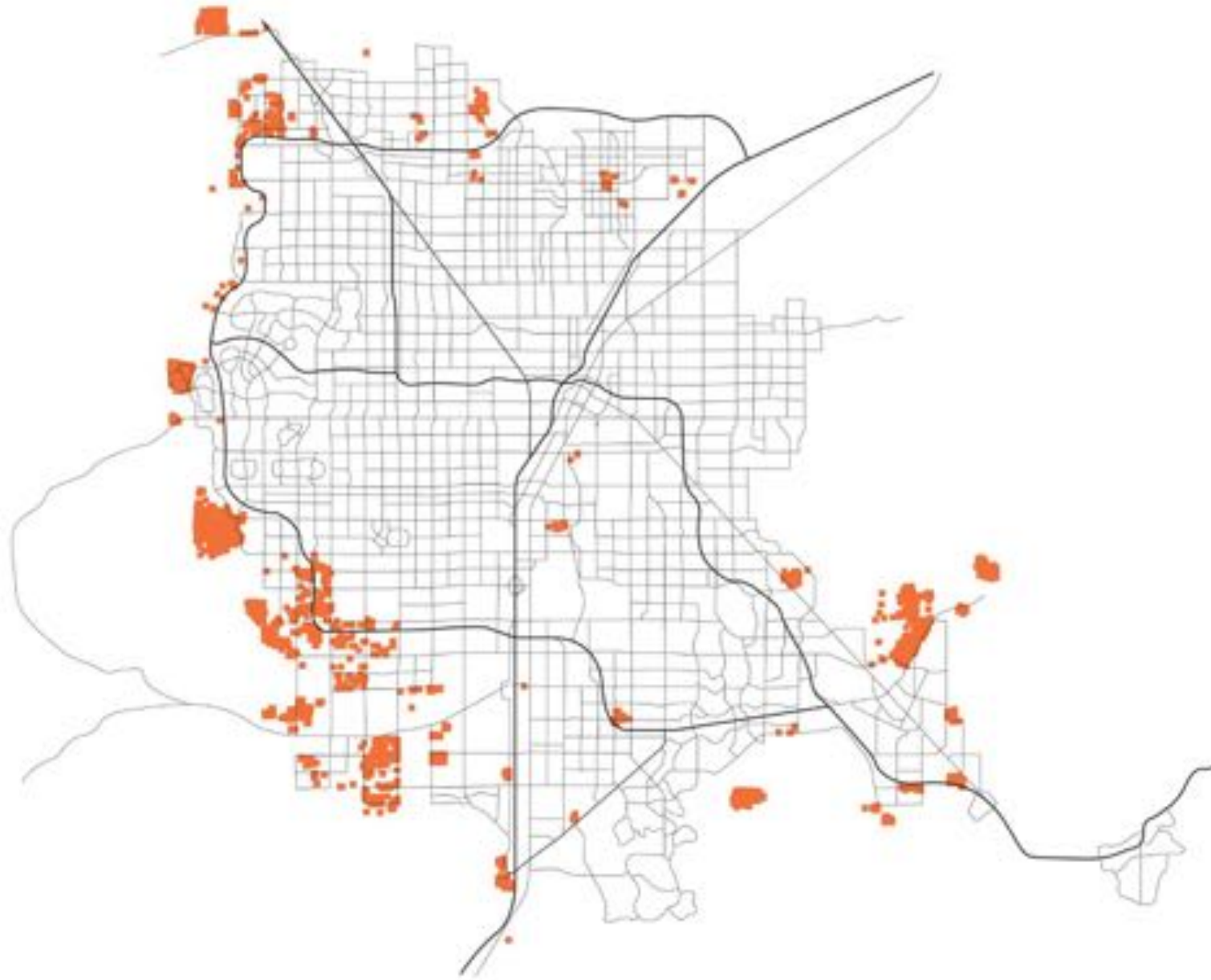
**The structure of this presentation mirrors the structure of the report:**

- ① Demographic Analysis**
- ② Facilities Condition Assessment**
- ③ Vision 2020 Model Adaptation**
- ④ Costing Future Branch Improvements**
- ⑤ Financial Analysis**

# DEMOGRAPHICS

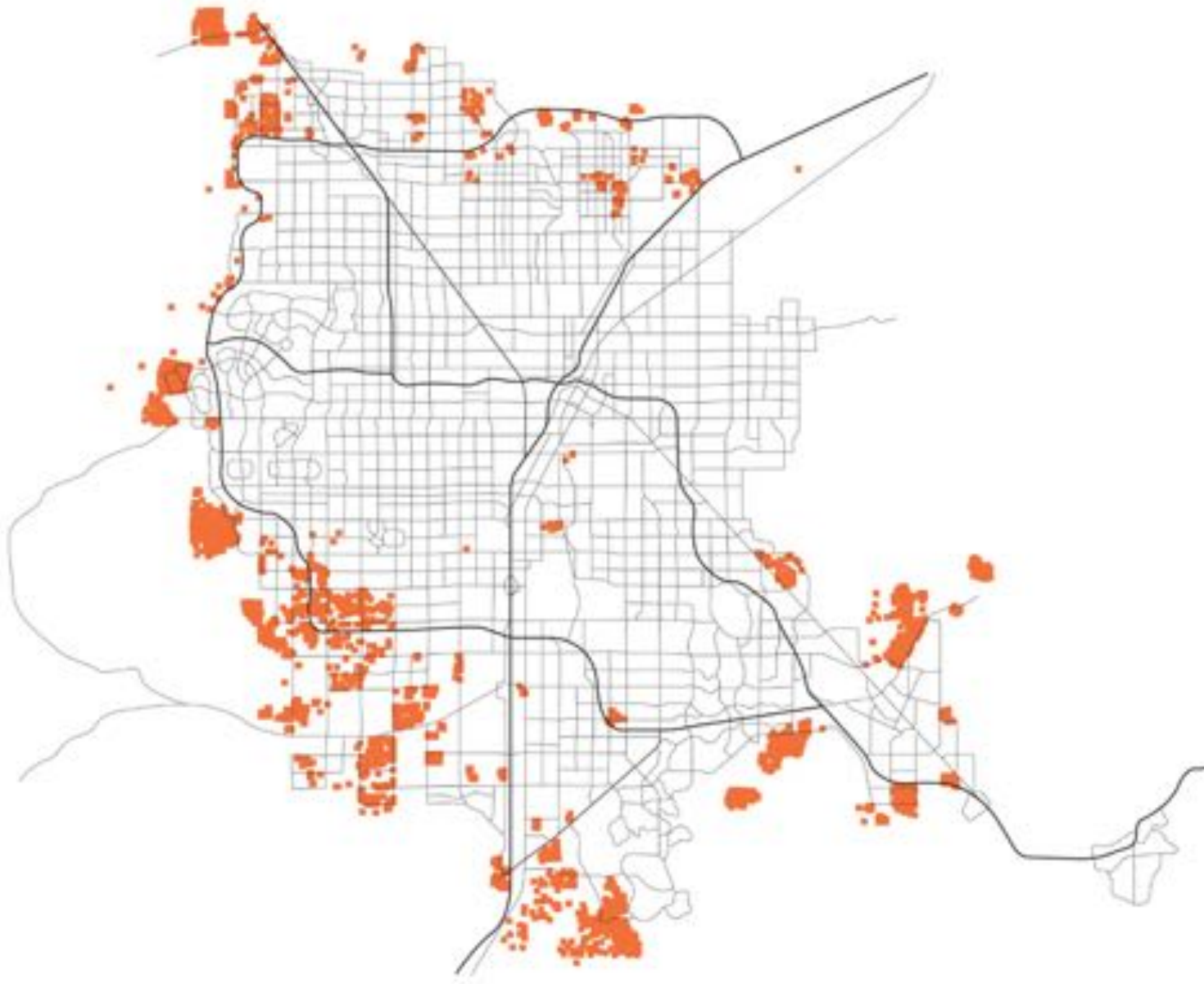
# LVCCLD AND CLARK COUNTY POPULATION





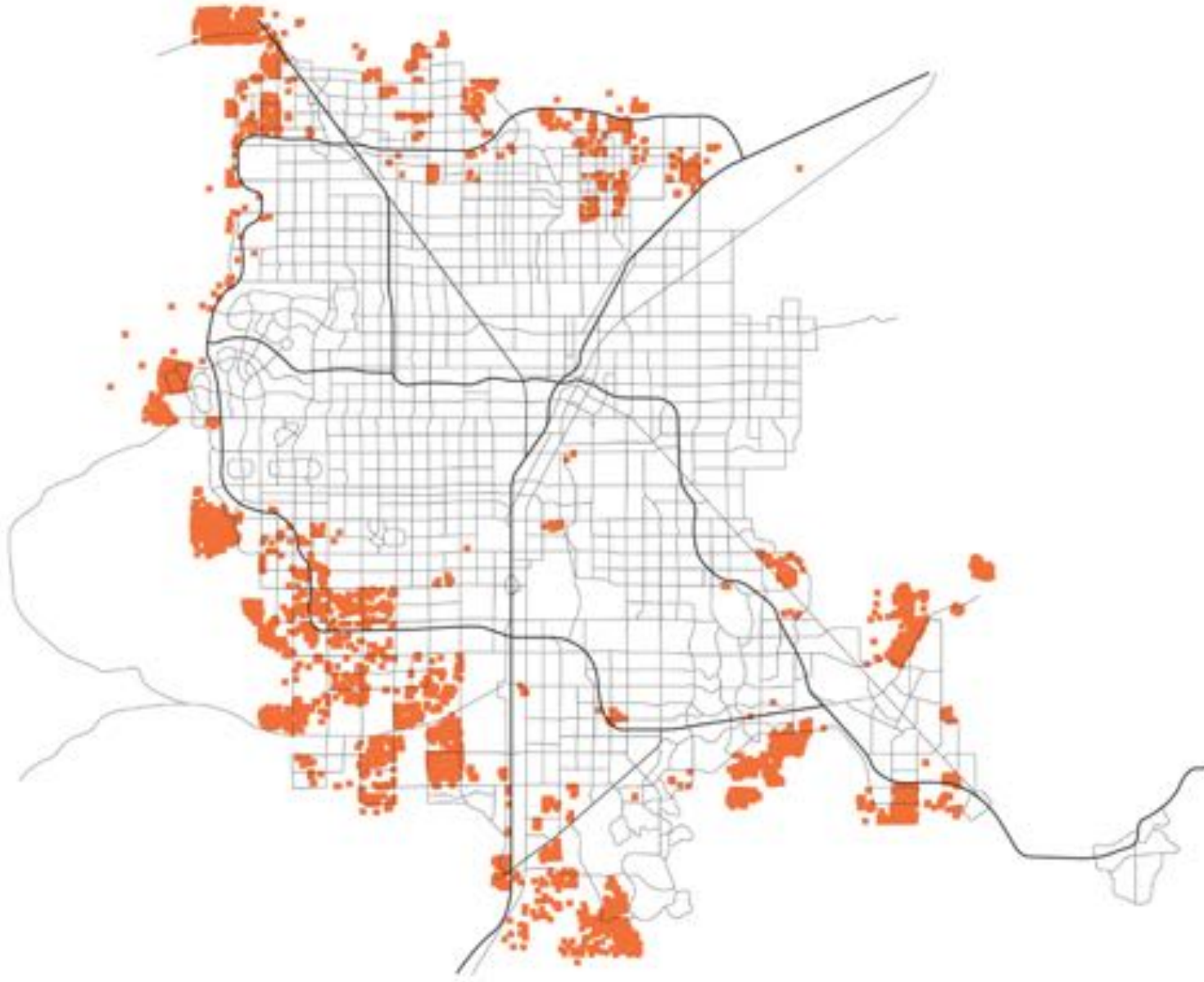
## Cumulative Housing Units: 895,184

- **Development is expected to begin mostly in the fringes of the urban valley with majority of the development anticipated around southwest and northwest parts of the Vegas valley**



## Cumulative Housing Units: 951,266

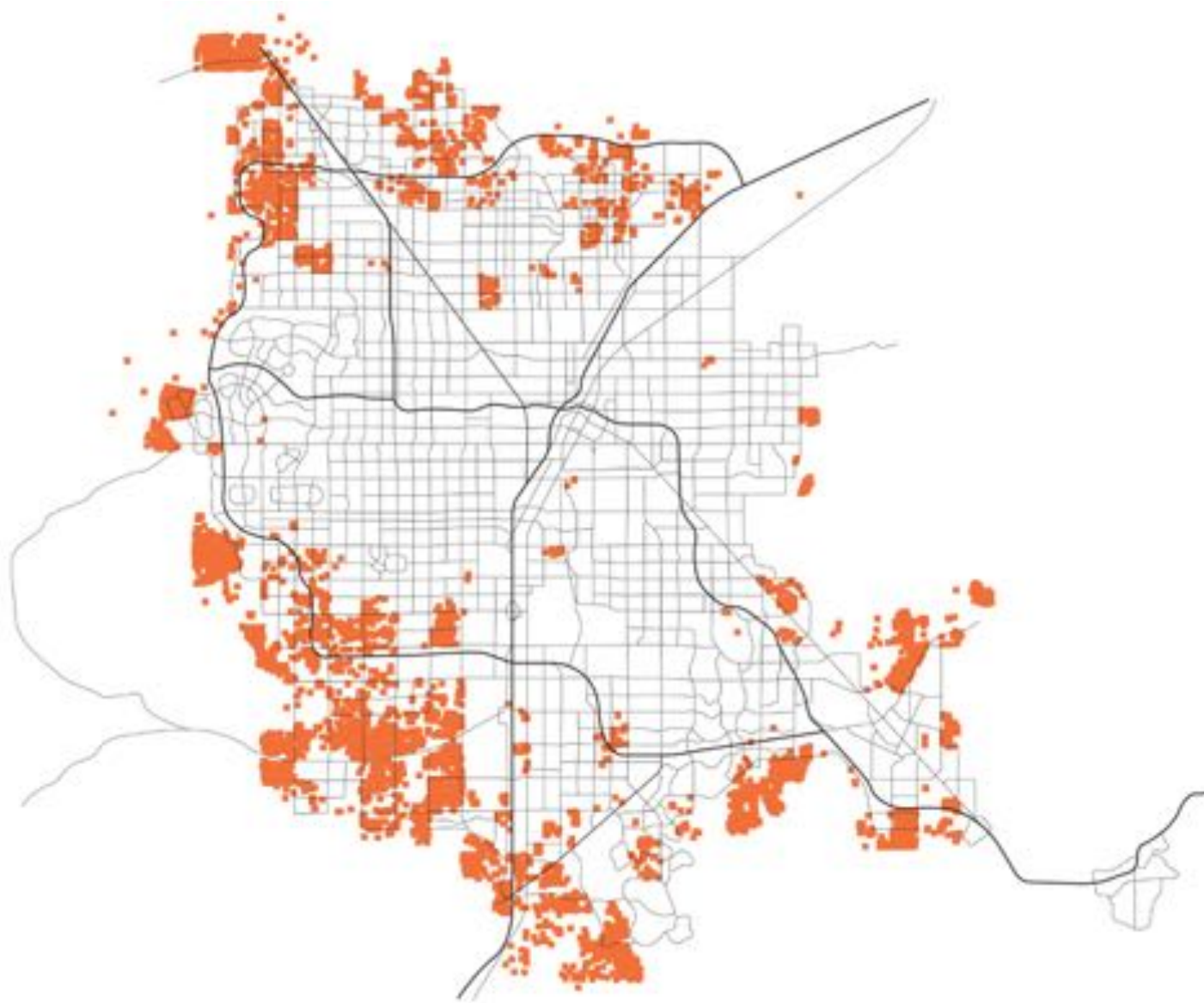
- By 2025, more development is expected in the southwest
- The northwest and Summerlin area are also likely to experience more development



## Cumulative Housing Units: 1,004,064

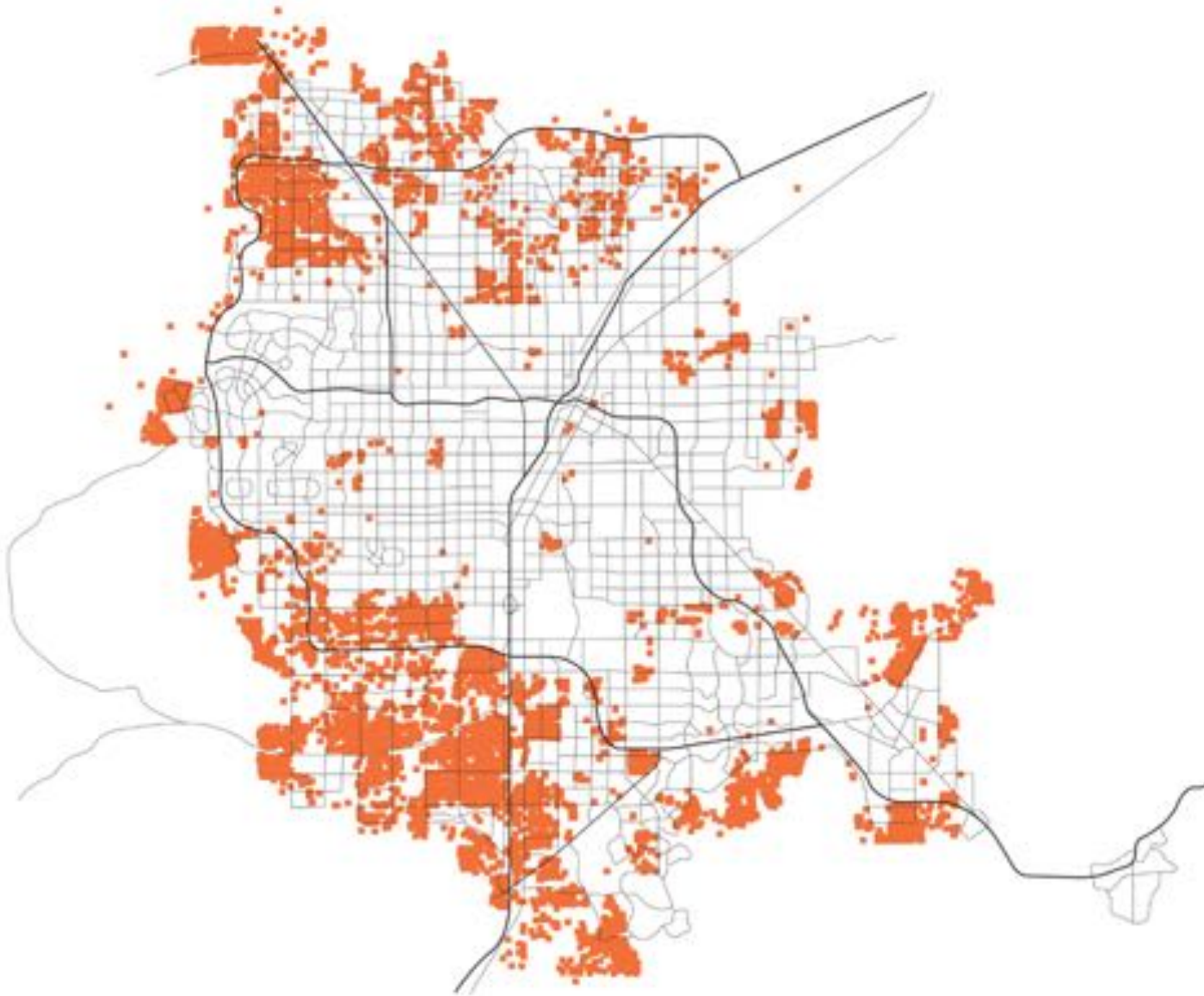
- **Southwest, Summerlin, and west Henderson continue to build out through 2030**





## Cumulative Housing Units: 1,053,384

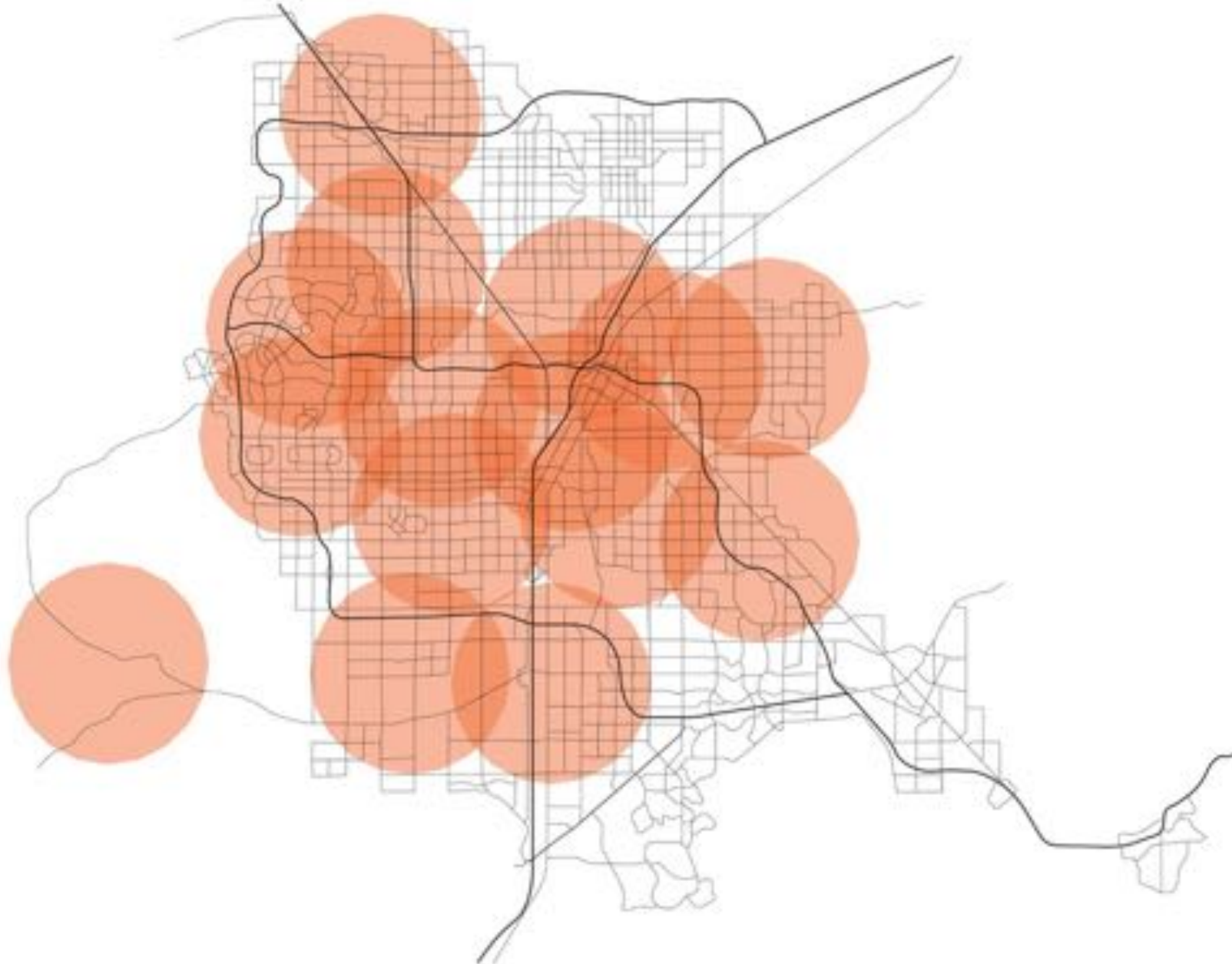
- By 2035, most of the large, singular parcels remaining in the urban Vegas valley have been activated
- Most of the existing master planned communities are built out at this point



