

MINUTES
LAS VEGAS-CLARK COUNTY LIBRARY DISTRICT
BOARD OF TRUSTEES' MEETING
LAS VEGAS, NEVADA
October 11, 2018
(approved February 14, 2019)

The Board of Trustees of the Las Vegas-Clark County Library District met in regular session in the Sahara West Library, Las Vegas, Nevada, at 5:30 p.m., Thursday, October 11, 2018.

Present:

Board:	S. Moulton, Chair	F. Ortiz
	R. Wadley-Munier	E. Foyt
	S. Bilbray-Axelrod	M. Francis Drake
	Y. Yturralde	G. Withelder

Counsel: G. Welt

Absent: K. Benavidez – excused
J. Melendrez - excused

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

Guests: Marc Futterman, CIVIC Technologies, Inc.

S. Moulton, Chair, called the meeting to order at 5:31 p.m.

Roll Call and Pledge of Allegiance (Item I.) All members listed above represent a quorum. Trustees Benavidez and Melendrez had excused absences. Appendix A.
Trustee Wadley-Munier led attendees in the Pledge of Allegiance.

Public Comment (Item II.) None.

Agenda (Item III.) Chair Moulton moved Item VIII.B. to come after Item III. She also removed Item IV.A-H, and L from the Agenda. Trustee Wadley-Munier moved to approve the Agenda as changed. There was no opposition and the motion carried.

Facilitated Board of Trustees Discussion and possible action on Capital Projects. (Item VIII.B.) Development and Planning Director Danielle Milam introduced Marc Futterman of CIVIC Technologies, Inc. The Library Board of Trustees approved the Library Facilities Master Plan Decision Framework (Facilities Decision Framework) at the September 2018 board meeting.

The Facilities Decision Framework provides comprehensive information on the current context for Library District capital project decision-making, including the Library District's fiscal resources and current facility conditions, as well as the service area conditions related to community need, urban growth and demographic change, and Library District adaptation to the next generation of library service strategies. The goals for this discussion are to:

- Briefly review the elements and findings of the Facilities Decision Framework, to onboard two new board members who were not part of the September meeting and to clarify questions about content of that document;

- Identify the board's preferred process and criteria for capital project selection for the coming fiscal year and years ahead; and
- Initiate deliberations on capital projects submitted for individual consideration and preferred board approaches to capital project development and funding.

The presentation on the above points is attached as Appendix B.

Mr. Futterman then facilitated the discussion that followed.

Trustee Ortiz wanted the record to reflect that he was cautioning the Board and staff to ensure that the District's money in reserve was not claimed by the State in case of an economic downturn, and urged Trustees to keep that in the back of their minds. He further stated that if the District chooses the pay-as-you-go option for capital projects, then the District's capital reserves would have to be increased to a higher amount instead of usual 10-12%.

Trustee Withelder asked questions to understand the changes in the amount available over several years in the Capital Projects Fund. Mr. James explained that the amount budgeted for expenditures and not spent was transferred to the Capital Projects Fund.

Chair Moulton commented that it was unusual among public entities to be able to save this amount.

During Mr. Futterman's presentation, he referred to the Capital Improvement Projects Worksheet proposals staff had so far received, which are:

- Satellite Library in the Meadows Mall submitted by Trustee Wadley-Munier
- Rainbow Branch Update and Renovation submitted by Trustee Bilbray-Axelrod
- West Las Vegas Youth Maker Space submitted by the Library Foundation in response to Councilman Cedric Crear
- Urban Branch adaptations to Vision 2020 Strategic Plan goals submitted by the Executive Council

After Mr. Futterman listed each project, Trustee Ortiz, upon clarifying the worksheets were to be used for all Capital Projects, including new buildings, asked that the projects he was interested in be added to the list.

Mr. Futterman emphasized that each year, projects can be proposed by staff and Trustees, and that each year projects will come up for review and funding. He further stated that projects can be proposed by anyone and can come out of community needs.

Part of the challenge for Trustees and staff is to be able to understand these projects in the context of long term goals. Any year a project can come in and the Board's challenge will be to determine if the proposed project fits into the overall Vision 2020 goals and meets specific community needs. Finally Trustees should ask how these individual projects add up. The strategic framework gives the Trustees

the tools, the criteria and the information to be able to have that conversation and make those decisions.

Trustee Ortiz requested his proposed projects be on the record:

- New Building – Cactus Jones Library
- New Building – Library in the Northeast
- Separate Project – Reviewing usage of the Enterprise Library by non-District customers and if warranted, sell the property and use proceeds to fund the building of a Cactus-Jones Library

Mr. Futterman concluded by saying that his goal for this evening was to set up the Trustees to have the conversation, determine what approach Trustees wanted to take on these macro issues, ask how they are going to look at capital spending vs. accumulation, and how they are going to prioritize projects. The decision framework gives the Trustees the criteria to do that. Ultimately, Trustees will make the final decision.

Trustee Ortiz explained two concerns:

- What the Board decides to do now will impact future decisions for the next 25 years, and
- Some areas of the District are not digitally capable of keeping up, and he does not want to lose them as customers. This can be referred to as the "Digital Divide."

Trustee Bilbray-Axelrod said that awareness of the Digital Divide was increasing and said she thought it was much better than it was, even eight years ago.

Trustee Foyt commented that while there is going to be plenty of growth on the outer ring of the valley, the Trustees also need to remember that the population is becoming more dense; as pockets of land get filled in, that will change the dynamics of the neighborhood.

During Trustee Foyt's comment, Council Welt had left the meeting.

Trustee Withelder asked that staff take into account the time value of money when looking at either bonding or pay-as-you-go methods for projects.

In addition to the financial side, Mr. Futterman suggested Trustees also need to look at this strategically, i.e.: What do they want to achieve over a period of time? What is their appetite for doing these projects over what period of time and how fast? How do the current project proposals fit with that intention? That, combined with the fiscal discussion, balance each other out. For example, if Trustees want to address all 13 of the branches in the next 10 years, at a total of "X" million dollars, how do staff go about it? And if Trustees do not have the appetite to do that, to go for that kind of intention, and Trustees want to do something else, then they have to define what that is and then have the conversation with staff about how to finance it.

Staff is recommending a Board Retreat to discuss the Strategic Planning instead of adding multi-part discussions to the November and December Board meetings. Part of the November / December Retreat

will include scenario planning "What Ifs", i.e.: What if there is a downturn in the economy? What if the economy keeps growing? What if the State decides to raise Reserve Funds? At the same time, Mr. Futterman will be encouraging Trustees to make decisions related to the Vision 2020 Plan. What are your objectives to implement the Vision 2020 Strategic Plan?

At this time, Council Welt rejoined the meeting on his phone.

Chair Moulton concluded by saying the Board will discuss, debate and decide, and encouraged the entire Board, especially the two new Trustees (Brooks and Withelder) to review the Strategic Framework binder with its detail on each branch.

Trustee Wadley-Munier wanted to clarify that all options are on the table, at which Chair Moulton concurred.

**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; and
Regular Session,
September 20,
2018.
(Item IV.A-L.)**

Item IV.A-H, and L were removed.

Trustee Ortiz moved to approve the Minutes of the Risk Management Committee Meeting held June 14, 2018. There was no opposition from Committee members and the motion carried.

Trustee Bilbray-Axelrod moved to approve the Minutes of the Board of Trustees Meeting held June 14, 2018, and the Minutes of the Regular Session held July 12, 2018. There was no opposition and the motion carried.

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

Chair Moulton welcomed the District's newest Trustees, Dr. Constance Brooks and Mr. Geno Withelder and asked them to introduce themselves.

Constance Brooks

- 15-year resident of Las Vegas (from Illinois originally)
- Always had a desire to serve on the Library Board

- Believes libraries are where magic happens
- Avid reader
- Libraries have played an important role in her professional and personal life as she wrote most of her dissertation at the Rainbow Library
- Currently serves as Vice Chancellor of Government Affairs for the Nevada System of Higher Education
- Thanked Councilman Crear for her appointment

Geno Withelder

- Has big shoes to fill, replacing Randy Ence
- Currently a Mesquite City Councilman
- Has been Mesquite resident for 16 years
- Served on the City Council for 10 years
- Currently Mayor Pro-Tem
- He has always really wanted to do this and loves the new library in Mesquite, calling it a magnificent facility with great staff

**Library Reports
(Item VI.)**

Trustee Bilbray-Axelrod moved to accept Reports VI.A. 1-3. There was no opposition and the reports were accepted.