## Cumulative Housing Units: 1,099,137

- By 2040, the remaining rural zoned lots in the southwest and south are expected to be built out
- Infill of small parcels continues within the urban valley

# 3-MILE RADIUS



# 4-MILE RADIUS

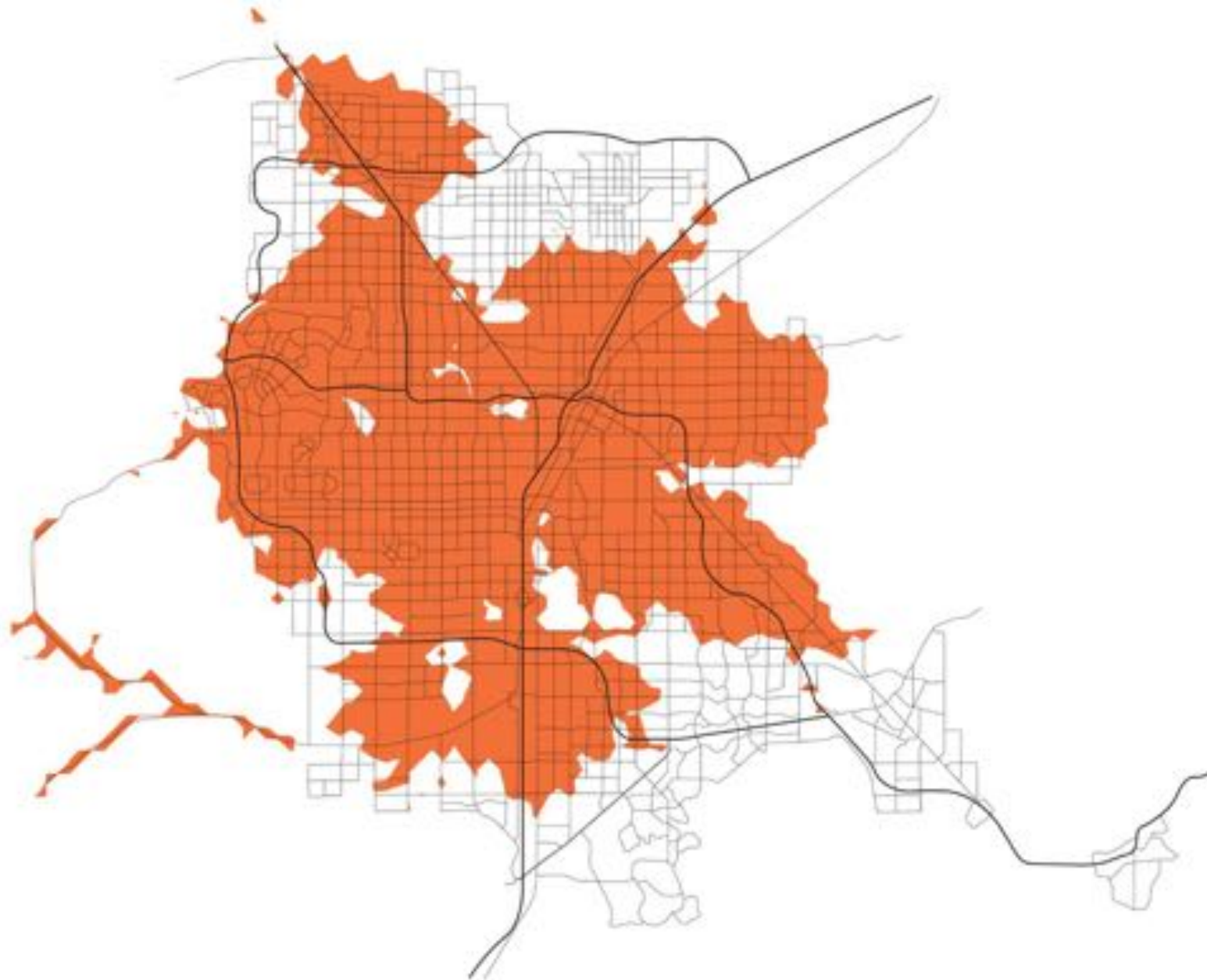




# 5-MILE RADIUS

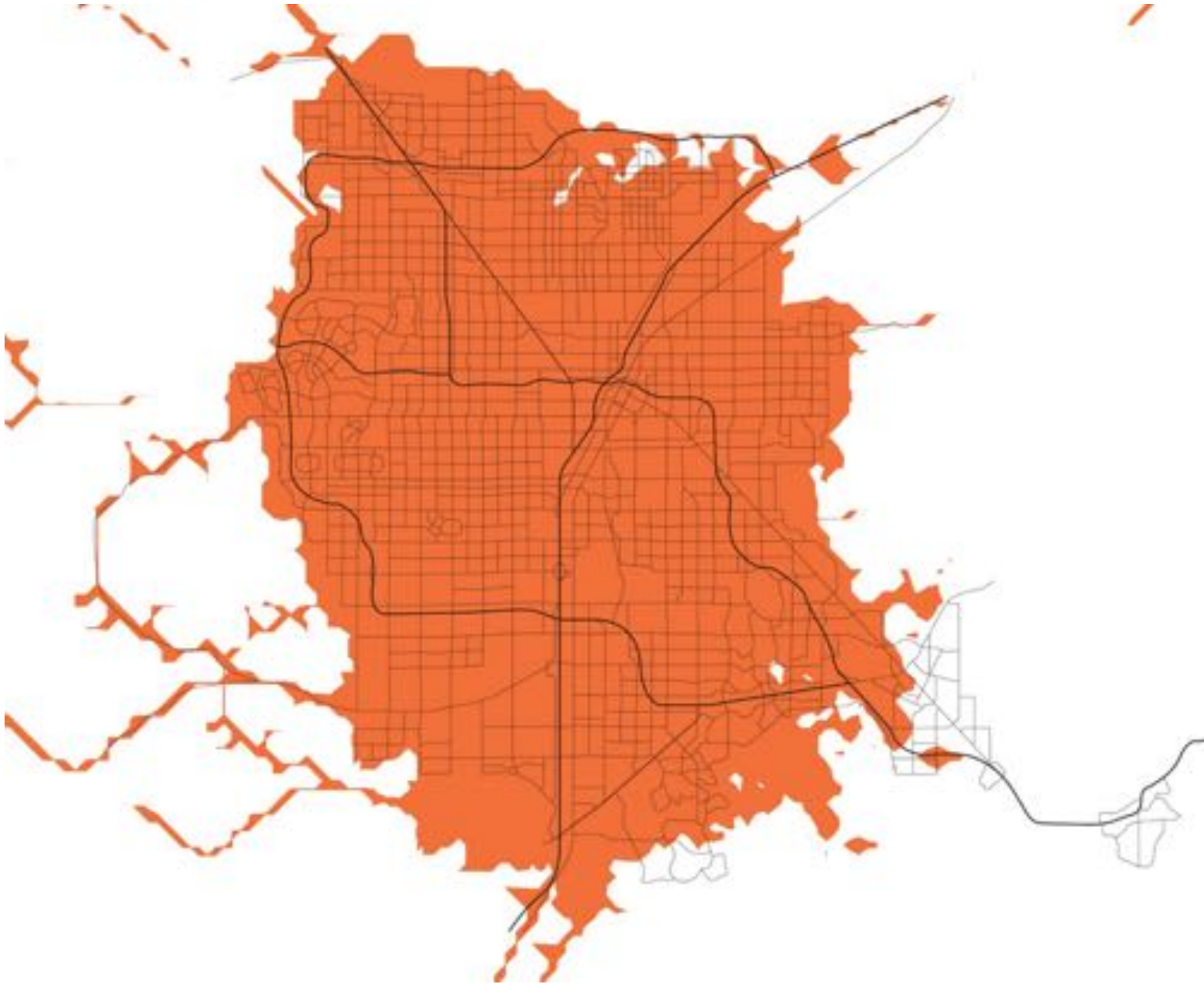


# 10-MINUTE DRIVE TIME

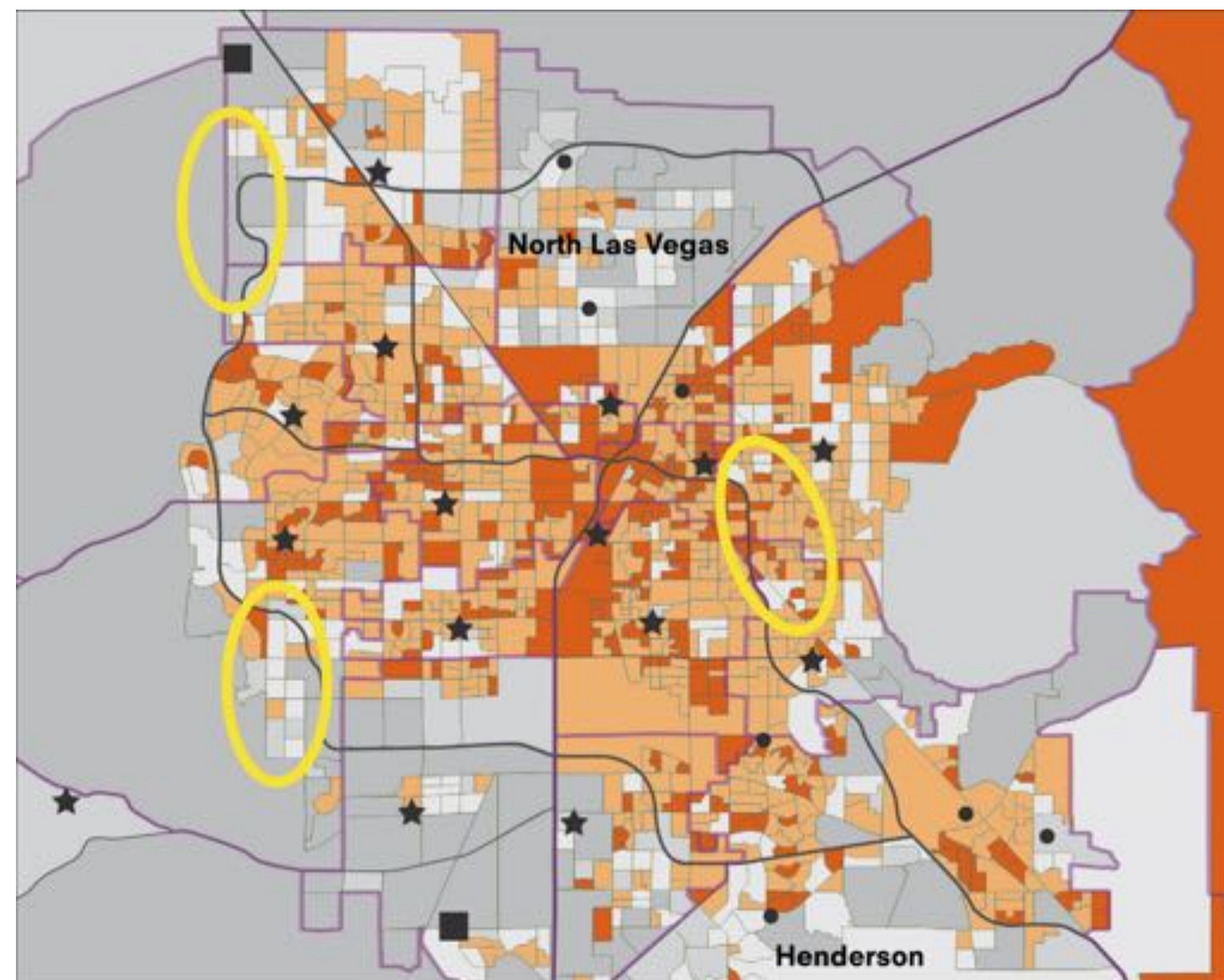


# 15-MINUTE DRIVE TIME

APPENDIX B - SEPTEMBER 20, 2018  
PAGE 26



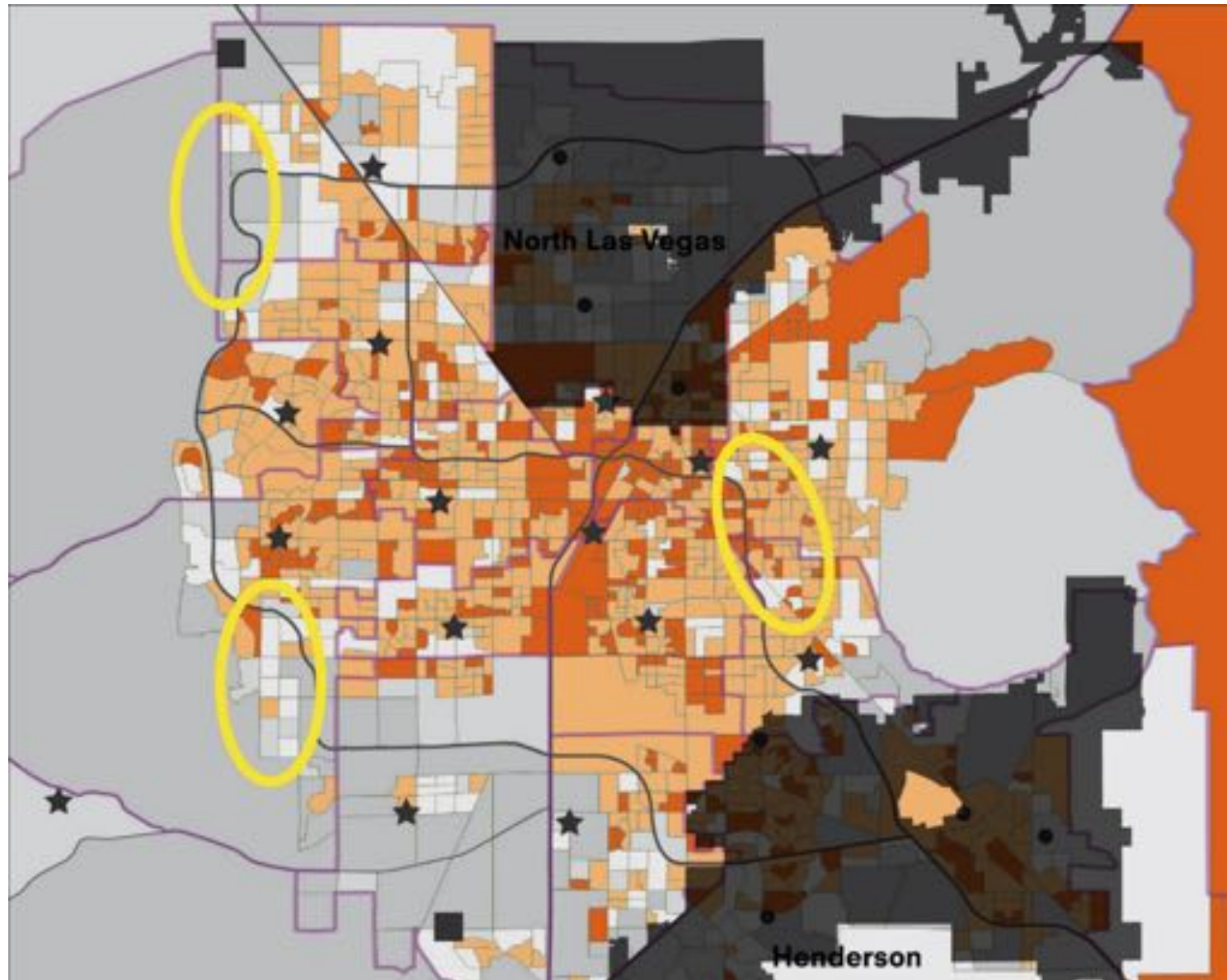




## 2040 Population with Site Locations

- Less than 1,000**
- 1,000 – 2,000**
- 2,000 – 3,000**
- 3,000 – 4,000**
- Over 4,000**
- Controlled Site**
- Existing Branch**
- Other System Libraries**





## 2040 Population with Site Locations

- Less than 1,000**
- 1,000 – 2,000**
- 2,000 – 3,000**
- 3,000 – 4,000**
- Over 4,000**
- Controlled Site**
- Existing Branch**
- Other System Libraries**

# DEMOGRAPHICS

## Major Findings

- ① Population is expected to continue to grow, although not at prior extraordinary rates.
- ② There will be modest demographic shifts with fewer households with children; individual branches may see more or less of this demographic shift.
- ③ The Library District footprint is reasonably well distributed across the valley to serve near-to mid-term population growth.
- ④ The eastern portion appears to have some potential gaps that may be covered by the 2019 opening of the East Las Vegas library.

# FACILITIES CONDITION ASSESSMENT

**Simpson Coulter | STUDIO conducted field verification and building integrated modeling (BIM) for each of the 13 library branch facilities within the Library Facilities Master Plan. The scope of work included:**

- 1. Creation of accurate floor plan documents to be used in the facility schematics created by Margaret Sullivan Studio.**
- 2. Location and dimensions of walls, windows, doors, openings room naming, and other facility features.**
- 3. Provision of updated and accurate floor plans and diagrams of all urban branches to the Library District for future development of branch capital projects and use in maintenance efforts.**

**General Services completed a comprehensive Facility Condition Assessment (FCA) of the 17 Library District-owned buildings to accurately identify and quantify the Library District's current and future capital renewal needs based on:**

- 1. Current and forecasted building conditions.**
- 2. Current site infrastructure needs.**
- 3. Remaining service life of major building systems, including building envelope, architectural finishes, roofs, electrical, plumbing, and HVAC systems.**
- 4. Rough Order of Magnitude (ROM) cost estimates for building system renewal and site infrastructure repairs.**
- 5. Forecasted facility renewal requirements based on lifecycle analysis of existing systems over the span of the next 20 years.**
- 6. Facility Condition Index (FCI) measurements to illustrate the relative condition of all facilities.**

**The average age of the Library District's 17 owned facilities is 22.6 years.**

- **The oldest facilities are 31 years old: Moapa Valley Library, Mt. Charleston Library, and Sunrise Library.**
- **The youngest facility, Mesquite Library, is 5 months old.**

Age of District Owned Buildings		
Library Name	Year Built	Current Age
Centennial Hills	2009	9
Clark County	1994	24
Enterprise	1996	22
Laughlin	1994	24
Mesquite Library	2018	3 Months
Mesquite Library Learning Center	1990	28
Moapa Valley	1987	31
Mt. Charleston	1987	31
Rainbow	1994	24
Sahara West	1997	21
Spring Valley	1988	30
Summerlin	1993	25
Sunrise	1987	31
West Charleston	1993	25
West Las Vegas	1989	29
Whitney	1994	24
Windmill Library and Service Center	2011	7
	Average	22.6

**One of the most important goals of a Condition Assessment (FCA) is to accurately rate the current overall physical condition of each facility.**

**The Facility Condition Index (FCI) is used as the basis for assessment because it is a quantitative approach rather than a simplified subjective approach.**

**The FCI is a measure widely used in facilities management to represent the physical condition of a facility (or asset) as compared to its replacement value. The lower the FCI, the better the facility condition.**

**The FCI is expressed as a ratio of the cost of remedying existing deficiencies/requirements and capital renewal requirements to the current replacement value:**

$$\text{FCI} = \frac{\text{DM (Deferred Maintenance)} + \text{CR (Capital Renewal)}}{\text{CRV (Current Replacement Value)}}$$

## **Deferred Maintenance (DM)**

Deferred Maintenance is the postponement of building and equipment upkeep due to a lack of funds. The failure to take care of major repairs and/or restore building components that have reached the end of their useful life results in a deferred maintenance backlog.

At the time of this assessment the Library District has no deferred maintenance backlog at any of its facilities.

## **Capital Renewal (CR)**

Capital Renewal is previous or future repairs or replacements paid from the capital funds budget and not funded for normal maintenance in the annual operating budget cycle.

## **Current Replacement Value (CRV)**

Current Replacement Value is calculated by multiplying each facility's gross square footage by the estimated construction replacement cost per square foot.

The CRV of Library District facilities is based on an estimated construction cost of \$500 per square foot.



## Current Estimated CRV by Location

Library	Square Footage	CRV
Centennial Hills	45,555	\$22,777,500
Clark County	120,000	\$66,000,000
Enterprise	26,300	\$13,150,000
Laughlin	15,562	\$7,781,000
Mesquite Library	13,313	\$6,656,500
Mesquite Library Learning Center	5,464	\$2,732,000
Moapa Valley	4,700	\$2,350,000
Mt. Charleston	2,800	\$1,400,000
Rainbow	26,800	\$13,400,000
Sahara West	122,000	\$61,000,000
Spring Valley	26,645	\$13,322,500
Summerlin	40,165	\$20,082,500
Sunrise	23,000	\$11,500,000
West Charleston	38,900	\$19,450,000
West Las Vegas	30,693	\$15,346,500
Whitney	24,600	\$12,300,000
Windmill Library and S.C.	142,149	\$71,074,500
Total	708,646	\$354,323,000

**The FCI is helpful in several ways to include:**

- **Comparing the condition of one facility to a group of facilities.**
- **Tracking trends (the extent of improvement or deterioration over time).**
- **Prioritizing capital improvement projects.**
- **Making renovation versus replacement decisions.**

**The FCI is calculated and based on the quantitative result of the calculation and the score is given a corresponding qualitative condition rating:**

**“Excellent,” “Good,” “Fair,” and “Poor”**



**Because General Services has kept up with maintenance requirements, the 5-year FCI rating by location is “Excellent” for all facilities.**

Library Name	Square Footage	CRV	Renewal Costs	FCI %	FCI Rating
Centennial Hills	45,555	\$ 22,777,500.00	\$ 54,459	0.24	Excellent
Clark County	120,000	\$ 60,000,000.00	\$ 161,027	0.27	Excellent
Enterprise	26,300	\$ 13,150,000.00	\$ 637,825	4.85	Excellent
Laughlin	15,562	\$ 7,781,000.00	\$ 279,702	3.59	Excellent
Mesquite Library	13,313	\$ 6,656,500.00	\$ -	0.00	Excellent
Mesquite Library Learning Center	5,464	\$ 2,732,000.00	\$ 78,030	2.86	Excellent
Moapa Valley	4,700	\$ 2,350,000.00	\$ 5,000	0.21	Excellent
Mt. Charleston	2,800	\$ 1,400,000.00	\$ 55,204	3.94	Excellent
Rainbow	26,800	\$ 13,400,000.00	\$ 566,074	4.22	Excellent
Sahara West	122,000	\$ 61,000,000.00	\$ 2,100,685	3.44	Excellent
Spring Valley	26,645	\$ 13,322,500.00	\$ 443,926	3.33	Excellent
Summerlin	40,165	\$ 20,082,500.00	\$ 563,336	2.81	Excellent
Sunrise	23,000	\$ 11,500,000.00	\$ 228,493	1.99	Excellent
West Charleston	38,900	\$ 19,450,000.00	\$ 632,740	3.25	Excellent
West Las Vegas	30,693	\$ 15,346,500.00	\$ 97,147	0.63	Excellent
Whitney	24,600	\$ 12,300,000.00	\$ 194,031	1.58	Excellent
Windmill Library and Service Center	142,149	\$ 71,074,500.00	\$ 438,159	0.62	Excellent
			Average FCI	2.23	

The 20-year FCI by location shows that 9 of the 17 facilities are rated “Fair,” and the remaining 8 facilities are rated “Good.”