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

In response to Trustee Ortiz's question at the September meeting, Dr. Heezen reported that the District's Bond Rating is AA.

Also in response to Trustee Ortiz's request at the September meeting, Trustees have been emailed a copy of the Evaluation of the Valuation of the Enterprise Library Property. The value from this assessment was \$3,730,000.

Trustee Wadley-Munier asked how often the District's is rated for bonding and Mr. James explained to Trustees that the District is paying off the current bond in January 2019. The District will not be reviewed again unless Trustees decide to go out for more bond funds.

Dr. Heezen thanked staff members who worked on the meeting. He also listed items provided to Trustees at the meeting which included articles about District programs, and flyers promoting District programs, invitations to the CALL graduation and the Las Vegas Book Festival Opening Reception, and 2019 Board meeting calendars.

Dr. Heezen spoke about the District's most recent Staff Day, which took place on Monday, October 8, 2018, and thanked Trustees Withelder and Francis Drake for attending. Heezen also reminded Trustees that the Nevada Library Association Conference started the next and would run through the weekend at the Westin Las Vegas.

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

No questions.

**Branding and
Marketing Report**

No questions.

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

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

Trustee Ortiz complimented Community Engagement Director Matt McNally on bringing author Luis Rodriguez to appear at the Las Vegas Book Festival. Rodriguez will also be able to visit Valley High School and Rancho High School during his Las Vegas visit and Ortiz thanked McNally for arranging this.

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

No questions.

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

No questions.

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

No questions.

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

Chair Moulton complimented staff on the number of work orders started and completed during the month.

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

No questions.

**Unfinished Business
(Item VII.)**

None.

**Discussion and
possible Board
action regarding
contract awards for
the purchase of
furniture, shelving,
and accessories for
the East Las Vegas
Library.
(Item VIII.A.)**

General Services Director Steve Rice explained that funds are allocated in the Capital Projects Fund for the purchase of furniture, shelving, and accessories for the East Las Vegas Library. Procurement included three bid processes:

1) Bid No. 19-05 – East Las Vegas Library - Furniture:

An Invitation to Bid was advertised in accordance with District policy. The Bid was structured by Bid Group with each Bid Group representing a particular basis-of-design manufacturer. The bid opening was held on October 1, 2018. Contracts are awarded by Bid Group as follows:

Bid Group 1 – Davis

<u>Bidder</u>	<u>Bid Amount</u>
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Machabee Office Environments	\$36,132.28
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Henriksen Butler Nevada	\$25,666.01
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The lowest responsive and responsible bidder is Henriksen Butler Nevada.

Bid Group 2 – KI

<u>Bidder</u>	<u>Bid Amount</u>
Bridder Enterprises	\$144,077.40
Machabee Office Environments	\$ 83,200.00
Henriksen Butler Nevada	\$ 82,488.60
The lowest responsive and responsible bidder is Henriksen Butler Nevada.	

Bid Group 3 –Landscape Forms

<u>Bidder</u>	<u>Bid Amount</u>
Machabee Office Environments	\$58,298.69
Henriksen Butler Nevada	\$58,079.41
The lowest responsive and responsible bidder is Henriksen Butler Nevada.	

Bid Group 4 – 3Branch

<u>Bidder</u>	<u>Bid Amount</u>
Henriksen Butler Nevada	\$5,161.02
Machabee Office Environments	\$5,044.68
The lowest responsive and responsible bidder is Machabee Office Environments.	

Bid Group 5 – OFS

<u>Bidder</u>	<u>Bid Amount</u>
Henriksen Butler Nevada	\$42,727.42
The lowest responsive and responsible bidder is Henriksen Butler Nevada.	

Bid Group 6 – Cabot Wrenn

<u>Bidder</u>	<u>Bid Amount</u>
Machabee Office Environments	\$18,972.60
Henriksen Butler Nevada	\$18,276.96
The lowest responsive and responsible bidder is Henriksen Butler Nevada.	

Bid Group 7 – Hightower

<u>Bidder</u>	<u>Bid Amount</u>
Henriksen Butler Nevada	\$8,038.50
Machabee Office Environments	\$7,103.20
The lowest responsive and responsible bidder is Machabee Office Environments.	

Bid Group 8 – Allemuir

<u>Bidder</u>	<u>Bid Amount</u>
Machabee Office Environments	\$2,946.99
Henriksen Butler Nevada	\$2,929.02
The lowest responsive and responsible bidder is Henriksen Butler Nevada.	

Bid Group 9 – Nienkamper

<u>Bidder</u>	<u>Bid Amount</u>
Henriksen Butler Nevada	\$10,957.28
Machabee Office Environments	\$ 7,313.92
The lowest responsive and responsible bidder is Machabee Office Environments.	

Bid Group 10 – Kimball

<u>Bidder</u>	<u>Bid Amount</u>
Machabee Office Environments	\$1,773.29
The lowest responsive and responsible bidder is Machabee Office Environments.	

Bid Group 11 – Peter Pepper

<u>Bidder</u>	<u>Bid Amount</u>
Henriksen Butler Nevada	\$7,287.63
Machabee Office Environments	\$6,880.02
The lowest responsive and responsible bidder is Machabee Office Environments.	

Bid Group 12 – Demco

<u>Bidder</u>	<u>Bid Amount</u>
Henriksen Butler Nevada	\$35,182.82
Machabee Office Environments	\$35,109.13
The lowest responsive and responsible bidder is Machabee Office Environments.	

Bid Group 13 – Recycle-Away

<u>Bidder</u>	<u>Bid Amount</u>
Machabee Office Environments	\$18,361.50
Henriksen Butler Nevada	\$17,937.90
The lowest responsive and responsible bidder is Henriksen Butler Nevada.	

Bid Group 14 – Estey/Lumicor

<u>Bidder</u>	<u>Bid Amount</u>
Team Schutmatt	\$251,694.00
*Spacesaver Intermountain	\$242,363.33
The lowest responsive and responsible bidder is Team Schutmatt.	
* Bid Rejected – Shelving product line submitted does not meet required specifications.	

Bid Group 15 – Welcome Desk

<u>Bidder</u>	<u>Bid Amount</u>
Henriksen Butler Nevada	\$41,767.37
dTank Inc.	\$24,042.71
The lowest responsive and responsible bidder is dTank Inc.	

Bid Group 16 – Mity-Lite

<u>Bidder</u>	<u>Bid Amount</u>
Machabee Office Environments	\$14,488.92
Henriksen Butler Nevada	\$11,056.70
The lowest responsive and responsible bidder is Henriksen Butler Nevada	

2) Bid No. IB-04 – East Las Vegas Library – Herman Miller, Inc.

Nevada statute and Board policy require that a request for bids be advertised for contracts exceeding \$50,000. In lieu of advertising a request for bids, the District may, in accordance with NRS 332.195, use a previously bid contract of a local government located within or outside the State of Nevada with the authorization of the contracting vendor.

The County of Fairfax, Virginia currently has a contract with Herman Miller, Inc. which is registered with the U.S. Communities Government Purchasing Alliance as contract #4400003403. The contract provides for significant discounts off list pricing. The District is a member of the U.S. Communities Government Purchasing Alliance. Henriksen Butler is the local dealer for Herman Miller, Inc. and has authorized use of the contract.

<u>Bidder</u>	<u>Bid Amount</u>
Henriksen Butler Nevada	\$211,525.01

3) Bid No. IB-05 – East Las Vegas Library – Steelcase, Inc.

Nevada statute and Board policy require that a request for bids be advertised for contracts exceeding \$50,000. In lieu of advertising a request for bids, the District may, in accordance with NRS 332.195, use a previously bid contract of the State of Nevada or a local government located within or outside the State of Nevada with the authorization of the contracting vendor.

The State of Nevada currently has a contract with Steelcase, Inc. through the National Association of State Procurement Officials (NASPO) as Master Agreement #MA147. The agreement provides for significant discounts off list pricing. Machabee Office Environments is the local dealer for Steelcase, Inc. and has authorized use of the contract.