## 20-Year FCI Rating by Location

Library Name	Square Footage	CRV	Renewal Costs	FCI %	FCI Rating
Centennial Hills	45,555	\$ 22,777,500.00	\$ 2,659,599	11.68	Fair
Clark County	120,000	\$ 60,000,000.00	\$ 5,059,559	8.43	Good
Enterprise	26,300	\$ 13,150,000.00	\$ 1,531,698	11.65	Fair
Laughlin	15,562	\$ 7,781,000.00	\$ 1,378,940	17.72	Fair
Mesquite Library	13,313	\$ 6,656,500.00	\$ 505,706	7.60	Good
Mesquite Learning Center	5,464	\$ 2,732,000.00	\$ 204,061	7.47	Good
Moapa Valley	4,700	\$ 2,350,000.00	\$ 335,011	14.26	Fair
Mt. Charleston	2,800	\$ 1,400,000.00	\$ 194,480	13.89	Fair
Rainbow	26,800	\$ 13,400,000.00	\$ 2,113,877	15.78	Fair
Sahara West	122,000	\$ 61,000,000.00	\$ 3,891,586	6.38	Good
Spring Valley	25,645	\$ 12,822,500.00	\$ 1,048,717	8.18	Good
Summerlin	40,165	\$ 20,082,500.00	\$ 2,963,783	14.76	Fair
Sunrise	23,000	\$ 11,500,000.00	\$ 841,395	7.32	Good
West Charleston	38,900	\$ 19,450,000.00	\$ 2,047,309	10.53	Fair
West Las Vegas	30,693	\$ 15,346,500.00	\$ 1,496,022	9.75	Good
Whitney	24,600	\$ 12,300,000.00	\$ 1,572,946	12.79	Fair
Windmill Library and Service Center	142,149	\$ 71,074,500.00	\$ 4,412,726	6.21	Good

Average FCI 10.85

## Future Capital Renewal Costs

**An integral part of the Maintenance Renewal Plan is to identify future capital renewals for each Library District owned facility.**

**Future capital renewal requirements are estimated by taking the cost of a particular system renewal and forecasting the date of renewal by determining the expected useful life.**

**A complete detailed cost estimate by location is provided in Appendix 03 of the Facilities Master Plan Document.**

# 5-YEAR MAINTENANCE RENEWAL PLAN

APPENDIX B - SEPTEMBER 20, 2018  
PAGE 41

Utilizing the costs identified in the 20-Year Maintenance Renewal Plan, the short-term Maintenance Renewal Plan for 2019-2023 totals **\$6,535,837**.

5 YR Maintenance Renewal Plan by Library	
Library	Estimated Cost
Clark County	\$ 161,027
Centennial Hills	\$ 54,459
Enterprise	\$ 637,825
Laughlin	\$ 279,702
Moapa Valley	\$ 5,000
Mesquite Library	\$ 0
Mesquite Library L. C.	\$ 78,030
Mt. Charleston	\$ 55,204
Rainbow	\$ 566,074
Sahara West	\$ 2,100,685
Summerlin	\$ 563,336
Spring Valley	\$ 443,926
Sunrise	\$ 228,493
West Charleston	\$ 632,740
Whitney	\$ 97,147
Windmill Library and S. C.	\$ 194,031
West Las Vegas	\$ 438,159
Total	\$ 6,535,837

5 YR Maintenance Renewal Plan by Year	
Year	Estimated Cost
2019	\$ 1,030,792
2020	\$ 2,825,856
2021	\$ 837,738
2022	\$ 330,910
2023	\$ 1,510,541
Total	\$ 6,535,837

5 YR Maintenance Renewal Plan by Category	
Category	Estimated Cost
Concrete	\$ 0
Construction	\$ 150,000
Doors	\$ 164,710
Electrical	\$ 306,703
Elevators	\$ 0
Fire	\$ 434,512
Flooring	\$ 672,094
Fueling System	\$ 0
HVAC	\$ 1,586,919
Landscaping	\$ 280,622
Lighting	\$ 597,779
Painting	\$ 873,445
Parking lot	\$ 926,432
Roofing	\$ 513,911
Security	\$ 0
Theater	\$ 28,711
Total	\$ 6,535,837

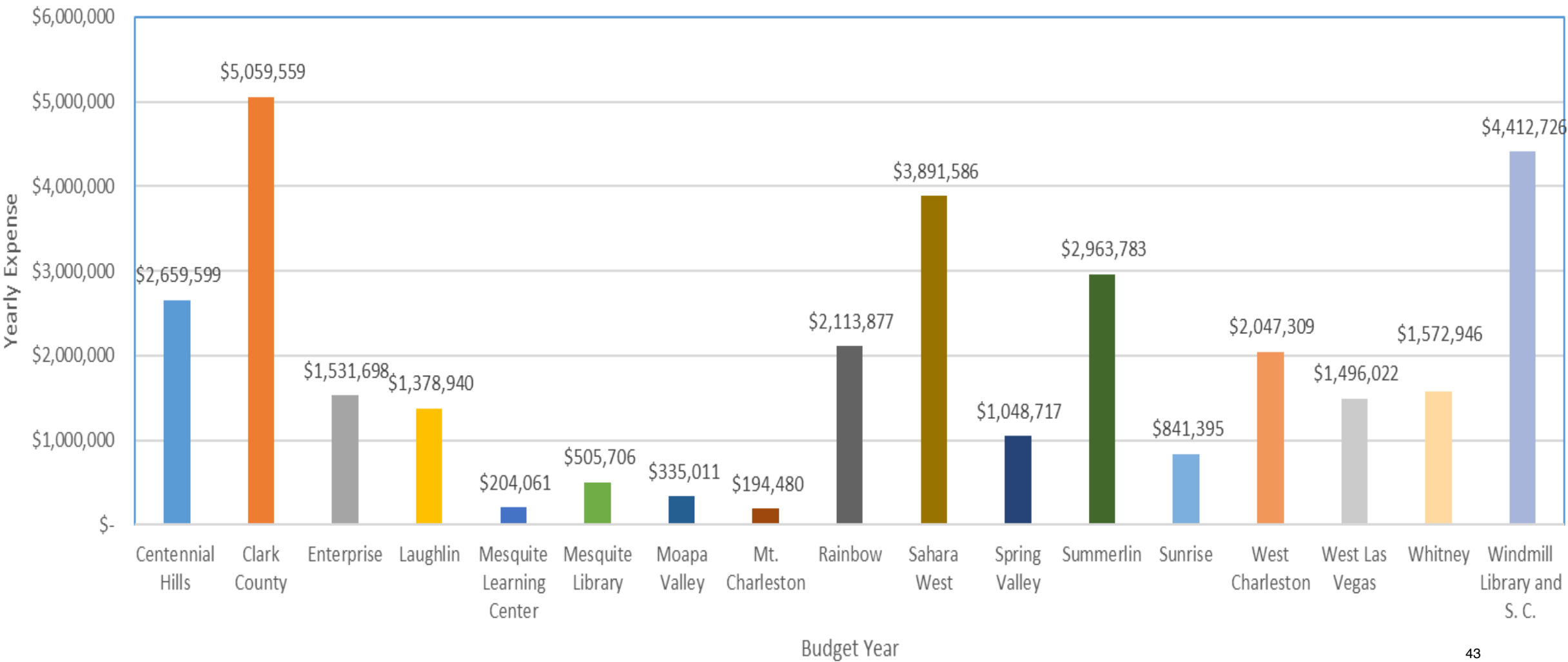
# 20-YEAR MAINTENANCE RENEWAL PLAN

APPENDIX B - SEPTEMBER 20, 2018  
PAGE 42

**The total estimated cost for capital renewal for Library District owned facilities for the 20-year period of 2019-2039 is **\$32,257,417.****

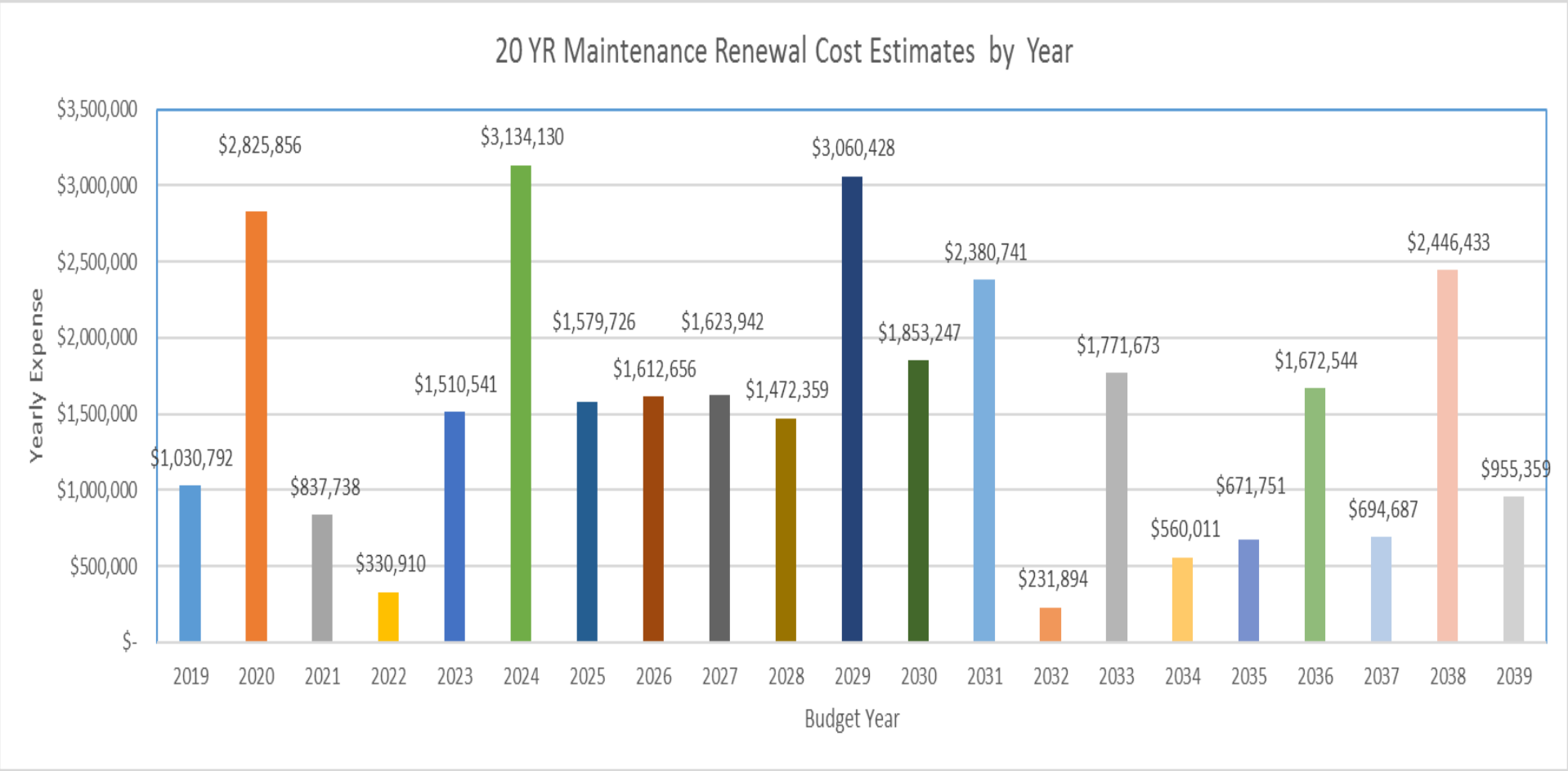
Library	Estimated Cost
Centennial Hills	\$ 2,659,599
Clark County	\$ 5,059,559
Enterprise	\$ 1,531,698
Laughlin	\$ 1,378,940
Mesquite Learning Center	\$ 204,061
Mesquite Library	\$ 505,706
Moapa Valley	\$ 335,011
Mt. Charleston	\$ 194,480
Rainbow	\$ 2,113,877
Sahara West	\$ 3,891,586
Spring Valley	\$ 1,048,717
Summerlin	\$ 2,963,783
Sunrise	\$ 841,395
West Charleston	\$ 2,047,309
West Las Vegas	\$ 1,496,022
Whitney	\$ 1,572,946
Windmill Library and S. C.	\$ 4,412,726
Total	\$ 32,257,417

## 20-Year Maintenance Renewal Cost Estimates by Branch Facility





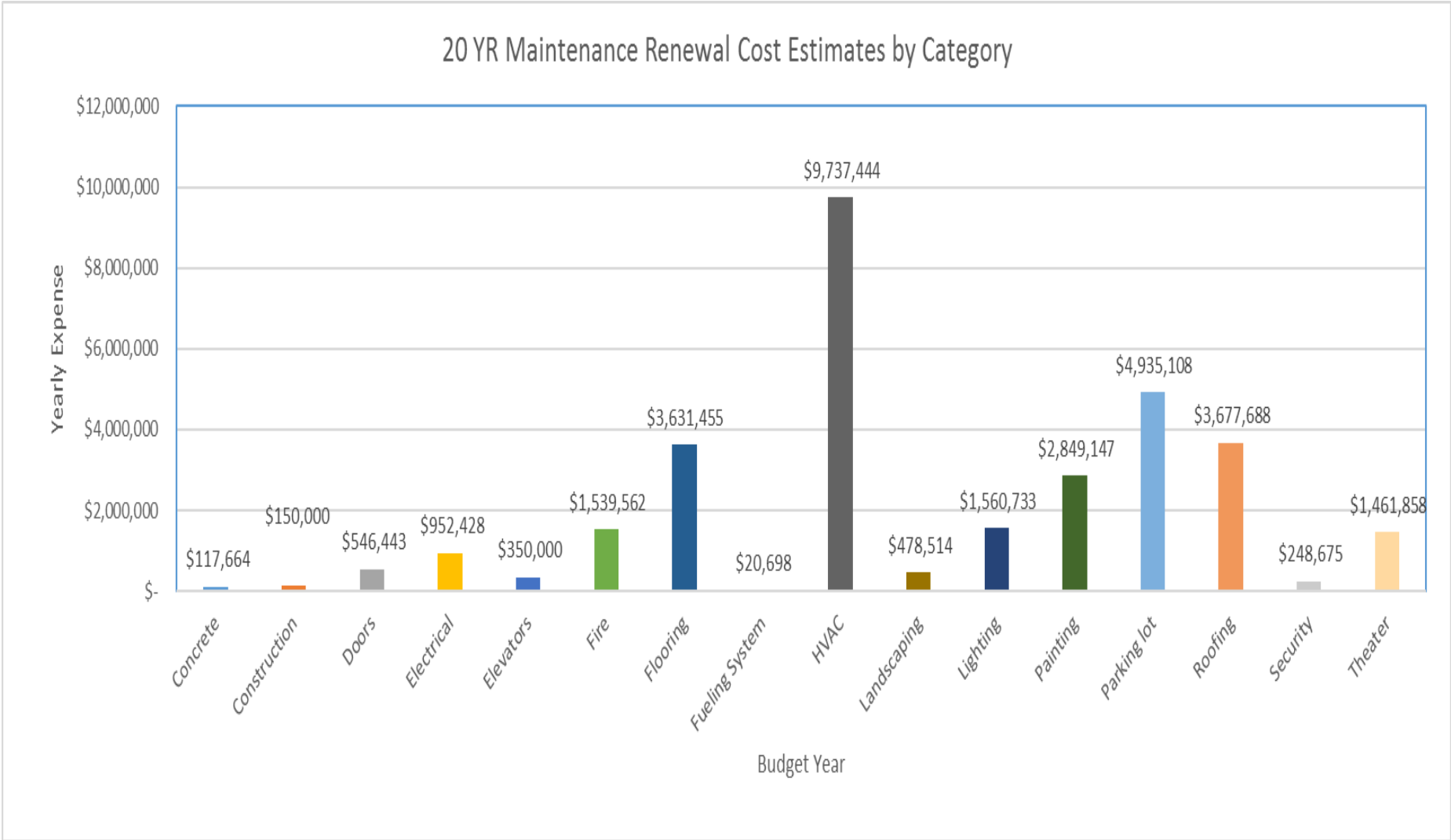
# 20-YEAR MAINTENANCE RENEWAL PLAN



## By Year

Year	Estimated Cost
2019	\$1,030,792
2020	\$2,825,856
2021	\$837,738
2022	\$330,910
2023	\$1,510,541
2024	\$3,134,130
2025	\$1,579,726
2026	\$1,612,656
2027	\$1,623,942
2028	\$1,472,359
2029	\$3,060,428
2030	\$1,853,247
2031	\$2,380,741
2032	\$231,894
2033	\$1,771,673
2034	\$560,011
2035	\$671,751
2036	\$1,672,544
2037	\$694,687
2038	\$2,446,433
2039	\$955,359
Total	\$32,257,417

# 20-YEAR MAINTENANCE RENEWAL PLAN



By Category

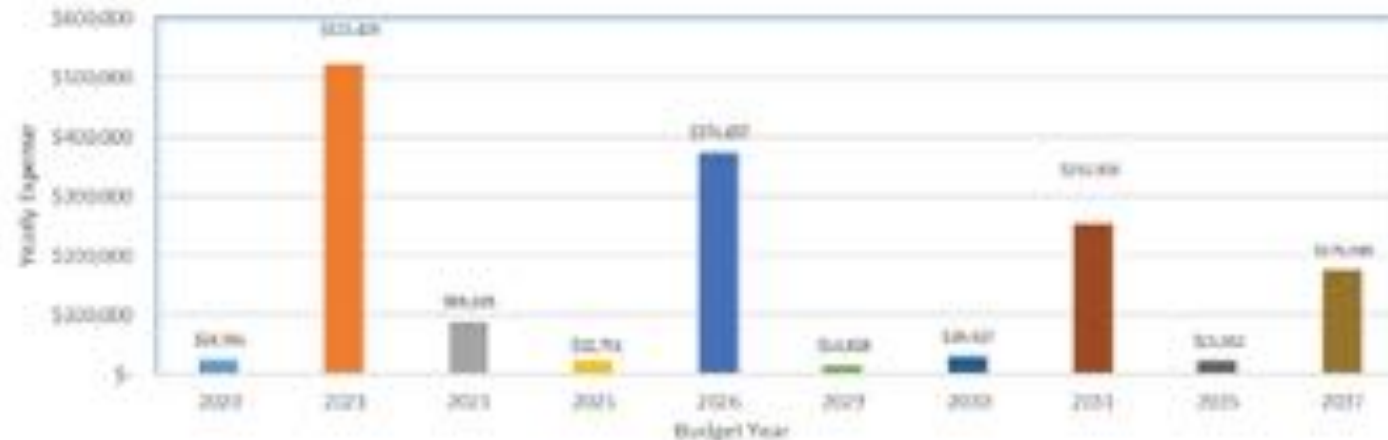
Year	Estimated Cost
Concrete	\$117,664
Construction	\$150,000
Doors	\$546,443
Electrical	\$952,428
Elevators	\$350,000
Fire	\$1,539,562
Flooring	\$3,631,455
Fuel	\$20,698
HVAC	\$9,737,444
Landscaping	\$478,514
Lighting	\$1,560,733
Painting	\$2,849,147
Parking lot	\$4,935,108
Roofing	\$3,677,688
Security	\$248,675
Theater	\$1,461,858
Total	\$32,257,417

# ENTERPRISE 20-YEAR MAINTENANCE RENEWAL PLAN

APPENDIX B - SEPTEMBER 20, 2018  
PAGE 46

20 Year Maintenance Renewal Plan								
Library	Equipment Category	Description of Equipment or Project	Repair/Replace Status	Last/Projected Repair/Replace Year	Actual or Current Estimated Cost	Life Expectancy (Years)	Next Scheduled Repair/Replace Year	Estimated Total Cost to Repair or Replace
ENP	Lighting	LED Upgrade Interior	Original	1999	\$ 12,997.00	15	2020	\$ 12,997
ENP	Lighting	LED Upgrade Exterior Lot	Original	1999	\$ 13,000.00	15	2020	\$ 13,000
ENP	Doors	Exterior Doors (Set of 4)	Original	1999	\$ 24,000.00	25	2021	\$ 24,000
ENP	Fire	Fire Alarm	Original	1999	\$ 49,000.00	20	2021	\$ 49,000
ENP	Flooring	Floor Coverings	Original	1999	\$ 131,490.00	25	2021	\$ 131,490
ENP	HVAC	Under Exhaustion	Original	1999	\$ 150,000.00	25	2021	\$ 150,000
ENP	HVAC	Chilled Water	Original	1999	\$ 70,000.00	25	2021	\$ 70,000
ENP	HVAC	Actuators	Replaced	2011	\$ 17,000.00	15	2021	\$ 21,000
ENP	Landscape	Landscape/Impeller	Original	1999	\$ 20,000.00	25	2021	\$ 41,515
ENP	Painting	Exterior Paint	Original	2009	\$ 41,556.00	15	2023	\$ 49,879
ENP	Painting	Paint & Wall Cover	Original	2009	\$ 34,470.00	15	2023	\$ 43,094
ENP	HVAC	CO2 Upgrades	Replaced	2010	\$ 10,540.00	15	2024	\$ 22,721
ENP	HVAC	Boiler	Original	1999	\$ 70,000.00	30	2026	\$ 87,814
ENP	Parking Lot	Parking Lot Replacement	Original	1999	\$ 244,000.00	30	2026	\$ 369,600
ENP	Security	Access Upgrade	Replaced	2019	\$ 11,000.00	15	2026	\$ 14,500
ENP	Lighting	LED - Revisit - for Replacement	Replaced	2020	\$ 244,000.00	15	2030	\$ 10,799
ENP	Lighting	LED Parking Lot - for Replacement	Replaced	2020	\$ 12,000.00	15	2030	\$ 14,629
ENP	HVAC	Air Handler Replace	Original	1999	\$ 170,000.00	30	2031	\$ 226,267
ENP	HVAC	Actuators	Replaced	2021	\$ 226,360.14	15	2031	\$ 26,647
ENP	HVAC	CO2 Upgrades	Replaced	2025	\$ 21,140.00	15	2036	\$ 21,360
ENP	Roofing	Revisit - Chertex	Replaced	2017	\$ 81,960.00	20	2037	\$ 175,000
								\$ 1,531,698

EN - 20 Year Maintenance Renewal Plan



## Vital Statistics

Address: 25 East Shelbourne Ave.  
Las Vegas, NV 89123

Age: 22 Years

Year Built - 1996

Square Footage - 26,100

Parcel Size - 3.33 Acres

Amenities - Gallery, Meeting Rooms

## Facility Condition Audit

### 5 - Year

FCI - 4.85 Excellent

Renewal Costs - \$637,825

### 20 - Year

FCI - 11.65 Fair

Renewal Costs - \$1,531,698

**General Services utilizes a multifaceted approach to managing the District's capital assets and maintenance requirements. The plan includes best practices as part of a strategy for maintenance, capital planning, and budgeting to ensure satisfactory long-term operation of District facilities including:**

- **Staffing - hiring qualified employees.**
- **Utilize proactive preventive and predictive maintenance as components of an effective maintenance strategy.**
- **Utilize an electronic work order system to systematically track planned and completed maintenance activities.**
- **An inspection program conducted on a regular basis that looks at predetermined building components.**
- **Energy Conservation and Sustainability - continuing to pursue and install innovative, energy-efficient technology into existing facilities.**

# FACILITIES CONDITION ASSESSMENT

## Major Findings

- ① In the short-term (2019-2023), Library District facilities are in good condition, requiring approximately \$6.5 million in building renewal investments in the five-year renewal plan (2019-2023) and \$32.2 million in anticipated maintenance costs over the next 20 years (2019 – 2039).
- ② Long-term maintenance costs will be managed with continuous, multi-faceted maintenance of building systems by the Library District's General Services Department. Maintenance issues will be accomplished using a work order system and regularly scheduled building inspections.
- ③ Continuous implementation of energy conservation and sustainability systems, not only for new buildings, but also for retrofitting energy-efficient technologies into existing facilities, such as LED lamp conversion, zone scheduling, night/unoccupied settings, and after-hours overrides that allow temporary changes to comfort settings when buildings are not in use, among other similar tools.