<u>Bidder</u>	<u>Bid Amount</u>
Machabee Office Environments	\$35,022.32

1) Trustee Ortiz moved to authorize staff to award contracts for the purchase of furniture, shelving, and accessories for the East Las Vegas Library in accordance with Bid No. 19-05 as follows:

<u>Bid Group</u>	<u>Bidder</u>	<u>Amount</u>
1	Henriksen Butler Nevada	\$ 25,666.01
2	Henriksen Butler Nevada	\$ 82,488.60
3	Henriksen Butler Nevada	\$ 58,079.41
4	Machabee Office Environments	\$ 5,044.68

5	Henriksen Butler Nevada	\$ 42,727.42
6	Henriksen Butler Nevada	\$ 18,276.96
7	Machabee Office Environments	\$ 7,103.20
8	Henriksen Butler Nevada	\$ 2,929.02
9	Machabee Office Environments	\$ 7,313.92
10	Machabee Office Environments	\$ 1,723.29
11	Machabee Office Environments	\$ 6,880.02
12	Machabee Office Environments	\$ 35,109.13
13	Henriksen Butler Nevada	\$ 17,937.90
14	Team Schuttmatt	\$251,694.00
15	dTank Inc.	\$ 24,042.71
16	Henriksen Butler Nevada	\$ 11,056.70

There was no opposition and the motion carried.

2) Trustee Ortiz moved to authorize staff to award a contract for the purchase of Herman Miller furniture and accessories for the East Las Vegas Library in accordance with Bid No. IB-04 from Henriksen Butler Nevada, at the previously bid contract rates of the U.S. Communities Government Purchasing Alliance Contract #4400003403, in the amount of \$211,525.01. There was no opposition and the motion carried.

3) Trustee Ortiz moved to authorize staff to award a contract for the purchase of Steelcase furniture for the East Las Vegas Library in accordance with Bid No. IB-05 from Machabee Office Environments, at the previously bid contract rates of the Western States Contracting Alliance Contract #1931, in the amount of \$35,022.32. There was no opposition and the motion carried.

**Announcements
(Item X.)**

The Finance and Audit Committee will meet Thursday, November 8, 2018 at 4:30 p.m. in the Enterprise Library.

The next Board Meeting will be held Thursday, November 8, 2018 in the Enterprise Library at 5:30 p.m.

Staff requested Trustees check their calendars for their availability on either Friday, November 30 or Friday, December 14, 2018 for an all-day Board of Trustees Workshop focusing on the Facilities Master Plan Decision Framework projects and process. Trustees were to contact Executive Assistant Allison Boyer with their availability.

**Public Comment
(Item XI.)**

None.

**Executive Session
(Item XII.)**

Removed from Agenda.

**Adjournment
(Item XIII.)**

Chair Moulton adjourned the meeting at 7:39 p.m.

Respectfully submitted,

Elizabeth Foyt, Secretary

2018 ATTENDANCE

Appendix A

October 11, 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	October 11 Regular Board Mtg		
Benavidez	Kelly	NO MEETING	P	P	P	P	P	P	P	P	P	NO MEETING	P	A-E		
Bilbray-Axelrod	Shannon		P	P	P	P		P	P	P			P	P		
Brooks*	Constance		X	X	X	X	X	X	X	X	X		X	P		
Drake	Marilyn		P	P	A-E	A-E	P	A-E		A-E	P		P	P		
Ence**	Randy		A-E	P	P	P	P	P	P	P	P		X	X		
Foyt	Elizabeth		P	P	P	P	P	P	P	P	P		P	P		
Melendrez	Jose		P	P	A-E	A-E	P	P	P	P	P		P	A-E		
Moulton	Sheila		P	P	P	P	P		P	P	P		P	P		
Ortiz	Felipe		P	P	P	P	P	P	P	P	P		P	P		
Wadley-Munier	Robin		P	P	P	P	P		P	P	P		P	P		
Withelder***	Geno		X	X	X	X	X	X	X	X	X		A-E	P		
Yturalde****	Ydoleena		P	P	P	P	A-E		P	P	P		P	X		

attended Committee meeting but not a member

A-E Excused Absence
A-U Unexcused Absence

*Appointed to replace Trustee Yturalde for a term beginning October 2018

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

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

****Resigned, took affect after the September 20 Regular Board Meeting

as of October 12, 2018

Library Board of Trustees

Library Facilities Master Plan Decision Framework

Capital Projects Planning

Thursday, October 11, 2018, 5:45 pm to 7:45 pm

LAS VEGAS-CLARK COUNTY LIBRARY DISTRICT

INTRODUCTION & AGENDA

AGENDA

Introductions/purpose

5:30 to 5:40 (10 minutes)