# V.2020 Adaptation



**COMMUNITY &  
CULTURE**

INTER-  
GENERATIONAL  
LIVING ROOM

CAFÉ-VIBE  
GALLERY  
POPULAR MATERIALS  
INTERGENERATIONAL LIVING ROOM

Performances  
Children's Plays  
Birthday Party's  
Pick-Up Games  
Zumba Class  
Crossfit Classes  
Game Night  
Cooking Classes  
Art Making  
Gardening  
Car Shows  
Show and Tell  
Movies on the Lawn  
Festivals

Gaming Center  
Technology Training  
CALL Classes  
Studying  
Researching  
Writing  
Recording  
Music  
Filming  
Graphics  
Printing  
Resume Writing  
Job Searching  
Client Meeting  
Career Specialist  
Skyping  
Town Hall Meetings  
Debates  
Voter Registration  
Taxi Engagement  
Free Meeting Space  
Conversation Cycles  
Community Fairs  
Marketing Classes  
Millennial Engagement  
Informal Collaboration  
Social Awareness  
Government Info  
Partner Meeting  
Citizenship Information  
Safe Meeting Ground  
Voting Place  
Local Politician Visits  
Passport Services  
Civic Clubs  
Social Services  
Volunteering

**LIMITLESS  
LEARNING**

FAMILY  
LEARNING

PERFORMING ARTS CENTER  
YOUTH STORY & ACTIVITY  
HOMEWORK HELP  
HOMESCHOOL SUPPORT  
TEEN AREA  
MAKER SPACES  
ADULT LEARNING LAB  
BUSINESS & CAREER SERVICES  
SOCIAL SERVICES  
STUDY ROOMS  
MEETING ROOMS  
DIGITAL LAB/CLASSROOM  
OUTDOOR ACTIVITY SPACE  
BOOKSTORE  
DJ LAB  
SPECIALIZED SPACE  
CULINARY KITCHEN

Consultation  
Idea Boards/Box  
Meditation  
Happiness Project  
Reflection  
Mindfulness  
Yoga Classes  
Lectures  
Computer Classes  
Recipe Share  
Art Making  
Pottery Throwing  
Parenting Workshops  
Rehearsing for Life  
Hands on Exploration  
Storytelling in  
the Round  
Family Readiness  
Early Lit Education  
Summer Camps  
Homework Help  
Summer Reading  
Coding Classes

Music  
Filming  
Graphics  
Printing  
Resume Writing  
Job Searching  
Client Meeting  
Career Specialist  
Skyping  
Town Hall Meetings  
Debates  
Voter Registration  
Taxi Engagement  
Free Meeting Space  
Conversation Cycles  
Community Fairs  
Marketing Classes  
Millennial Engagement  
Informal Collaboration  
Social Awareness  
Government Info  
Partner Meeting  
Citizenship Information  
Safe Meeting Ground  
Voting Place  
Local Politician Visits  
Passport Services  
Civic Clubs  
Social Services  
Volunteering

**BUSINESS &  
CAREER**

SCHOOL  
SUPPORT

PROJECT-BASED  
LEARNING

**SOCIAL &  
GOVERNMENT  
RESOURCES**

BUSINESS  
& CAREER  
SERVICES

The core spaces and services are a regional approach to implementation of the “core” space types and/or services that are applied to each library based on v.2020 and community need. Once applied to the individual libraries, the core spaces/services will potentially evolve into a more specific set of space types to better serve the library’s needs.

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## CAFÉ-VIBE

A place for the community and families to casually meet, converse, and/or have a solitary time to relax in a café-like setting. Vending will be determined for each location and can vary from self-serve and bring your own snacks to a community-driven workforce partner model to a conventional outside vendor.

## GALLERY

A museum-like open area that gives locals and traveling artists a place to display, giving visitors a new reason to come every time the show changes. This program component is a critical piece to activating the unique cultural programs of the Library District.

## POPULAR MATERIALS

A dedicated area for browsing the popular collection and offering serendipitous discovery in a store-like atmosphere.



*Almere Library; Almere, Netherlands*

## BOOKSTORE

An area where books and other related materials can be sold. This area can be a partnership or can sell goods made by community members.

## INTERGENERATIONAL LIVING ROOM

An intergenerational gathering space where the entire community and families can meet, relax and be alone/together. It is a vibrant resource where the community can connect with each other and use the library services to meet their needs and aspirations.

## PERFORMING ARTS CENTER

A lively intergenerational space for the entire community to enjoy arts and culture programming and entertainment that inspires and informs.



## YOUTH STORY & ACTIVITY

A series of dedicated areas/spaces that promote early and family literacy through safe and active engagement for babies, toddlers, and school-aged children and their adult caregivers.



Vitra Telefonplan, Stockholm, Sweden

## HOMEWORK HELP & HOMESCHOOL SUPPORT

This area will provide informal and instructional tutoring and homework help as well as provide support to homeschool students.

## TEEN AREA

A dedicated area for teens to escape the chaos of younger age groups. It will provide teens a place to hang out, mess around, and geek out.

## MAKER SPACES

A space of content creation, tinkering, and the central activator for project-based learning. It welcomes youth, adults and families to enjoy maker-focused activities and programs, such as messy projects and digital arts, with easy access to tools and supplies.

## ADULT LEARNING LAB

A series of dedicated areas/spaces that promote life-long learning and provide educational and technological tools for the community to explore interests, develop skills, and access instructional programming.

## BUSINESS & CAREER SERVICES

These spaces and areas provide a place for all members of the community to connect with business and career opportunities and are dedicated to collaboration, consultation, technology access, instructional programming, and business transactions like postal, printing, and scanning services.

## SOCIAL SERVICES

A more privatized meeting space for individual or family counseling/ guidance on social and government issues. Social service support will most likely take place in meeting rooms, business and career services, and other library spaces. Social services areas will be dedicated in facilities that require that high level of community support.

## STUDY ROOMS

Rooms or spaces with varying types of seating to promote collaboration or solitary studying.

## MEETING ROOMS

Open and closed spaces that can be used for varying types of meetings, both formal and informal. The rooms can be small, medium, or large and will be designed for the ideal quantities of people that the areas need to support the variety of programs that the libraries and their communities will host and produce.

## DIGITAL LAB/CLASSROOM

A dedicated room that supports digital learning, exploring in groups or individually, and can also facilitate classes.

## OUTDOOR ACTIVITY SPACE

An area designed for the community, youth, and their families as an extension of the community gathering spaces. The area will utilize the outdoor surroundings for highly activated programming, gardening, play, and recreation.



*Primary Structure by Jacob Dahlgren; Warsaw, Sweden*

These core services/programs may take on a unique characteristic and/or have multiple types of program spaces when there is community need and the building has sufficient space to accommodate variety, as represented in the standard space diagram.

**Standard space diagram.** This diagram is used as a toolkit or menu of space types that begin to individualize the buildings during the implementation of the core services/spaces. For example, a makerspace might be applied in all buildings but the character or type of makerspace would be unique to each library. This should be considered during the programming phase of each building project.



**Invest in the  
community through  
investing in the  
buildings**

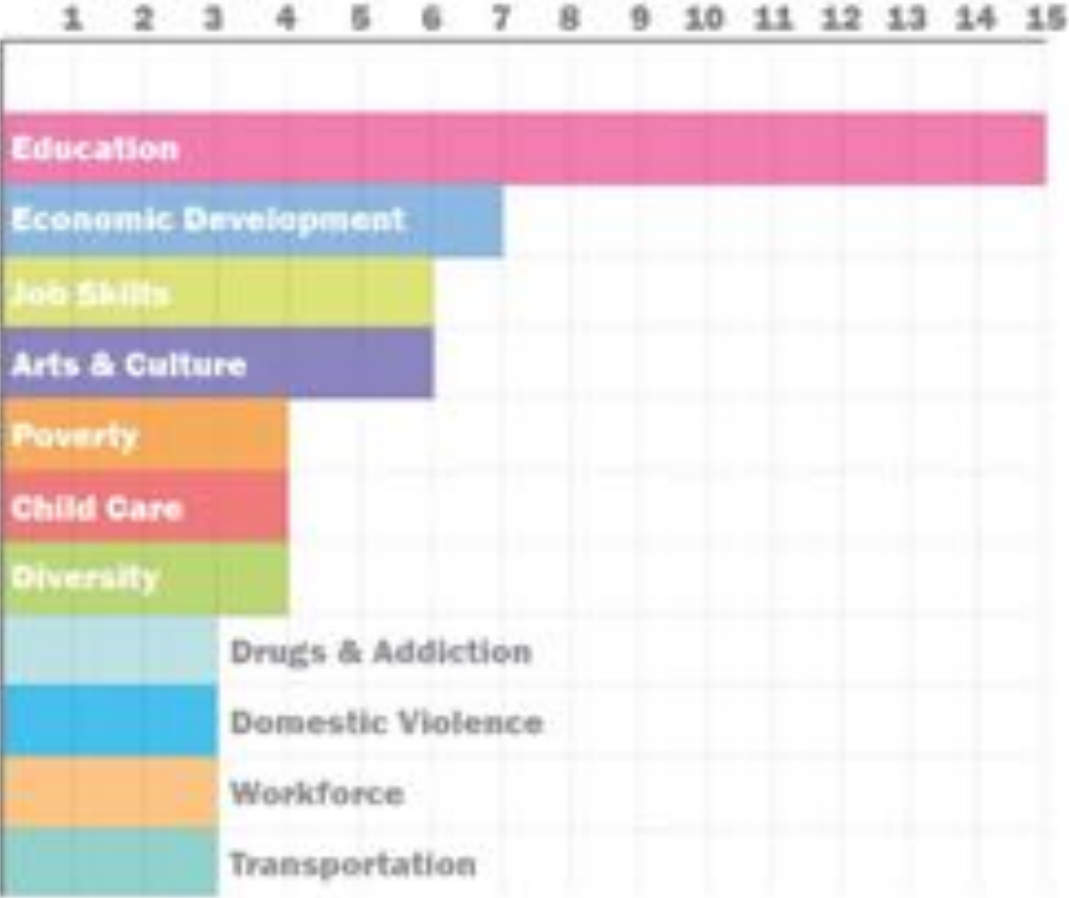


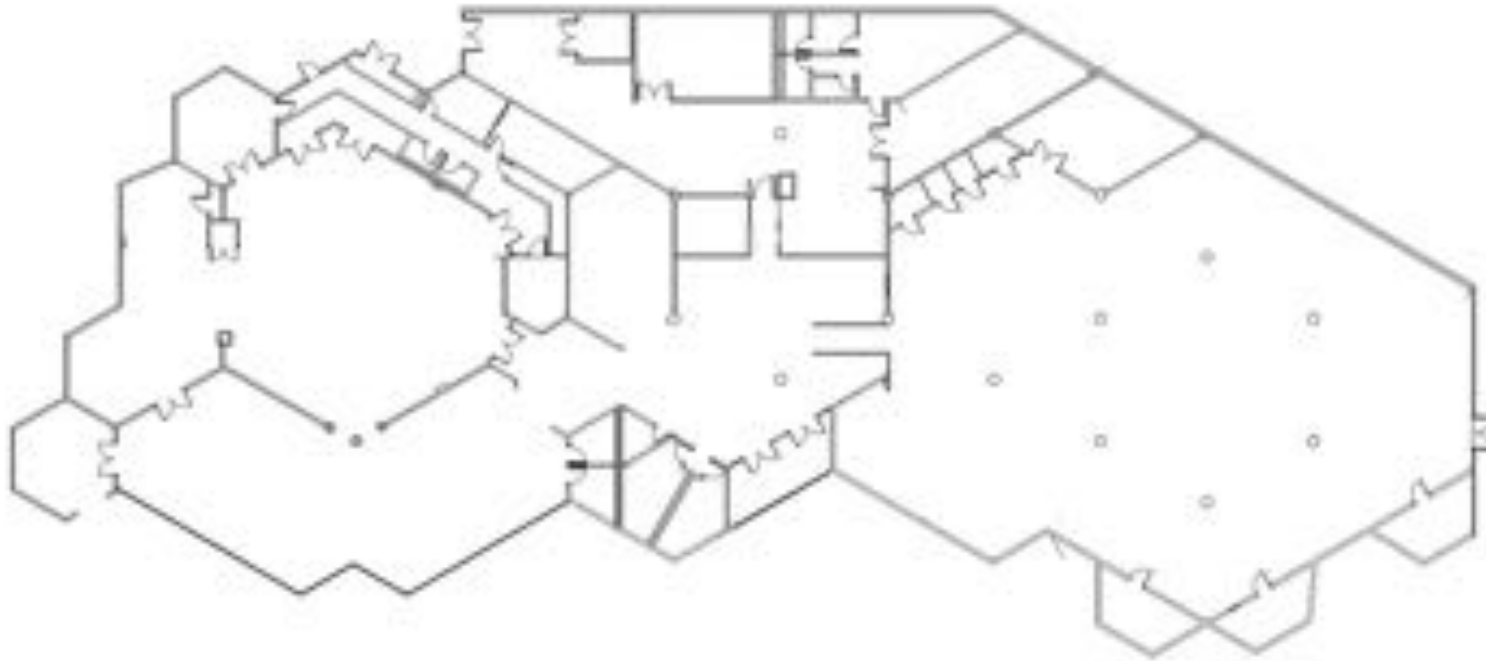


# LIBRARY AS CAMPUS ECOSYSTEM



# COMMUNITY NEEDS SYNTHESIS





**195,388 - People Serving**  
**23,000 – Total SF of Building**

- **30-40 SF/Person**
- **20-25%/Staff and Service Space**
- **10-15%/Collections**
- **16,100 SF Public Space**
- **2,300 SF Collections**
- **4,600 SF Staff & Service**

**@ 30-40 SF/Person = 536 to 403 people**

**@ 50 SF/Person = 322 People**





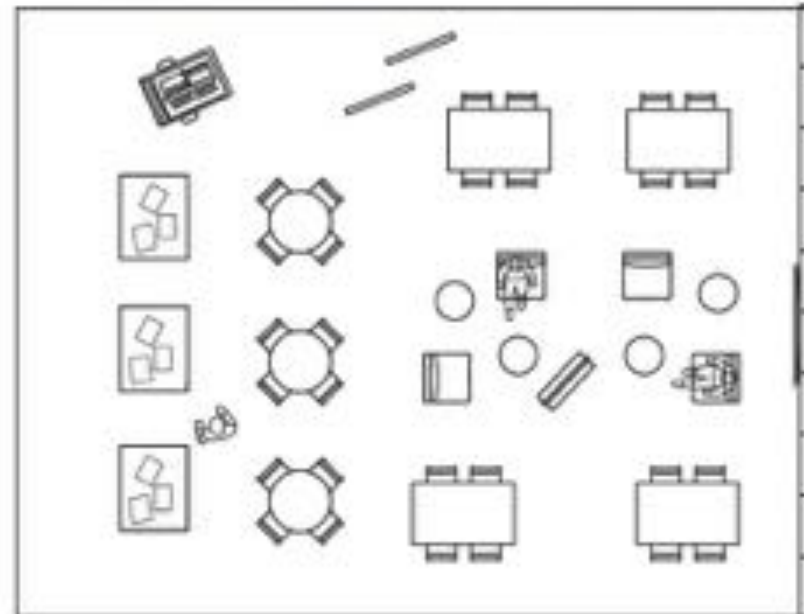
## Intergenerational Living Room

**Scalable Model A**  
67 people @ 15 SF/person

**Scalable Model B**  
100 people @ 15 SF/person

**Scalable Model C**  
133 people @ 15 SF/person

	A	B	C
Ideal SF	1,000	1,500	2,000
<b>LEVEL I COST</b>	<b>\$32.00/SF</b>	<b>\$32.00/SF</b>	<b>\$32.00/SF</b>
Furniture, Fixtures & Equipment	\$32,000	\$48,000	\$64,000
Soft Costs (20%)	\$6,400	\$9,600	\$12,800
Total	\$38,400	\$57,600	\$76,800
<b>LEVEL III COST</b>	<b>\$257.00/SF</b>	<b>\$257.00/SF</b>	<b>\$257.00/SF</b>
Full-scale Renovation	\$257,000	\$385,500	\$514,000
Soft Costs (20%)	\$51,400	\$77,100	\$102,800
Total	\$308,400	\$462,600	\$616,800



## Family Learning

**Scalable Model A**  
40 people @ 15 SF/person

**Scalable Model B**  
67 people @ 15 SF/person

**Scalable Model C**  
100 people @ 15 SF/person



	A	B	C
Ideal SF	600	1000	1500
<b>LEVEL I COST</b>	<b>\$32.00/SF</b>	<b>\$32.00/SF</b>	<b>\$32.00/SF</b>
Furniture, Fixtures & Equipment	\$19,200	\$32,000	\$48,000
Soft Costs (20%)	\$3,840	\$6,400	\$12,600
Total	\$23,040	\$38,400	\$57,600
<b>LEVEL III COST</b>	<b>\$257.00/SF</b>	<b>\$257.00/SF</b>	<b>\$257.00/SF</b>
Full-scale Renovation	\$154,200	\$257,000	\$385,500
Soft Costs (20%)	\$30,840	\$51,400	\$77,100
Total	\$185,040	\$308,400	\$462,600



## Project-Based Learning

Scalable Model A  
24 people @ 25 SF/person

Scalable Model B  
40 people @ 25 SF/person

Scalable Model C  
72 people @ 25 SF/person



	A	B	C
Ideal SF	600	1000	1800
<b>LEVEL I COST</b>	<b>\$32.00/SF</b>	<b>\$32.00/SF</b>	<b>\$32.00/SF</b>
Furniture, Fixtures & Equipment	\$19,200	\$32,000	\$57,600
Soft Costs (20%)	\$3,840	\$6,400	\$11,520
<b>Total</b>	<b>\$23,040</b>	<b>\$38,400</b>	<b>\$69,120</b>
<b>LEVEL III COST</b>	<b>\$257.00/SF</b>	<b>\$257.00/SF</b>	<b>\$257.00/SF</b>
Full-scale Renovation	\$154,200	\$257,000	\$462,600
Soft Costs (20%)	\$30,840	\$51,400	\$92,520
<b>Total</b>	<b>\$185,040</b>	<b>\$308,400</b>	<b>\$555,120</b>





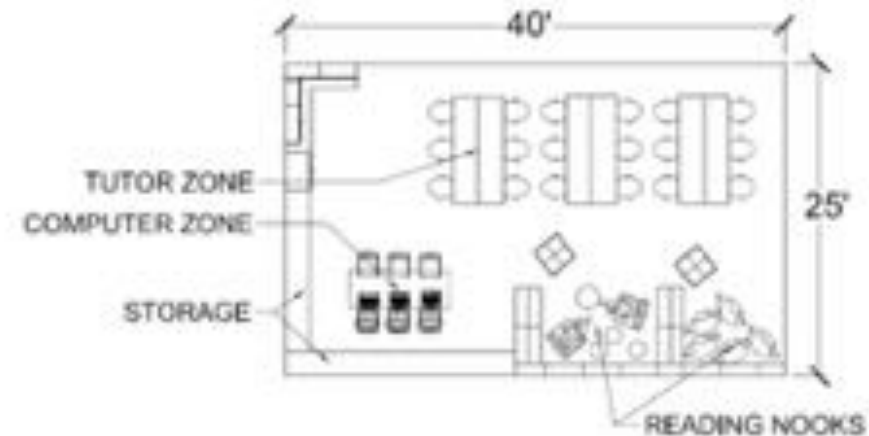
## School Support

**Scalable Model A**  
16 people @ 25 SF/person

**Scalable Model B**  
24 people @ 25 SF/person

**Scalable Model C**  
40 people @ 25 SF/person

	A	B	C
Ideal SF	400	600	1000
<b>LEVEL I COST</b>	<b>\$32.00/SF</b>	<b>\$32.00/SF</b>	<b>\$32.00/SF</b>
Furniture, Fixtures & Equipment	\$12,800	\$19,200	\$32,000
Soft Costs (20%)	\$2,560	\$3,840	\$6,400
Total	\$15,360	\$23,040	\$38,400
<b>LEVEL III COST</b>	<b>\$257.00/SF</b>	<b>\$257.00/SF</b>	<b>\$257.00/SF</b>
Full-scale Renovation	\$102,800	\$154,200	\$257,000
Soft Costs (20%)	\$20,560	\$30,840	\$51,400
Total	\$123,360	\$185,040	\$308,400



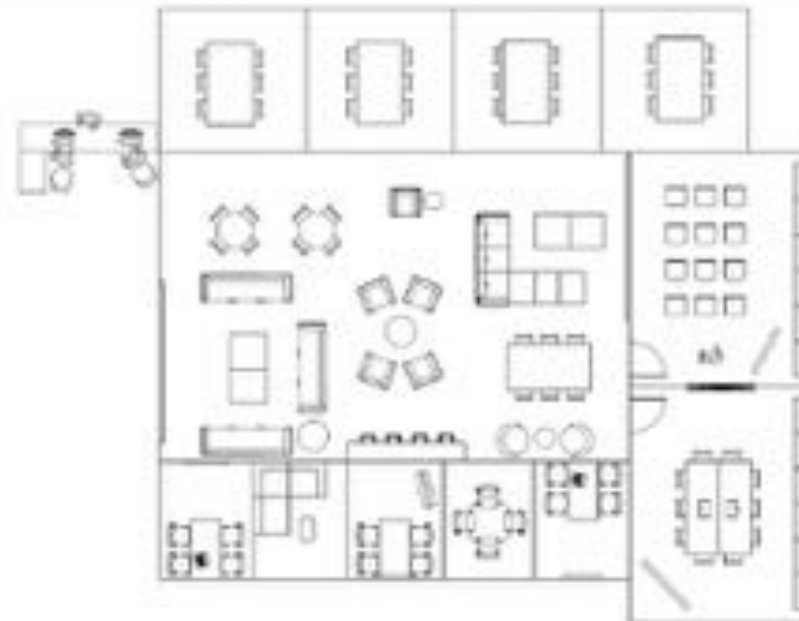
## Business & Career Services

**Scalable Model A**  
24 people @ 25 SF/person

**Scalable Model B**  
48 people @ 25 SF/person

**Scalable Model C**  
96 people @ 25 SF/person

	A	B	C
Ideal SF	400	600	1000
<b>LEVEL I COST</b>	<b>\$32.00/SF</b>	<b>\$32.00/SF</b>	<b>\$32.00/SF</b>
Furniture, Fixtures & Equipment	\$19,200	\$38,400	\$76,800
Soft Costs (20%)	\$3,840	\$7,680	\$15,360
Total	\$23,040	\$46,080	\$92,160
<b>LEVEL III COST</b>	<b>\$257.00/SF</b>	<b>\$257.00/SF</b>	<b>\$257.00/SF</b>
Full-scale Renovation	\$154,200	\$308,400	\$616,800
Soft Costs (20%)	\$30,840	\$61,680	\$123,360
Total	\$185,040	\$370,080	\$740,160



## Application: Centennial Hills



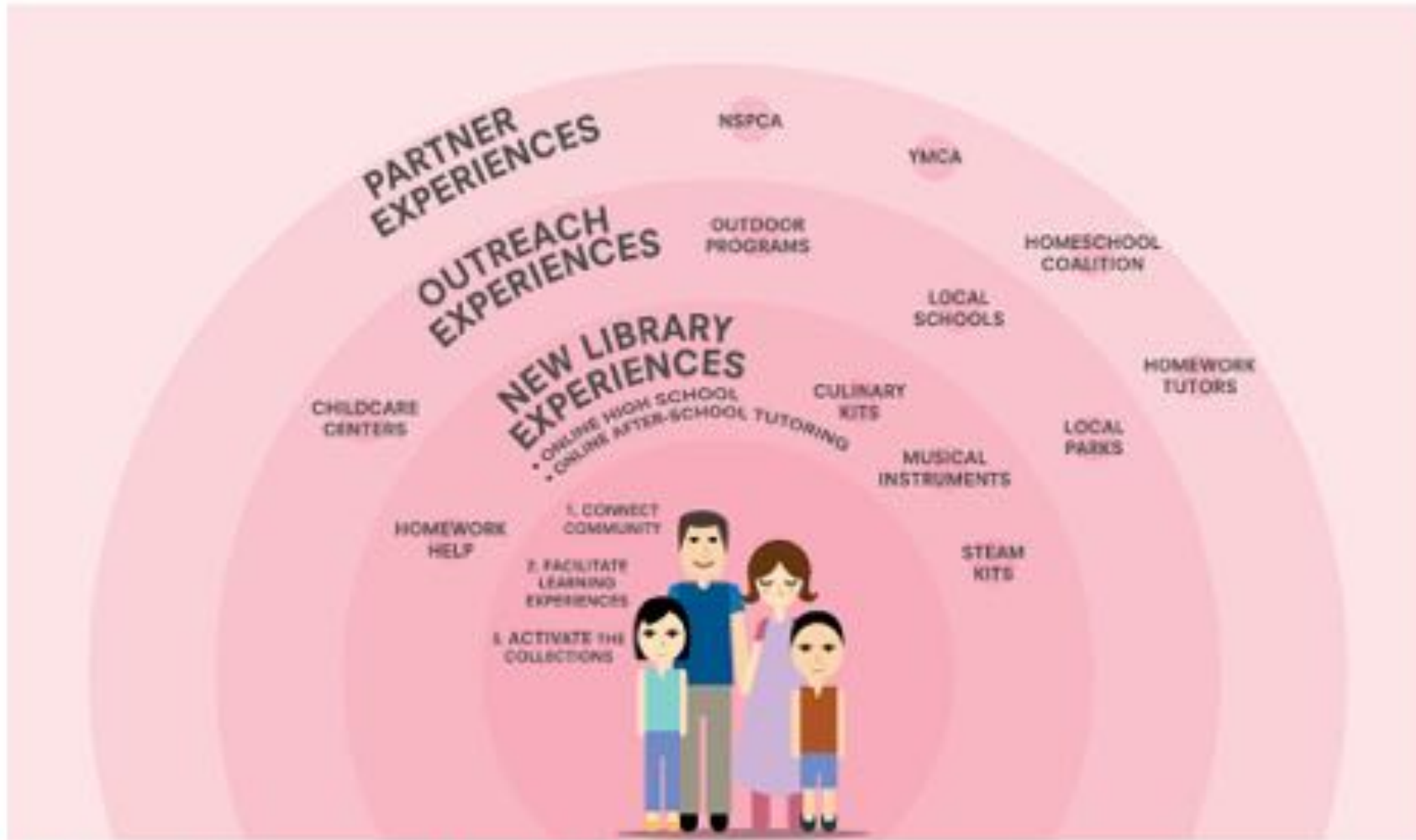
	LEVEL 1	LEVEL 2	LEVEL 3
Intergenerational Living Room	2000 SF @ \$32/SF \$64,000		
Family Learning	1000 SF @ \$32/SF \$32,000		
School Support	1000 SF @ \$32/SF \$32,000		
Project-Based Learning			1500 SF @ \$225/SF \$337,500
Career Services			900 SF @ \$257/SF \$231,300
RENOVATION COST		\$744,800	
SOFT COSTS (20%)		\$148,960	
TOTAL COST		\$893,760	



## Application: Enterprise



	LEVEL 1	LEVEL 2	LEVEL 3
Intergenerational Living Room		1200 SF @ \$72/SF \$86,400	
Family Learning		1000 SF @ \$72/SF \$72,000	
School Support	400 SF @ \$32/SF \$12,800		
Project-Based Learning		1600 SF @ \$72/SF \$129,600	
Career Services			1200 SF @ \$257/SF \$308,400
RENOVATION COST		\$609,200	
SOFT COSTS (20%)		\$121,840	
TOTAL COST		\$731,040	



# Centennial Hills

*Active Learning, Active Living, Active Community, Active Play!*



# Centennial Hills

*Active Learning, Active Living, Active Community, Active Play!*

## DEMOGRAPHIC SYNTHESIS



### 2040 Population

- Less than 1,000
- 1,000 - 2,000

2,000 - 3,000

- 3,000 - 4,000
- Over 4,000



### 2015 to 2040 Growth

- Population Loss
- 0 - 50

50 - 250

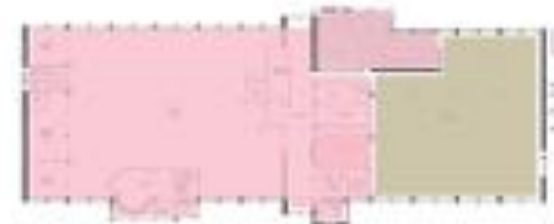
- 250 - 1,000
- Over 1,000

The Centennial Hills Library service area currently has a population of 129,232. Through 2040, this area is anticipated to grow at a compound annual growth rate of 2.3% per year, with much of the growth occurring between 2025 and 2035. The long-range growth forecast ranks first in percentage terms across all service areas. By 2040 the population in the area is anticipated to grow by nearly 100,000 residents. Critically, the potential Skye Canyon library site controlled by the Library District (that is located within the boundaries of the service area) could potentially prove an invaluable expansion resource as much of the new population is focused in that general direction.

Of the current population, the largest tapestry segments are Up and Coming Families (63.1%) and Sophisticated Squires (11.7%). With a relatively consistent level of income and a large increase in growth of all types, it is likely that Up and Coming Families will remain the dominant tapestry segment in the area for the next 10 years.

As the population grows in the northwest region of the valley, Centennial Hills may expand its public space into the current Distribution Center to accommodate increased service demands. It will remain in the current location.

## EXISTING FLOOR PLAN



### Existing Spaces

- Library
- Distribution Center

## Proposed Space Breakdown

<b>Total</b>	48,505 SF	
<b>Library</b>	31,308	
<b>Distribution Center</b>	13,217	
<b>Public</b>	31,889 SF (70%)	
<b>Collection</b>	4,555 SF (10%)	
<b>Staff</b>	9,111 SF (20%)	
<b>Existing Technology</b>	Total	115
<b>Adult</b>	Desktop	57
	Laptop	02
<b>Youth</b>	Desktop	25
	Laptop	20
<b>Staff</b>	Desktop	20
	Laptop	05

\* Collections (10-20%) SF to be distributed throughout public SF

# Centennial Hills

## Current Facility Limitations



**UNDERSIZED MEETING ROOM:** The current meeting room is not big enough to meet the needs of the community for all ages and programs.



**QUIET AREAS:** There is limited seating for those who desire quiet respite.



**STUDY ROOMS:** Maximum capacity is six, which often cannot accommodate large study groups. Centennial Hills has a need for more and varied meeting rooms for study and collaboration.



**HOMEWORK HELP/TUTORS:** 50-90 students per day take advantage of the after-school tutoring program. The current facility cannot accommodate this program adequately.



**UNDERSIZED STORYTIME ROOM:** There is limited room occupancy, as well as the availability of the meeting room when YPL needs a larger space.



**INTERGENERATIONAL LIVING ROOM:** This space/area is critical for family and community connections and does not exist now.

# Centennial Hills

*Active Learning, Active Living, Active Community, Active Play!*

## DESTINATION FEATURE & FLAVOR



## EXEMPLARY PROGRAMS/SERVICES

### Community & Culture

Park Connector  
Shredding Events  
Music Programs  
Outdoor Recreation

### Limitless Learning

Homework Help/Tutoring  
Homeschool Center  
eMedia Resource Support  
Test Books Proctoring

### Business & Career

How to Start Your Own Business  
Self Printing Print Shop  
Co-Work Space

### Government & Social Services

Immunization Clinic

### 3 Critical Programs

Early Literacy & Family Literacy  
School Support  
DIY Programming for All Ages

## SPACES/SERVICES

### Community & Culture

Welcome/Bookstore  
Gallery  
Café-Vibe  
Intergenerational Living Room\*  
Outdoor Activity Space

### Limitless Learning

Youth Story & Activity  
Homework Help & Homeschool Center  
Teen Area\*  
Maker Space\*  
Digital Lab/Classroom  
Small Meeting Rooms

### Business & Career

Medium Meeting Rooms  
Business & Career Services  
Adult Maker Space

### Government & Social Services

Large Meeting Room: Community Events\*

### Tools/Enablers

Collections/New Collections  
Reference/Periodicals  
Increased Outlets/Charging Stations  
Distribution Center

\*Priorities

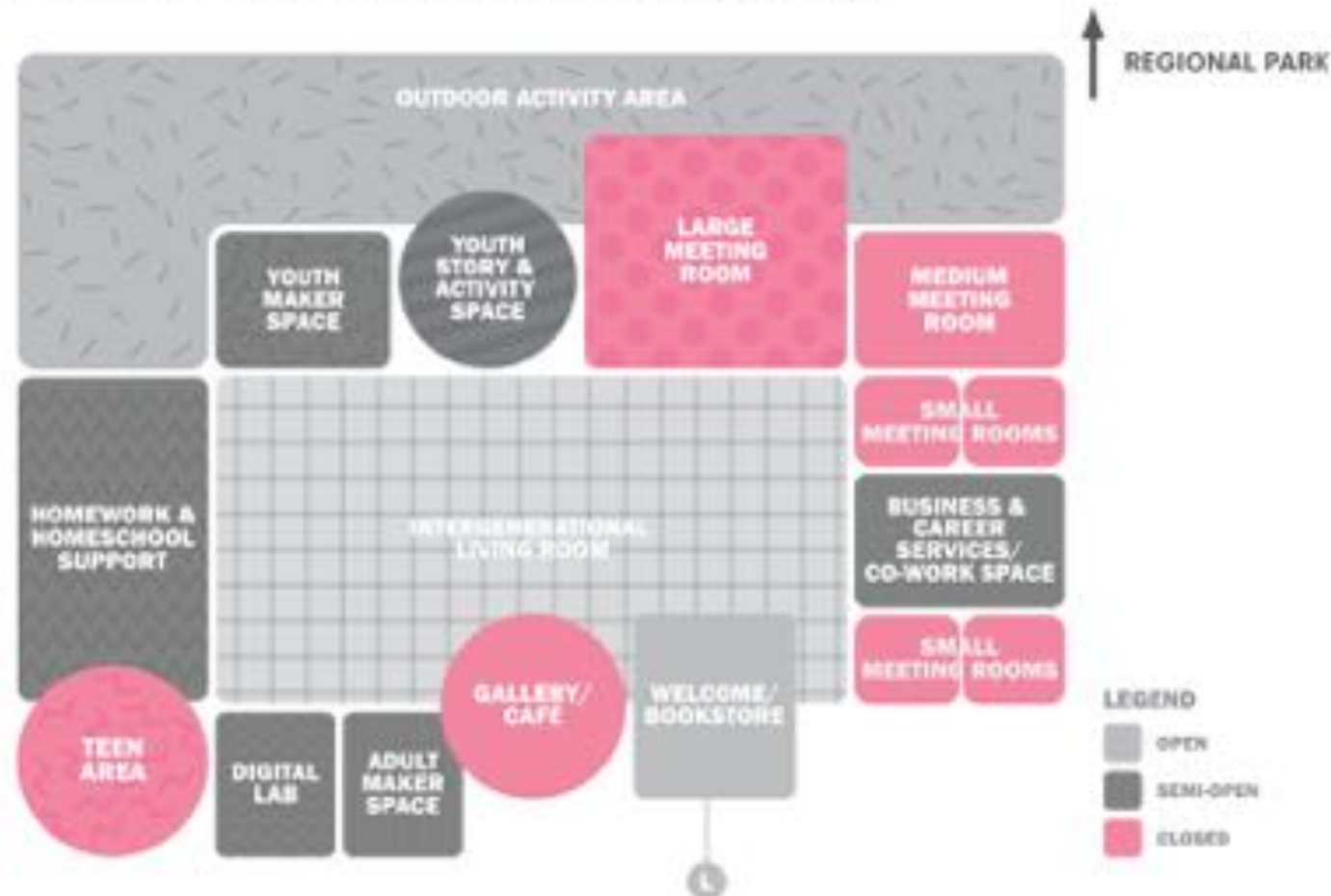


# Centennial Hills

*Active Learning, Active Living, Active Community, Active Play!*

## PROPOSED NEW SERVICES/SPACES DIAGRAM

The program diagram below illustrates a conceptual approach to the services needed at Centennial Hills. It is not intended to be a literal program diagram but to be used as a guide for any future design development, planning and prioritization. The diagram shows a preliminary approach to adjacencies that represent centrally located intergenerational gathering spaces with distinct areas that focus on youth and adult learning activities. This energetic learning environment for families will be a community hub, activating the connection to school, the park and the YMCA. Do-it-yourself activities and programs will energize the community providing interest-based, passion-based programs for an active recreational and committed community of users!



# Centennial Hills

*Feels Like...*

APPENDIX B - SEPTEMBER 20, 2018  
PAGE 72





**Clark County**  
*Yes, You Can!*



## DEMOGRAPHIC SYNTHESIS



### 2040 Population

Less than 1,000  
1,000 - 2,000

2,000 - 3,000

3,000 - 4,000  
Over 4,000

### 2015 to 2040 Growth

Population Loss  
0 - 50

50 - 250

250 - 1,000  
Over 1,000

Currently, the Clark County Library service area has a population of 122,970. Given the library's central location, population growth in this relatively mature area is anticipated to be negligible. Notably, change will be a slow demographical shift, with the childhood population falling by 6.1%, the working adult population falling slightly by 2.0%, and a rise in the senior demographic of 8.5%. In addition, the Hispanic/Latino demographic is expected to increase by 13.4% overall, ending the study period at 34.4% of the total population in the area.

Of the current population, the largest tapestry segments are Inner City Tenants (25.6%) and the Social Security Set (11.0%). With the 2.2 percentage point increase in the share of the elderly population, the Social Security Set and Retirement Communities tapestries can be anticipated to grow within the Clark County branch service area.

Due to demographic and community needs it is recommended that the future Clark County is to remain its current size and at its current location.

## EXISTING FLOOR PLAN



### Existing Spaces

## Proposed Space Breakdown

<b>Total</b>	120,000 SF	
<b>Public</b>	84,000 SF (70%)	
<b>Collection</b>	12,000 SF (10%)	
<b>Staff</b>	24,000 SF (20%)	
<b>Existing Technology</b>	Total	216
Adult	Desktop	99
	Laptop	25
Youth	Desktop	38
	Laptop	06
Staff	Desktop	59
	Laptop	09

\*Collections (10-20%) SF to be distributed throughout public SF

# Clark County

## Current Facility Limitations



**COMMUNITY LIVING ROOM:** Seating is highly utilized with a need for a greater variety and access to more outlets.



**COMPUTER USE:** This location has a high demand for computers. The number of computers are finite and there is not enough staff to assist, especially for one-on-one instruction.



**PERFORMANCE VENUE SPACES:** Festivals, like the Comic Book Festival, draw 3,500-3,600 people. The library was not originally designed for this kind of programming, but it has become a hallmark of this branch.



**YOUTH SERVICES:** The approach to youth services requires a variety of flexible spaces for programs.



**THREE SQUARE SERVICES:** The free meals after school push the building to capacity. In September 2017, there was an average of almost 2,000 free meals given out to children.



**SUPPORT FOR NEW TECHNOLOGY:** The addition of new technologies and maker spaces need sufficient support areas/spaces for programming to be successful.



## DESTINATION FEATURE & FLAVOR



## EXEMPLARY PROGRAMS/SERVICES

### Community & Culture

Third Space/Community Garden  
Intergenerational Arts/Entertainment

### Limitless Learning

Adult/Children Literacy  
Best Buy Teen Tech Center  
Play Spaces & Equipment  
Collaborative Learning

### Business & Career

One-Stop Career Center  
Community Work Spaces

### Government & Social Services

Social Services On-Site  
Wellness Programs  
Food Distribution/Nutrition  
Legal & Financial Services  
Life Skills

### 3 Critical Programs

STEAM  
Workforce  
Government & Social Services

## SPACES/SERVICES

### Community & Culture

Welcome/Gallery  
Bookstore  
Café-Vibe  
Intergenerational Living Room\*  
Meeting Rooms: Conference  
Meeting Rooms: Quiet Reading Room  
Performing Arts Center

### Limitless Learning

Youth Story & Activity  
Homework Help & Homeschool Support  
Teen Area  
Adult Learning Lab  
Study Rooms  
Digital Lab/Classroom

### Business & Career

Business & Career Services: One-Stop  
Maker Spaces: Skills Training

### Government & Social Services

Social Services

### Tools/Enablers

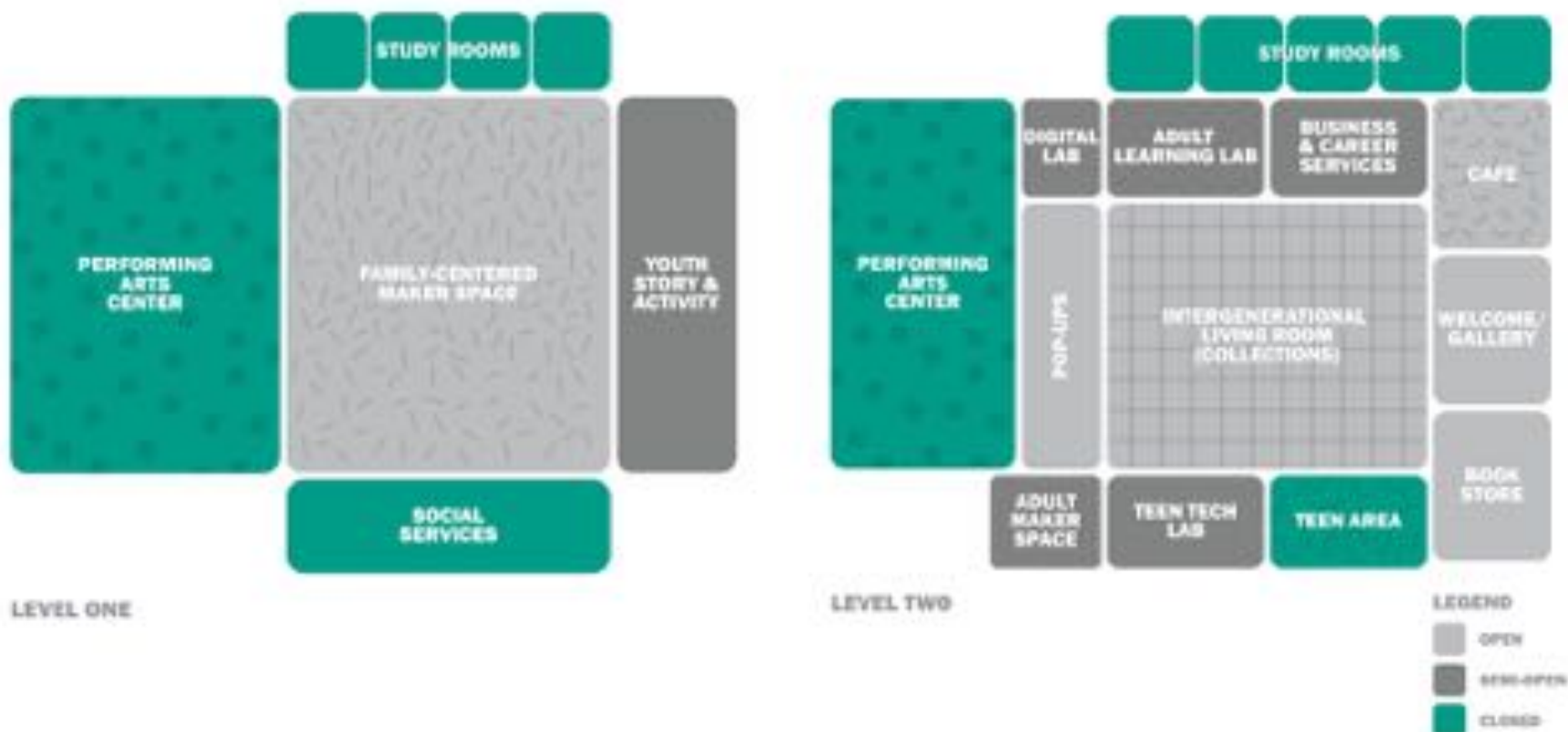
Collections/New Collections  
Increased Access to Outlets/Charging Stations  
Increased Access to Technology/Devices

\*Priorities

## PROPOSED NEW SERVICES/SPACE DIAGRAM

The program diagram below illustrates a conceptual approach to the services needed at Clark County. It is not intended to be a literal program diagram but to be used as a guide for any future design development, planning and prioritization. The diagram shows a preliminary approach to adjacencies that represent zones for community gathering, adult learning, project-based learning for adults and teens as well as a flexible zone for youth story and activity.

If the Library District has a "Main" library, Clark County would be it! The center for introducing new services and programs to the Library District, Clark County will continue to evolve with flourishing partnerships and a commitment to offering the highest level of social, government, educational, and family services. With its location adjacent to UNLV, Clark County will adapt its spaces to take advantage of the academic campus and synergistic relationships fostering high-tech innovation and best practices in education and family services.



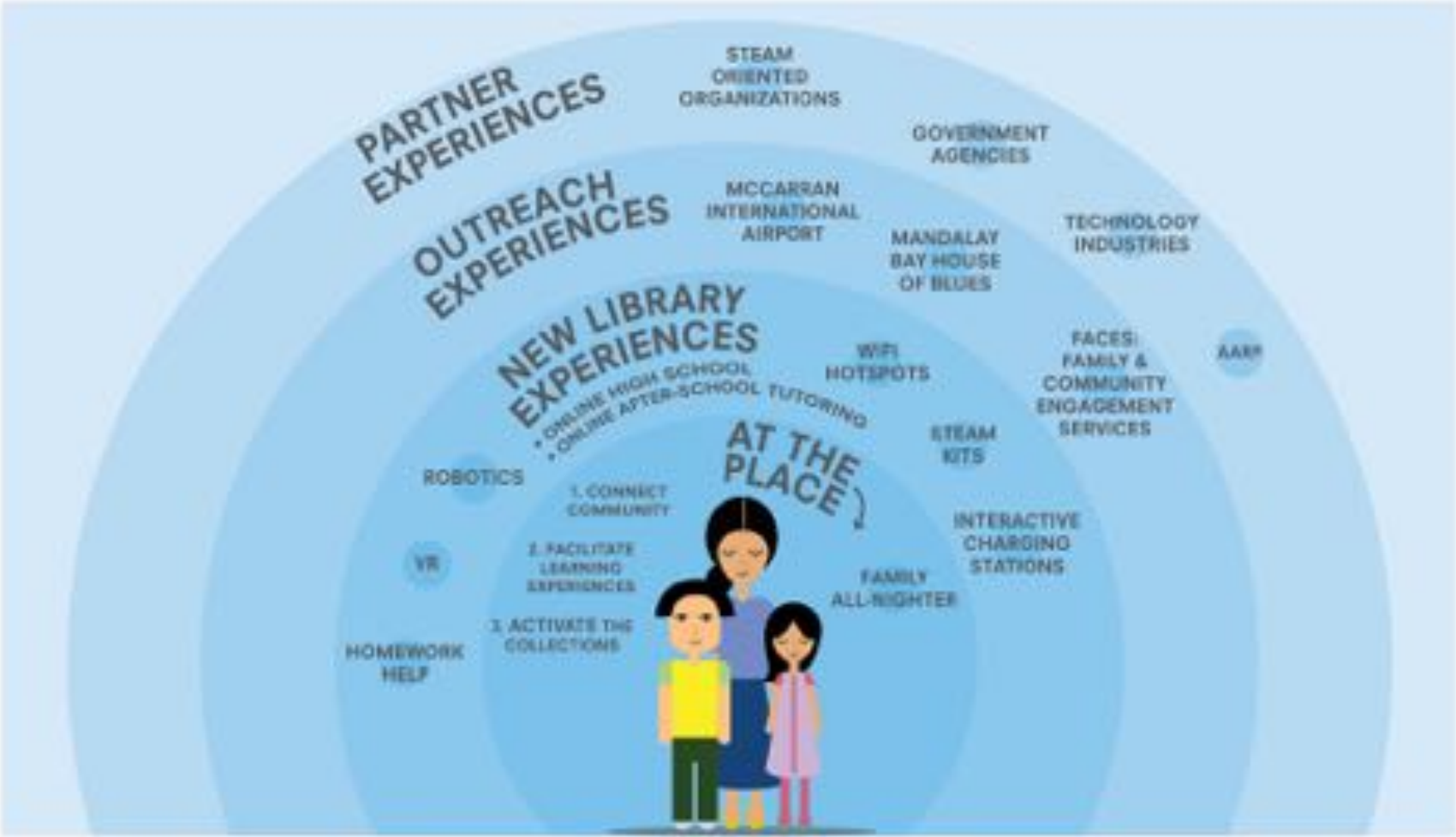
# Clark County

*Feels Like...*

APPENDIX B - SEPTEMBER 20, 2018  
PAGE 78







# Enterprise

## *Innovation & Experimentation*

### DEMOGRAPHIC SYNTHESIS



#### 2040 Population

Less than 1,000  
1,000 - 2,000

2,000 - 3,000  
3,000 - 4,000  
Over 4,000

#### 2015 to 2040 Growth

Population Loss  
0 - 50

50 - 250  
250 - 1,000  
Over 1,000

The Enterprise service area is currently home to 115,221 residents. Population in the area is expected to grow at 2.1% annually, with most of the population growth occurring before 2030. As with most areas across the valley, the largest demographic switch will be the decreasing share of households with children. However, in raw numbers there will still be growth in this particular demographic; their share of the population will decrease from 28.9% to 23.2%, a 5.7 percentage point reduction in share. While the Hispanic/Latino demographic is expected to nearly double in size, it will account for approximately 19.0% of the total (up from 17.2%).

Currently, the largest demographic tapestry in the Enterprise area are Enterprising Professionals (21.0%) and Up and Coming Families (18.4%). This Enterprising Professionals tapestry of young adults is anticipated to grow only slightly slower than the senior demographic.

Currently, the consultant team recommends that the future Enterprise Library remain its current size and in its current location. Because of projected demographic shifts, the Library District will need to monitor the impact that growth and development are having on the location's utilization on an annual basis.

### EXISTING FLOOR PLAN



#### Existing Spaces

### Proposed Space Breakdown

<b>Total</b>	26,300 SF	
<b>Public</b>	18,410 SF (70%)	
<b>Collection</b>	2,630 SF (10%)	
<b>Staff</b>	5,260 SF (20%)	
<b>Existing Technology</b>	Total	54
	Adult	24
	Laptop	02
	Youth	09
	Staff	16
	Laptop	05

\*Collections (10-20%) SF to be distributed throughout public SF

# Enterprise

## Current Facility Limitations



**ADULT PROGRAMS:** This community will enjoy adult programs for enterprising professionals and seniors if the facility could support it.



**COMPUTER USE:** Computers are in high demand in this location for youth and adults.



**STUDY ROOMS:** Currently, the study rooms are too small for demand.



**HOMEWORK HELP:** The current areas dedicated to Homework Help are insufficient for activities, programs and quantities of participants in need of this service.



**STORYTIMES:** The story room does not accommodate the high capacity of story time or other youth programs. There is a high need for a larger youth programming space.



**STEAM/STEM:** STEAM/STEM programs are this location's specialty and future renovations need to be designed for its current and future programs.



## DESTINATION FEATURE & FLAVOR



## EXEMPLARY PROGRAMS/SERVICES

### Community & Culture

Coffee Shop Gathering  
TV Broadcast Special Events  
Family All-Nighters

### Limitless Learning

DJ Programming  
bit LAB  
STEAM Programming  
Storytimes  
Learning Incubator  
Drone Flight Simulator  
Virtual Reality

### Business & Career

Business: Start-Up Advice  
Teen College and Job Seeking Skills  
Technology Access

### Government & Social Services

Social Services On-Site  
Pop-Up Care Village

### 3 Critical Programs

STEAM  
Community & Culture  
Workforce

## SPACES/SERVICES

### Community & Culture

Welcome/Bookstore  
Gallery: Community Showcase  
Café-Vibe\*  
Intergenerational Living Room\*

### Limitless Learning

Youth Story & Activity  
Homework Help & Homeschool Support  
Teen Area  
Maker Space: DJ Lab\*  
Maker Space: STEAM-Focused\*  
Digital Lab/Classroom\*  
Meeting Room

### Business & Career

Business & Career Services\*  
Study Rooms

### Government & Social Services

Study Rooms  
Social Services

### Tools/Enablers

Collections/New Collections  
Reference/Periodicals  
Increased Access to Outlets/Charging  
Stations

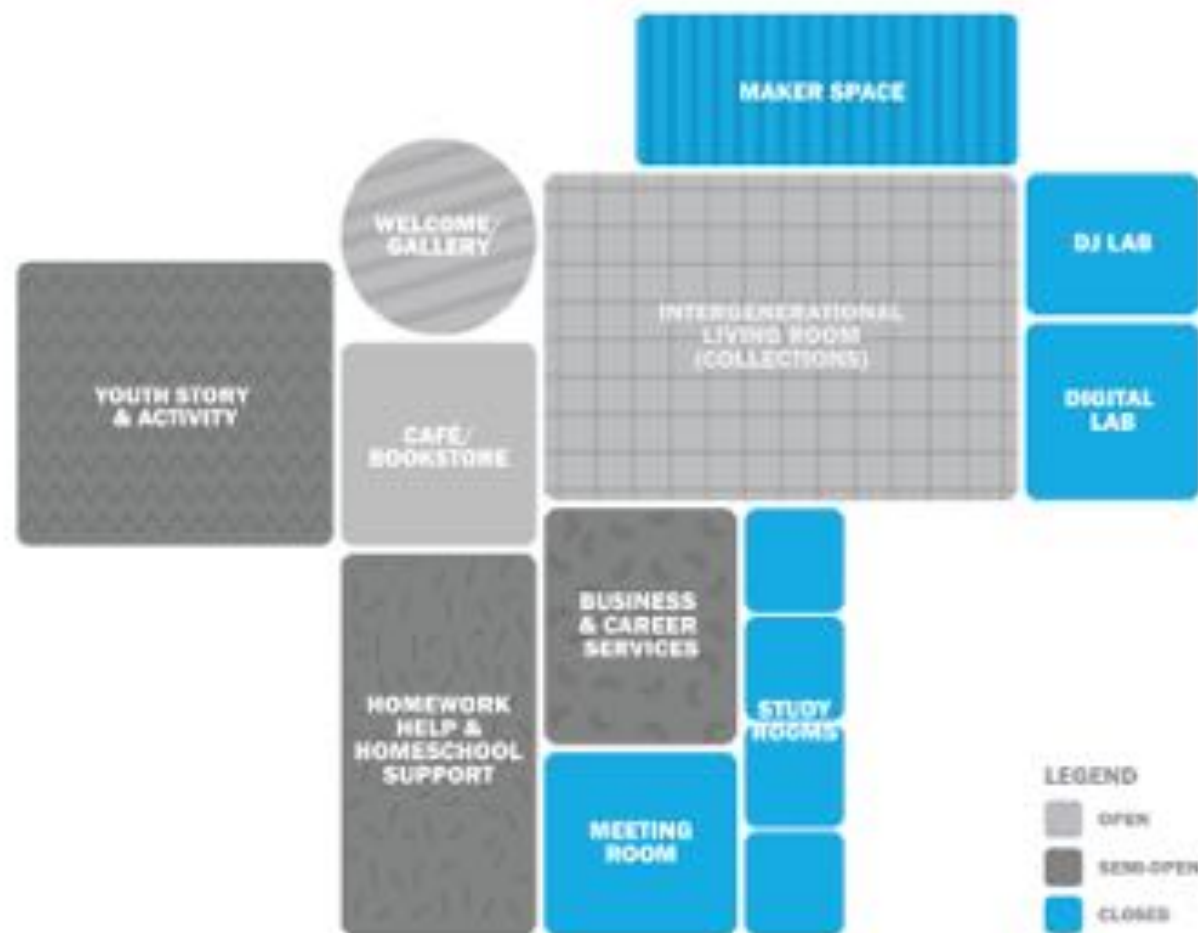
\*Priorities



### PROPOSED SPACE/SERVICE DIAGRAM

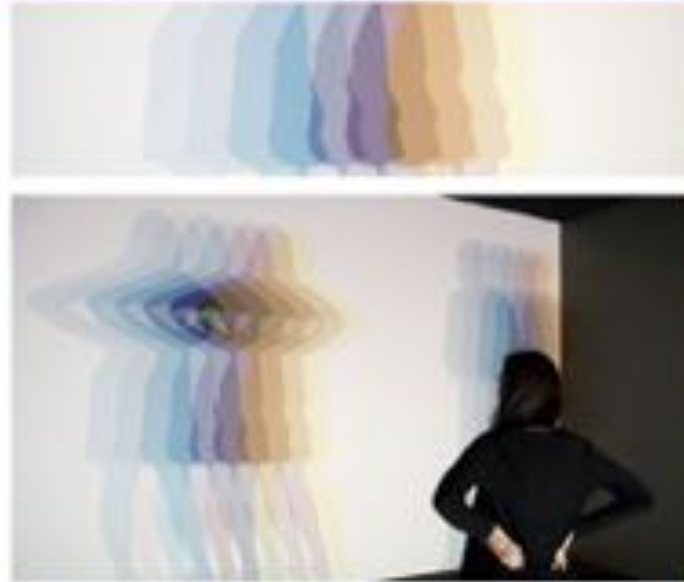
The program diagram illustrates a conceptual approach to the services needed at Enterprise. It is not intended to be a literal program diagram but to be used as a guide for any future design development, planning and prioritization. The diagram shows a preliminary approach to adjacencies that represent zones that welcome discovery, provide access to resources to develop skills and quality of life, interactive zones for play and school support and a zone for learning incubation and innovation.

Enterprise is known throughout the Library District for its innovative approach to programs and workforce development. Building on this, the re-envisioned Enterprise Library will be designed as an Innovative Entrepreneur's Lab, with a Genius Bar vibe, access to the latest and greatest technologies, and robust business support services for the enterprising professionals and families in this community. It will also be a destination for all in the valley who desire to incubate a technology start-up or prototype a technology invention!



# Enterprise *Feels Like...*

APPENDIX B - SEPTEMBER 20, 2018  
PAGE 84



# V.2020

## Adaptation

### Major Findings

- 1 None of the existing branch facilities assessed in this study were designed to accommodate the v.2020 interactive learning and service model.
- 2 None of the branches, except Windmill and Centennial Hills, have adequate outlets for present day use of personal electronic devices.
- 3 Every branch has adequate square feet to activate spaces, activities, and programs that fit the new service model. Branches are right-sized and in the right locations with the exception of West Las Vegas and Sunrise libraries.
- 4 Customer experience and community need shape the branch renovation planning process. Traditional and new components can be used flexibly to activate v.2020 strategic service priorities in all branches.
- 5 Library renovations can attract new audiences and maximize the use of the branch facilities by positioning them as a District-wide learning campus.
- 6 Service strategies will roll out on all channels, allowing the facilities to realize their highest level of public value while growing resident use of e-resources, virtual services, and outreach channels.
- 7 Library District investment in existing facilities is an investment in the community.

# COST ESTIMATES

01

LEVEL 1:  
\$32/SF

New furnishings,  
fixtures, and  
equipment  
(FF&E)

02

LEVEL 2:  
\$40/SF

Patch and repair  
walls and  
ceilings.  
Replace floor  
finish and paint  
walls. This also  
includes minor  
demolition such  
as adding  
and/or  
demolishing  
partitions.

03

LEVEL 3:  
\$225/SF

Remove and  
replace existing  
floor finishes,  
partition walls,  
doors, ceilings,  
light fixtures,  
electrical  
conduit, wiring,  
and HVAC  
ductwork.

SC

SOFT COSTS:  
20%

Projects at all levels  
require planning,  
design, and  
construction document  
development, estimated  
at 20% of the total  
capital project budget.  
These include  
professional design  
fees, design and  
contractor  
contingencies,  
insurance, contractor  
bonds, and contractor  
and subcontractor  
insurance.



## Application: Enterprise



	LEVEL 1	LEVEL 2	LEVEL 3
Intergenerational Living Room		1200 SF @ \$72/SF <b>\$86,400</b>	
Family Learning		1000 SF @ \$72/SF <b>\$72,000</b>	
School Support	400 SF @ \$32/SF <b>\$12,800</b>		
Project-Based Learning		1800 SF @ \$72/SF <b>\$129,600</b>	
Career Services			1200 SF @ \$257/SF <b>\$308,400</b>
RENOVATION COST		<b>\$609,200</b>	
SOFT COSTS (20%)		<b>\$121,840</b>	
TOTAL COST		<b>\$731,040</b>	

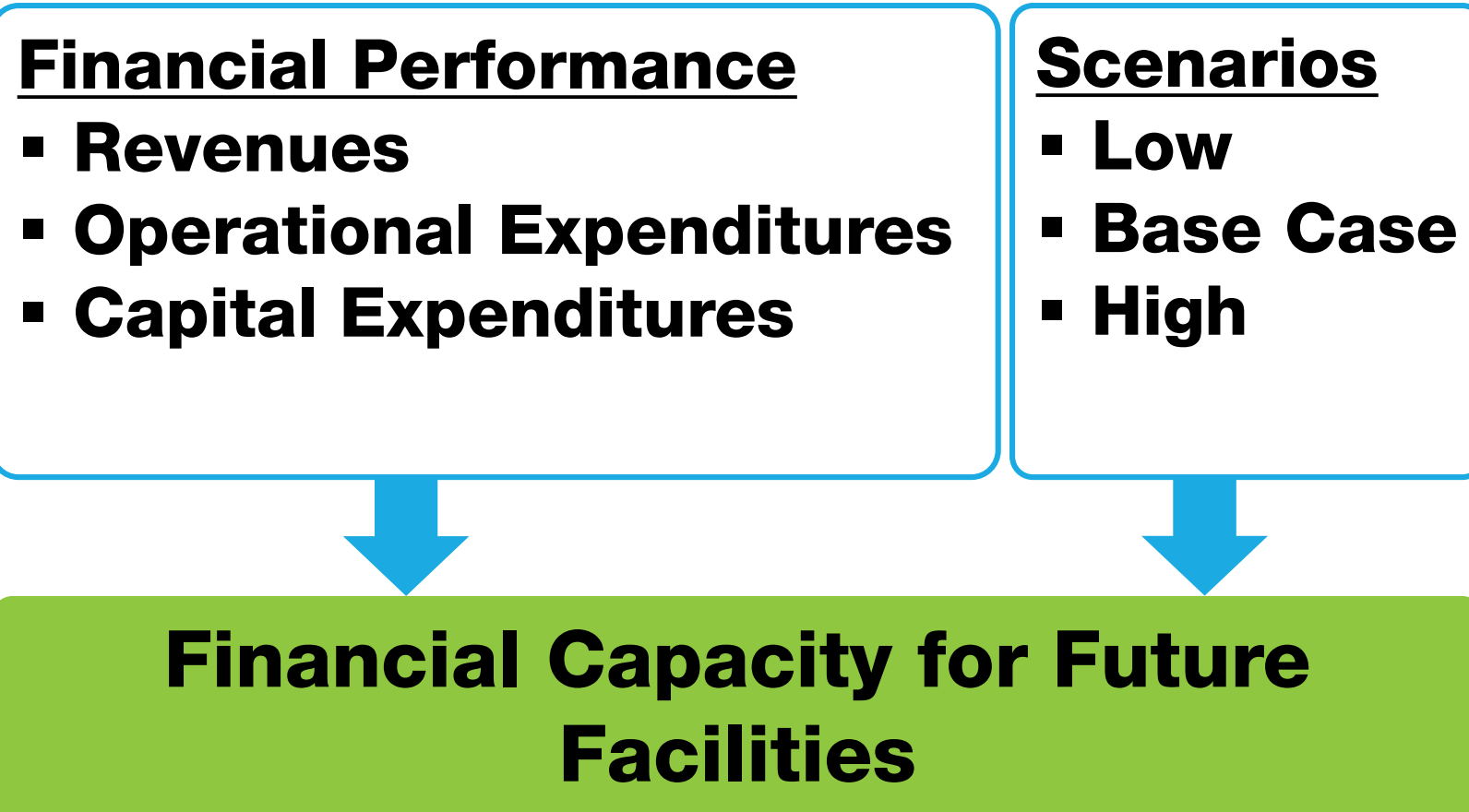


# COST ESTIMATES

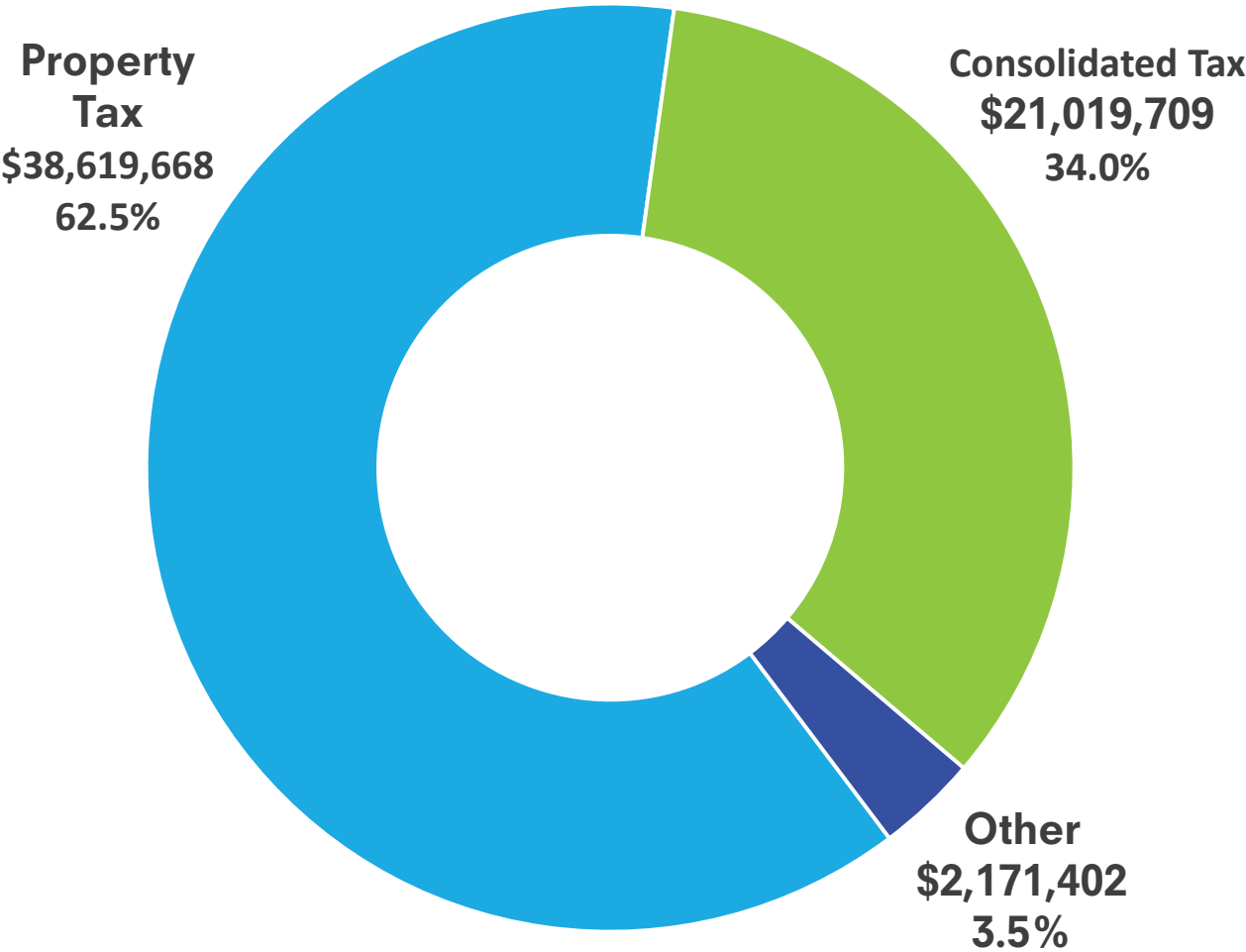
## Major Findings

- ① This section provides a model of project estimation by levels of renovation required. The cost per square foot estimates will need to be adjusted to market conditions at the time of project approval.
- ② There is a need for holistic project cost development that identifies appropriate resources for staff, collections, technology, and special equipment. Holistic planning for capital projects ensures that implementation of service model innovations will be sustained and that investments in buildings will be maintained.

# FINANCIAL ANALYSIS

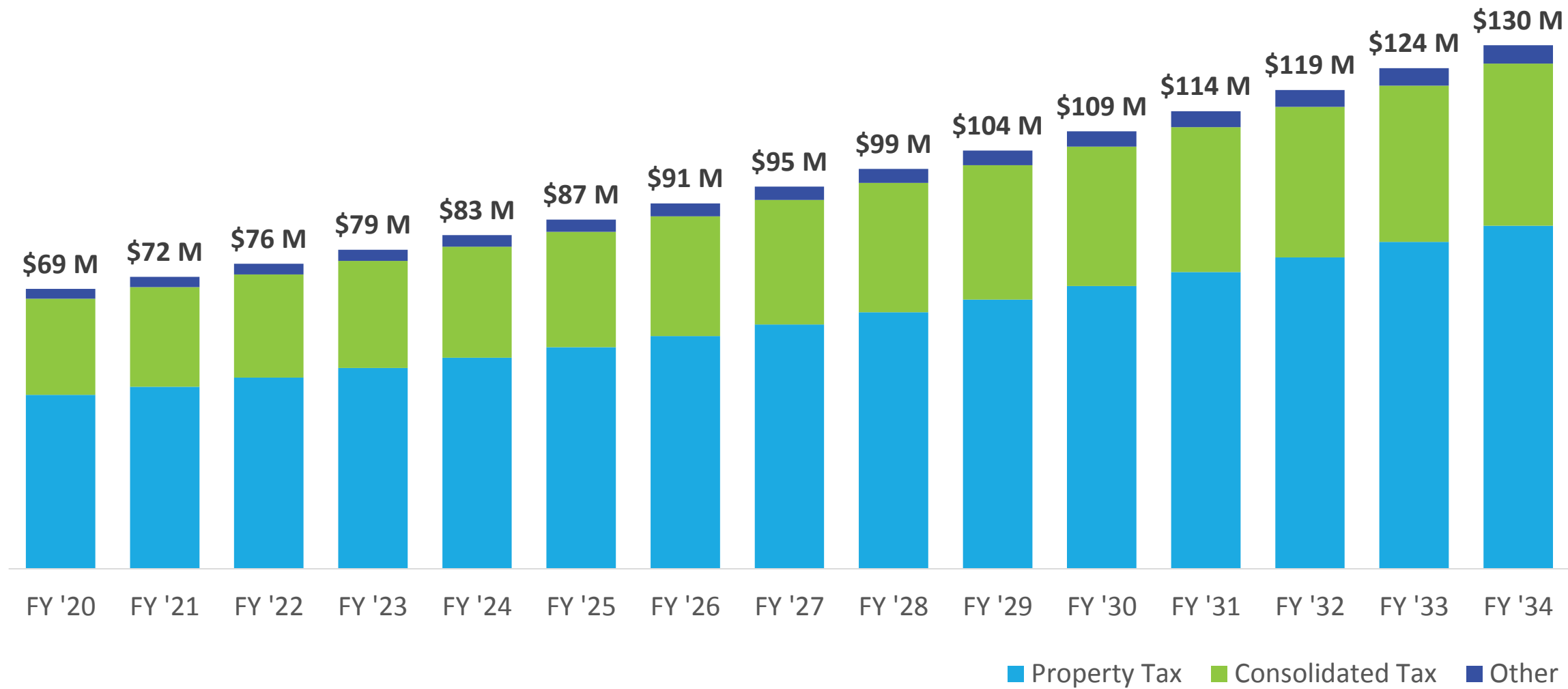


Revenue Mix

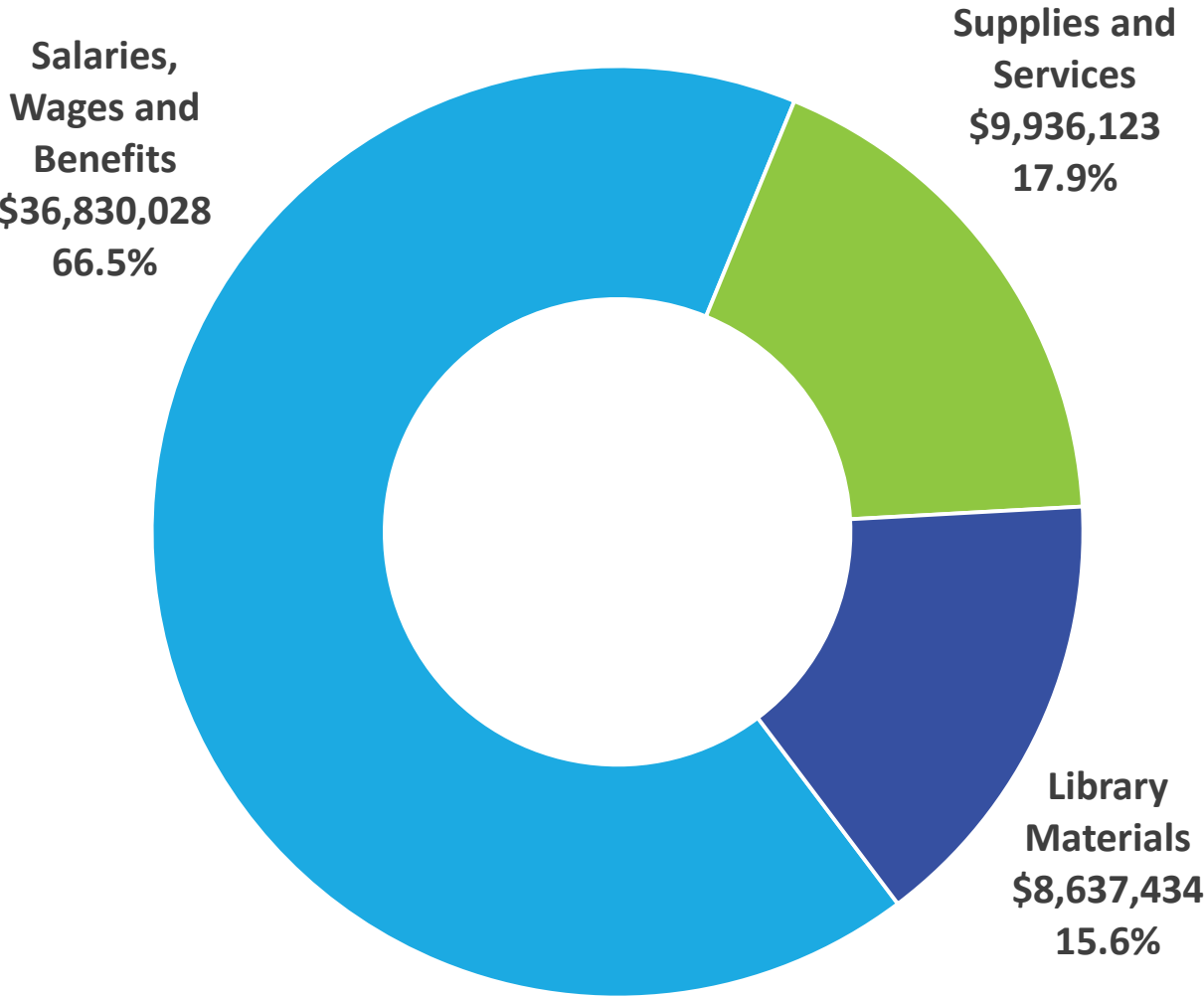


<u>Source</u>	<u>Base Case</u>
Property Tax	+4.6% to +5.1%
Sales Tax	+3.3% to +3.9%
Other	+4.2% to +4.6%

# BASE CASE REVENUES BY CATEGORY



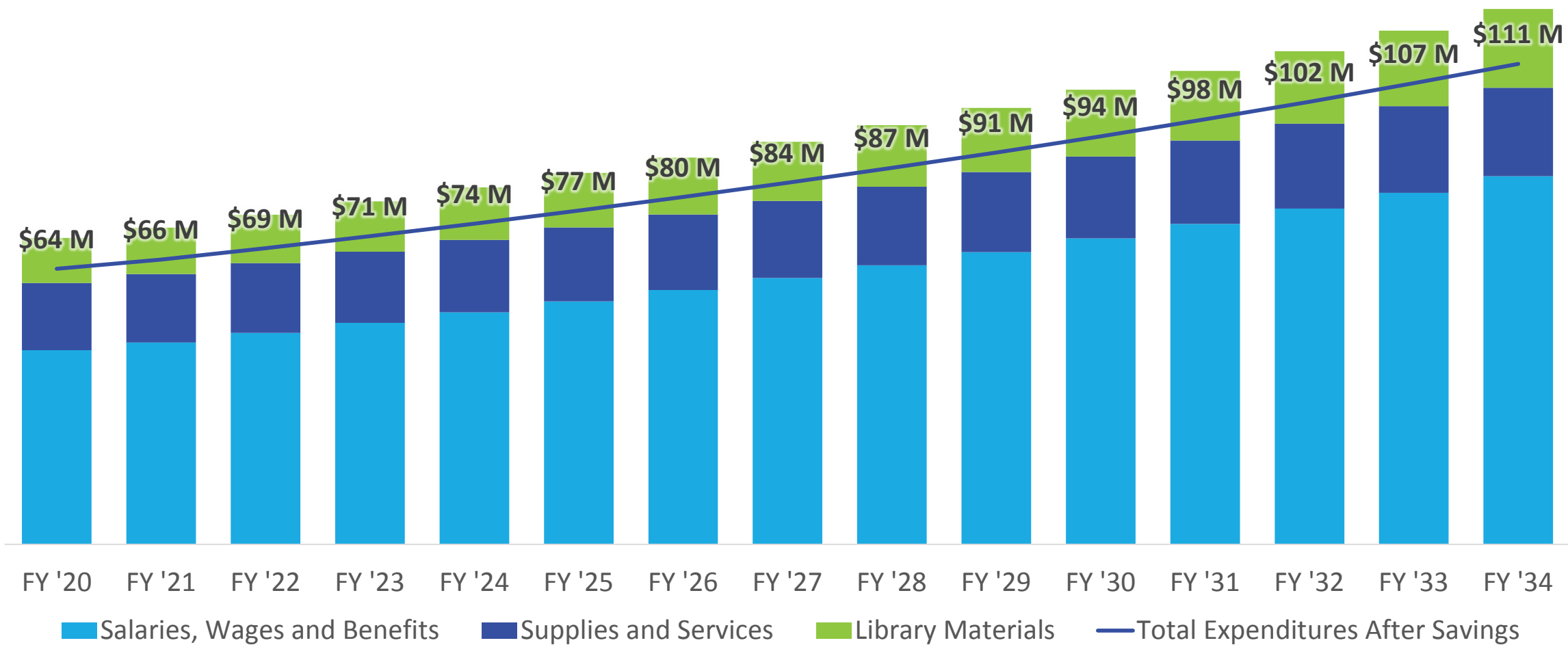
Expenditure Mix

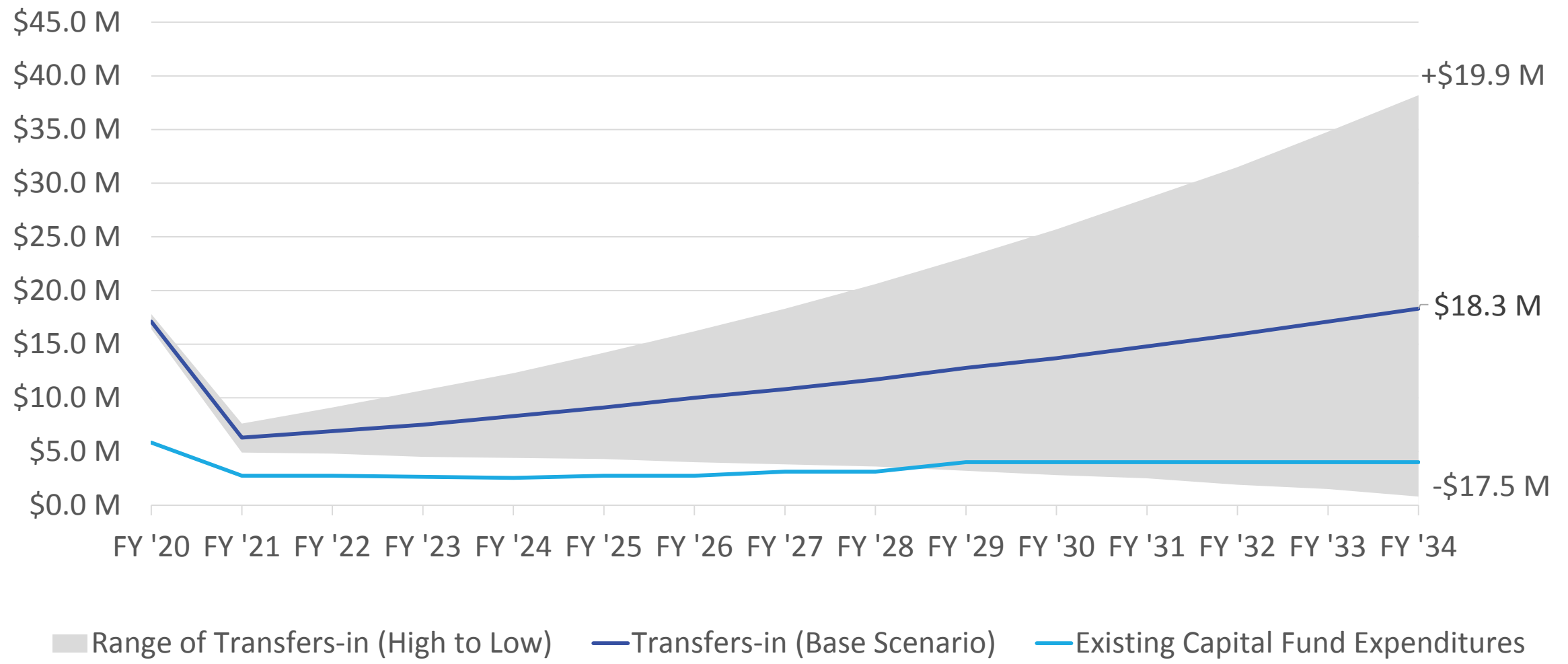


<u>Source</u>	<u>Base Case</u>
Salaries	+4.0% to +4.7%
Supplies	+1.5% to +2.0%
Library Materials	+1.5% to +4.7%

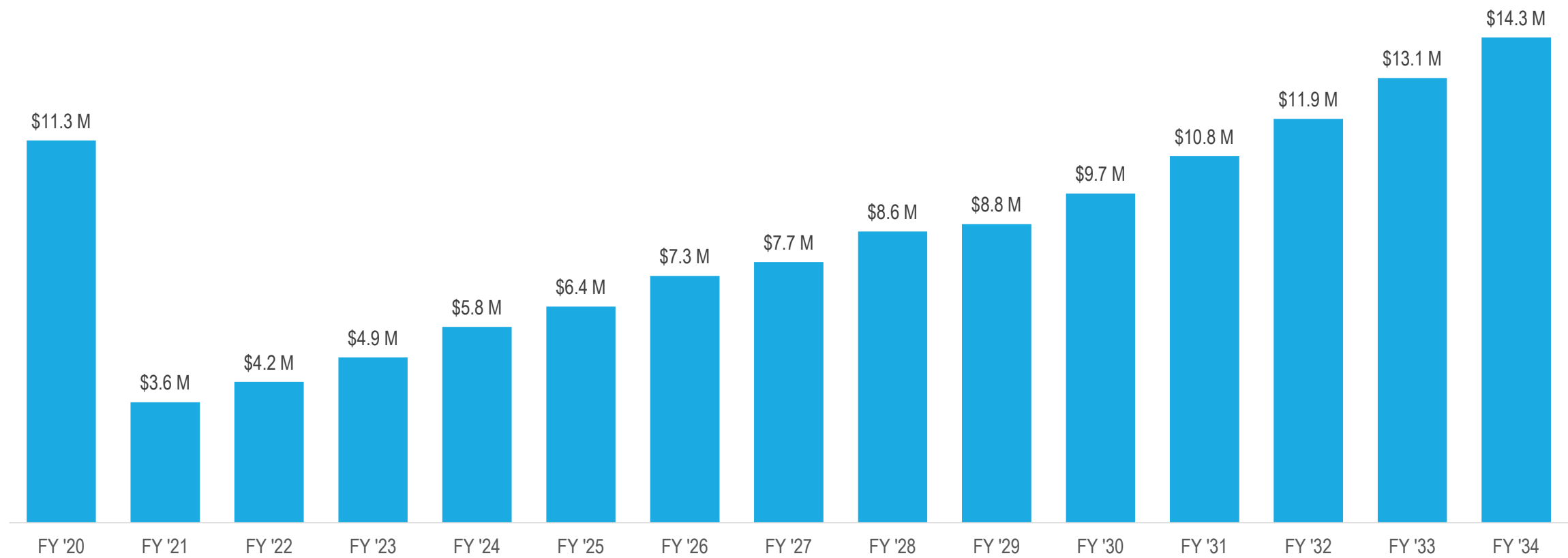


# EXPENDITURES BY CATEGORY

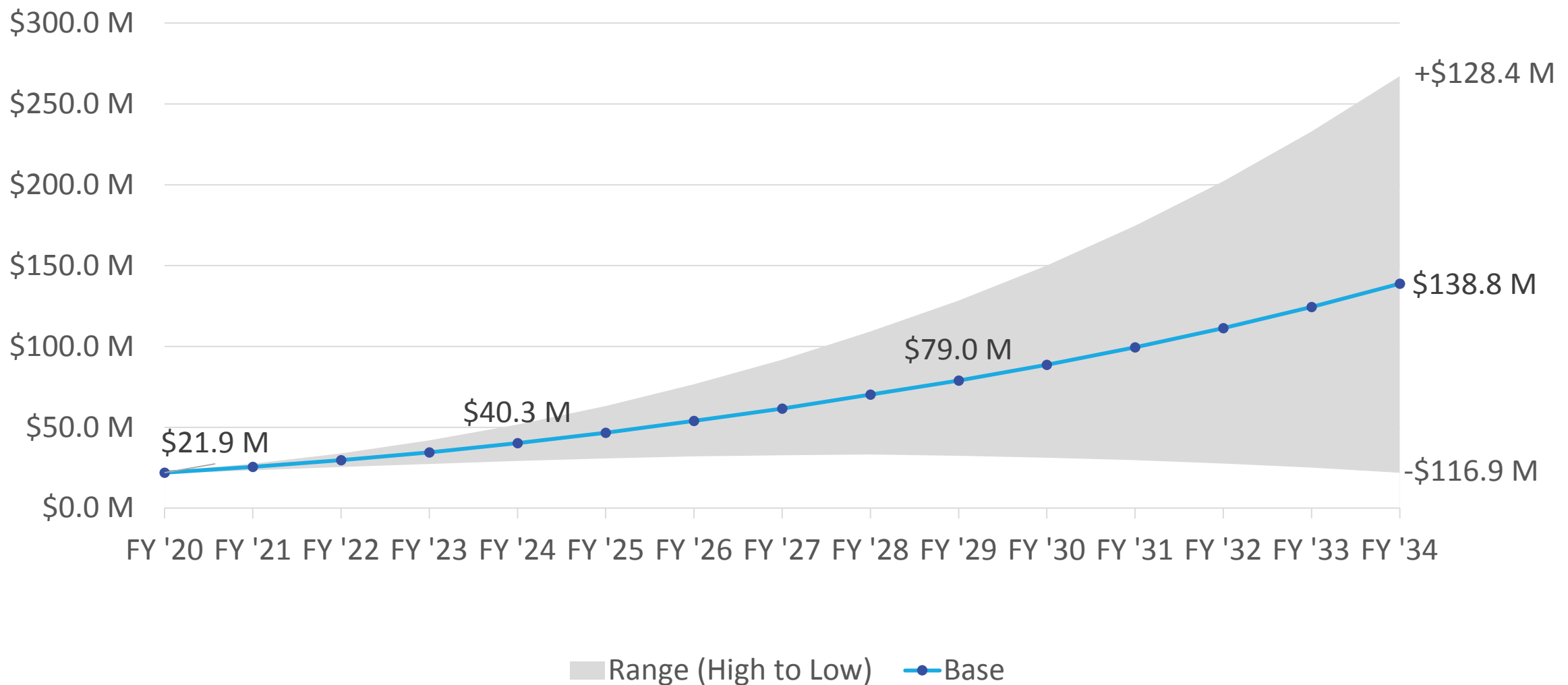


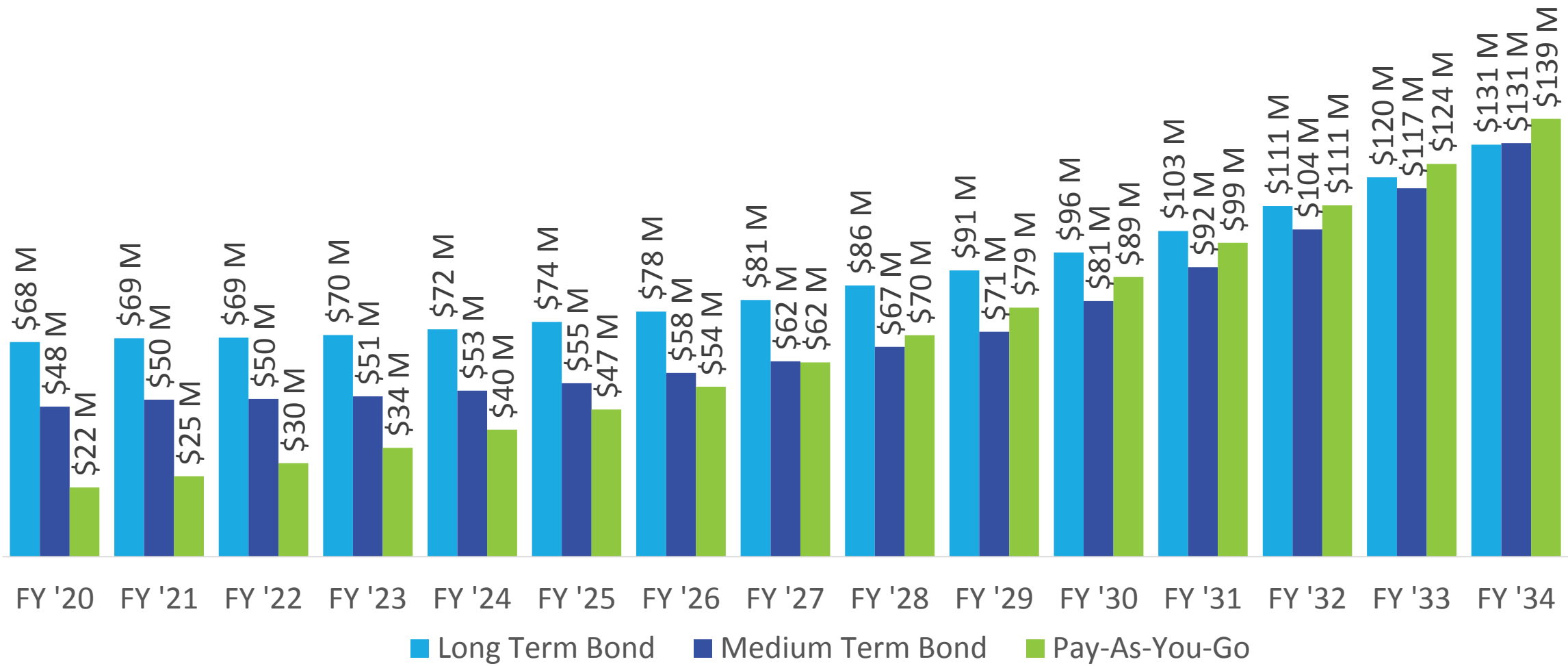


# NET CAPITAL FUND GROWTH BY YEAR (BASE SCENARIO)



# FORECASTED RANGE OF CAPITAL FUND AVAILABILITY







## EXISTING REVENUE STREAMS



**Property  
Taxes**



**Consolidated  
Taxes**



**Other  
Revenues**

## NEW REVENUE STREAMS



User  
Fees



Development  
Fees



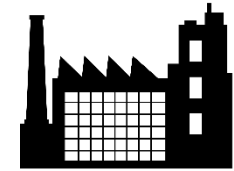
Tourist  
Taxes &  
Fees



Registration  
Fees



Excise  
Taxes



Business  
Taxes &  
Fees



Gaming  
Taxes &  
Fees



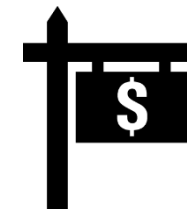
Fuel  
Taxes



Sales  
Taxes



Property  
Taxes



Transfer  
Taxes



Live  
Entertain.  
Taxes

# FINANCIAL ANALYSIS

## Major Findings

- ① Bond funding would result in an immediate injection of available funding at the expense of future fund flows.
- ② Bond financing provides increased capital capacity to:  
(1) Expand/renovate more quickly; and (2) potentially mitigate against future cost increases.
- ③ Generating funds from increased tax rates or new taxes is considered a remote possibility.
- ④ Potential capital availability under a pay-as-you-go option would be: \$40M by 2024; \$79M by 2029; and \$139M by 2034.

# DECISION-MAKING FRAMEWORK

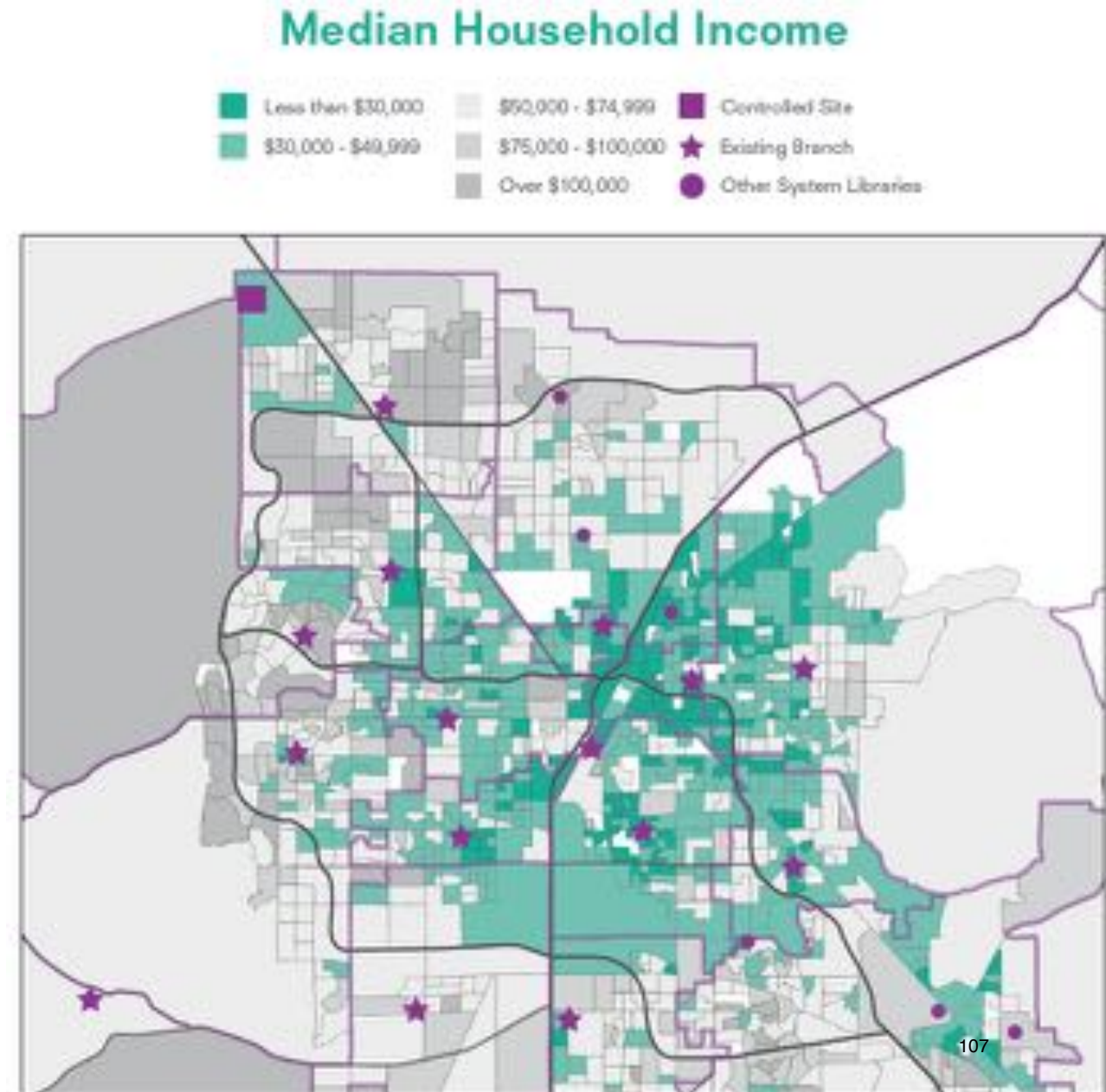
**All decisions to move forward on capital projects will be made by the Board of Trustees**

- **Community need**
- **Urban growth and demographic change**
- **Strategic service model adaptation**
- **Renovation and maintenance needs of aging facilities**
- **Availability of fiscal resources for capital projects**



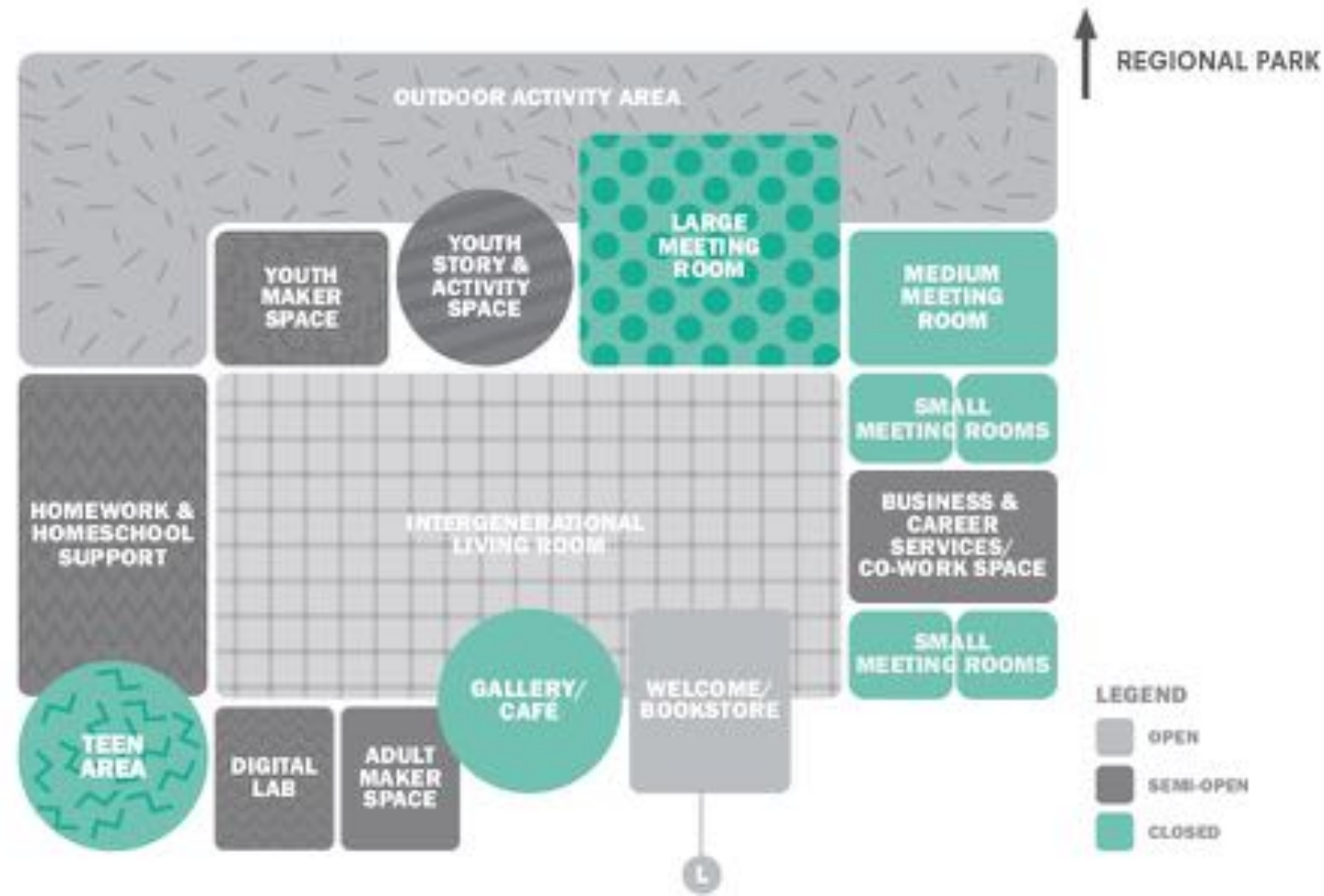
Who?	Jan. - Mar.	Apr. - Jun.	Jul. - Sep.	Oct. - Dec.
Strategic Plan Team	Review strategic plan progress to date. Identify what is working/missing and prioritize needs.			
Library Operations Comm. Engagement General Services Dev. & Planning	Refine Board-approved project scope and budget for annual budget project financing approval.	Identify and prioritize potential capital projects.		
Executive Council	Ready capital projects for annual budget approval.	Once state tax revenues are confirmed, include approved projects in the Capital Project Fund of the Annual Budget.	Prioritize and refine projects for Board review and approval.	Present capital project options to Board.
Board of Trustees		Vote to approve capital projects as part of annual budget approval.		Prioritize projects in October workshop. Approve projects in December.

- **Economic need**
- **Education need**
- **Collaboration Opportunities**
- **Alternative Funding Opportunities**
- **Community Investment**



## Use of Existing Facility Expansion Areas

### Application: Centennial Hills

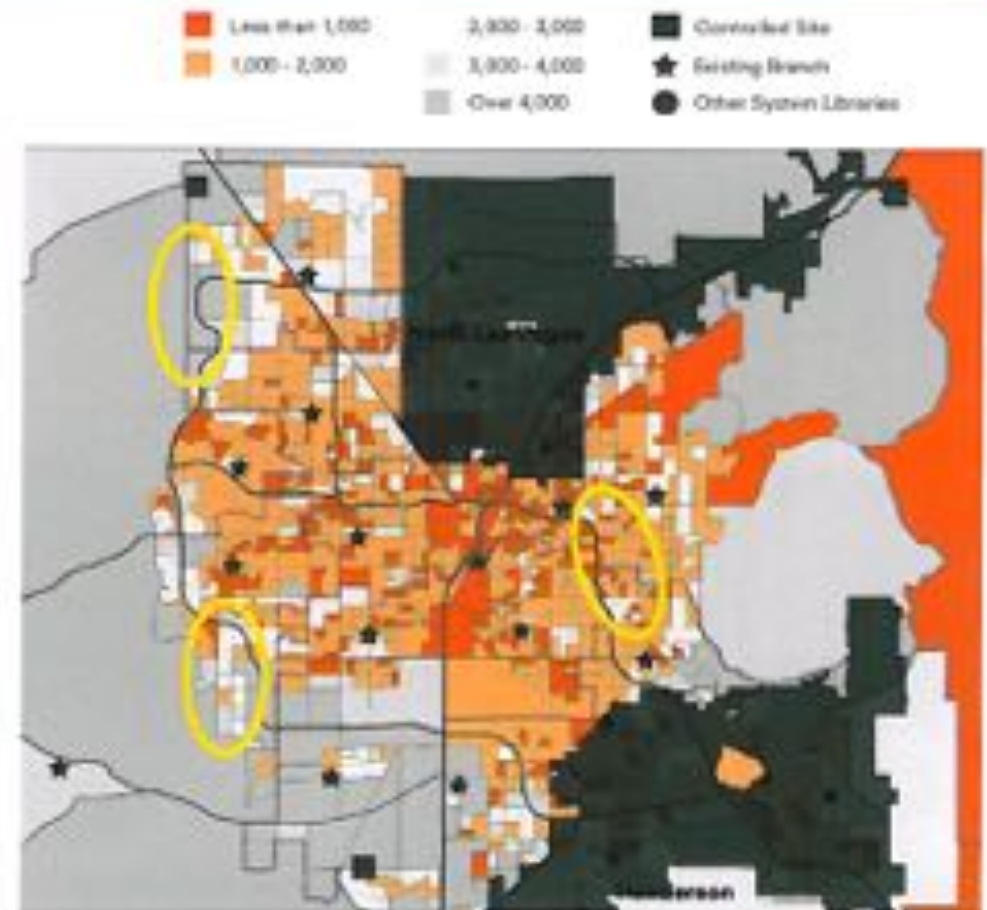




## GROWTH & DEMOGRAPHIC CHANGE

### Holistic Planning for New Facilities

Sites  
Buildings  
Leases  
Staff  
Technology  
Ongoing Operations



**BUSINESS  
& CAREER**

**INTERGENERATIONAL  
LIVING ROOM**

**LIMITLESS  
LEARNING**

**CAREER  
SERVICES**

**FAMILY  
LEARNING**

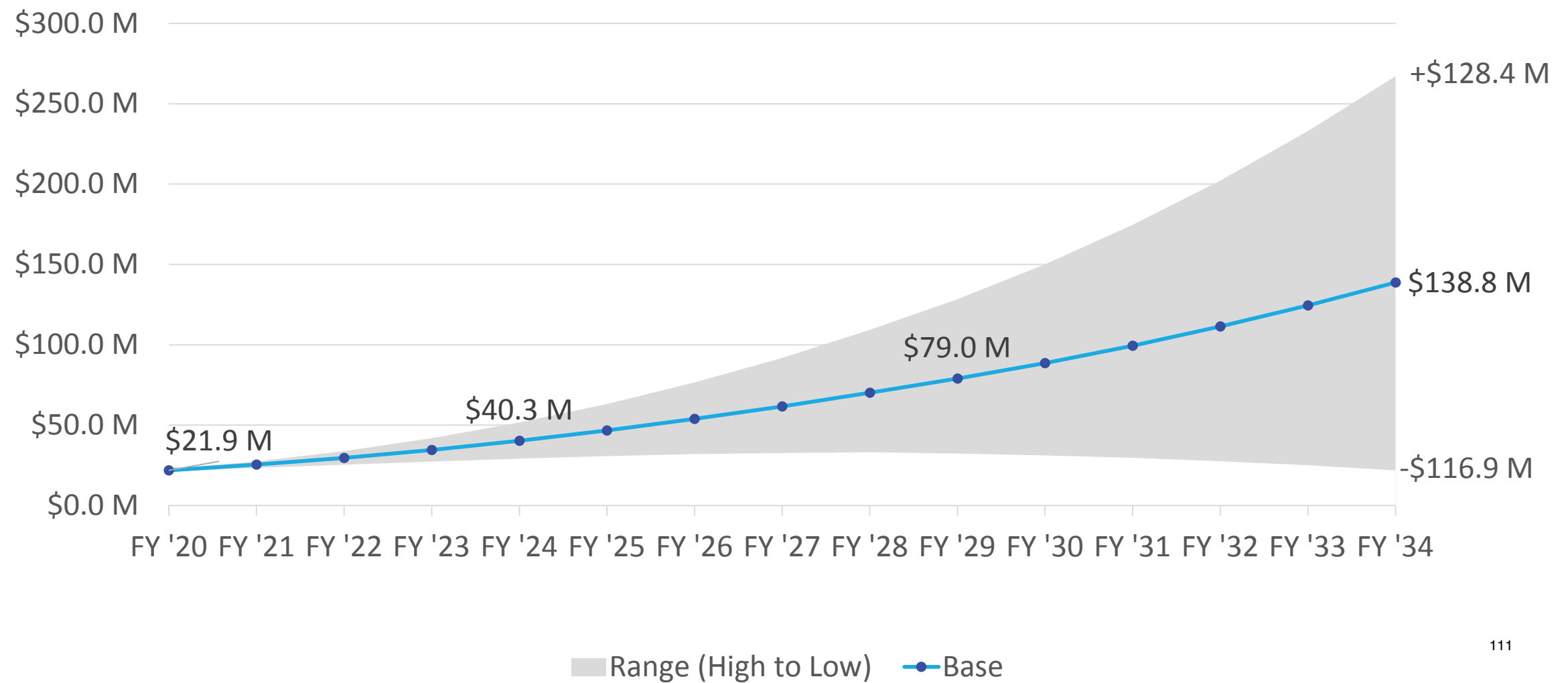
**GOVERNMENT  
& SOCIAL  
SERVICES**

**PROJECT-  
BASED  
LEARNING**

**SCHOOL  
SUPPORT**

**COMMUNITY  
& CULTURE**

Estimated Fiscal Capacity for Capital Project Investment  
(no medium or long-term bonds, no significant operations cost escalation)





APPENDIX B - SEPTEMBER 20, 2018  
PAGE 112

### Turn Concepts Into Components (\$0 - \$32)

### Furniture & Equipment Renovation Plan

593,000 SF  
\$19,000,000

Café Vibe  
Popular Materials  
Community Living Room  
Informal Learning Lab

4,000 SF  
52,000 SF  
\$2,080,000

4,000 SF  
52,000 SF  
\$11,700,000

### Destination features & flavors!

Community Engagement · Staff Development · Partnership Development  
Reposition the Library Brand · All Communities Get an Investment in Their Library  
Continuation of v.2020 Development

# 10-YEAR ESTIMATED BUDGET ALLOCATION

APPENDIX B - SEPTEMBER 20, 2018  
PAGE 113

## 10-Year Budget Allocation: \$78,965,020

Space Types	Level 1	Level 2	Level 3
Unit Cost/SF	\$32.00	\$40.00	\$225.00
Possible SF	593,485	593,485	102,547.84
Cost	\$18,991,520	\$23,739,400	\$23,073,263.33
Soft Cost (20%)	\$3,798,304	\$4,747,880	\$4,614,652.67
Total Cost	\$22,789,824	\$28,487,280	\$27,687,916
Total Funds	\$78,965,020	\$78,965,020	\$78,965,020
Remaining Funds	\$56,175,196	\$27,687,916	\$0.00

## In new and existing buildings

YEARS	COMMUNITY NEED	URBAN GROWTH	STRATEGY ADAPTION
1-4 YEARS	Clark County Spring Valley	Centennial Hills Windmill	Laughlin Rainbow
5-6 YEARS	Sunrise West Las Vegas	Enterprise Summerlin	West Charleston Sahara West
7-10 YEARS	Whitney	New Locations	

**The Board of Trustees can change the decision framework and criteria as societal and local conditions change.**

# FACILITIES DECISION FRAMEWORK

**Creating the next generation of library experiences will require decision-makers to ensure that facilities are fully utilized and adaptable to new uses, new technology, and broader customer enjoyment.**

# CONCLUSION AND QUESTIONS