Recap FMP major elements

5:40 to 6:15 (35 minutes)

Review FMP framework process and status

6:15 to 6:45 (30 minutes)

Identify and determine approach to FY 2019-2020 projects

6:45 to 7:25 (40 minutes)

Wrap up and next steps

7:25 to 7:30 (5 minutes)

REVIEW FACILITIES DECISION FRAMEWORK

CONCEPT

The Framework provides criteria and tools to assist the Board identify and analyze capital project priorities and options, current capacity, and future need, as you ultimately identify and authorize capital projects to move forward.

PURPOSE

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.

CHARACTERISTICS

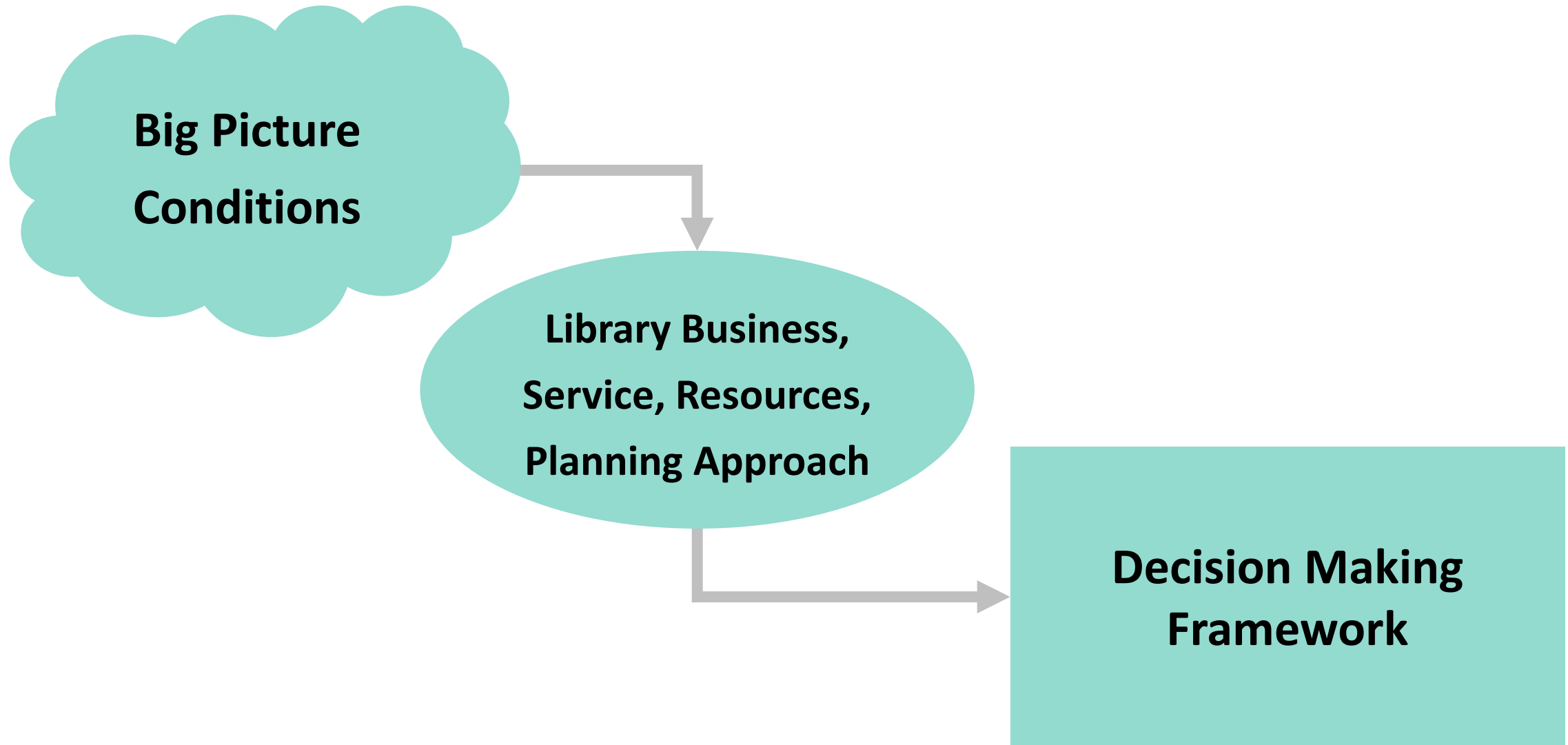
Holistic

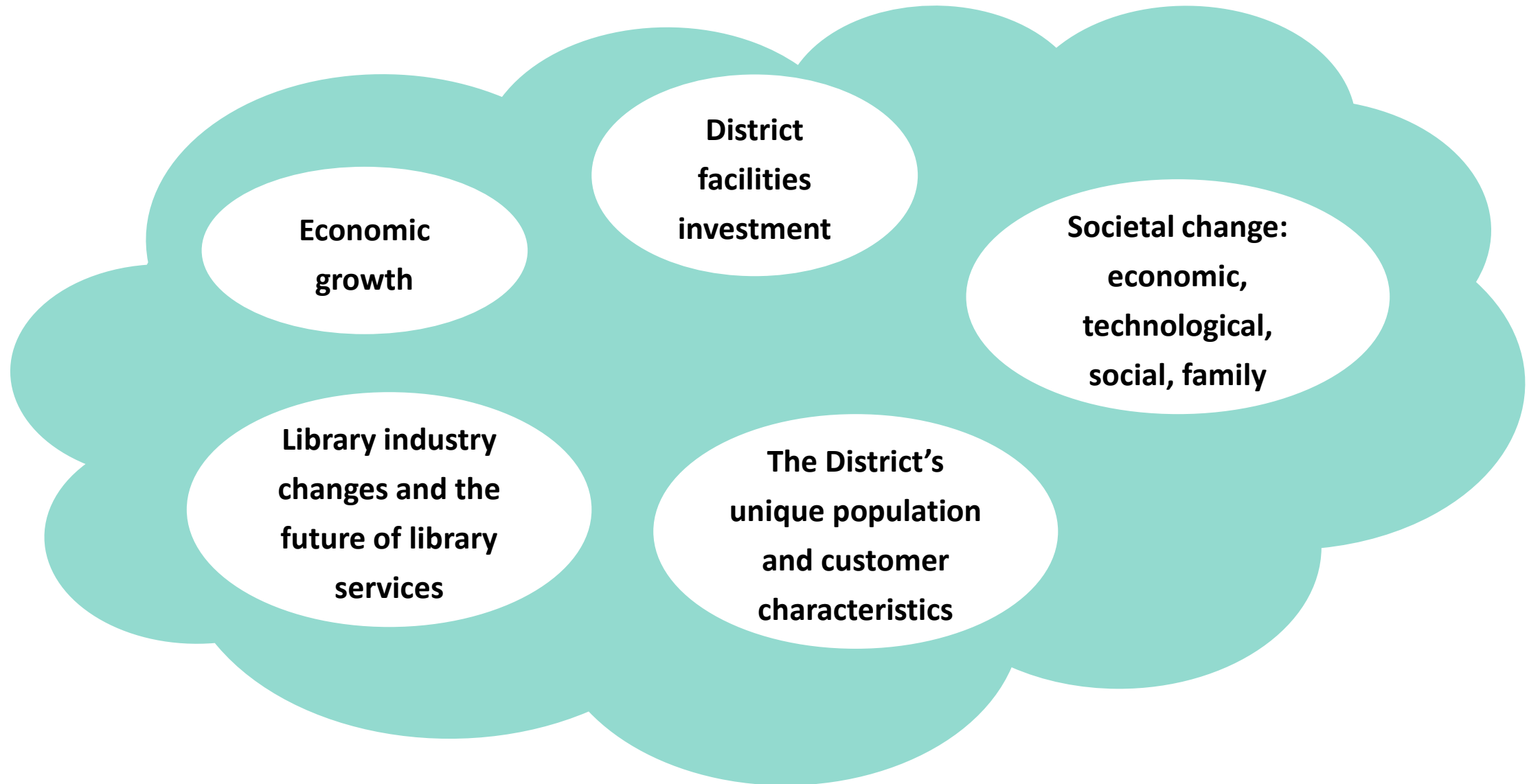
Forward-Thinking

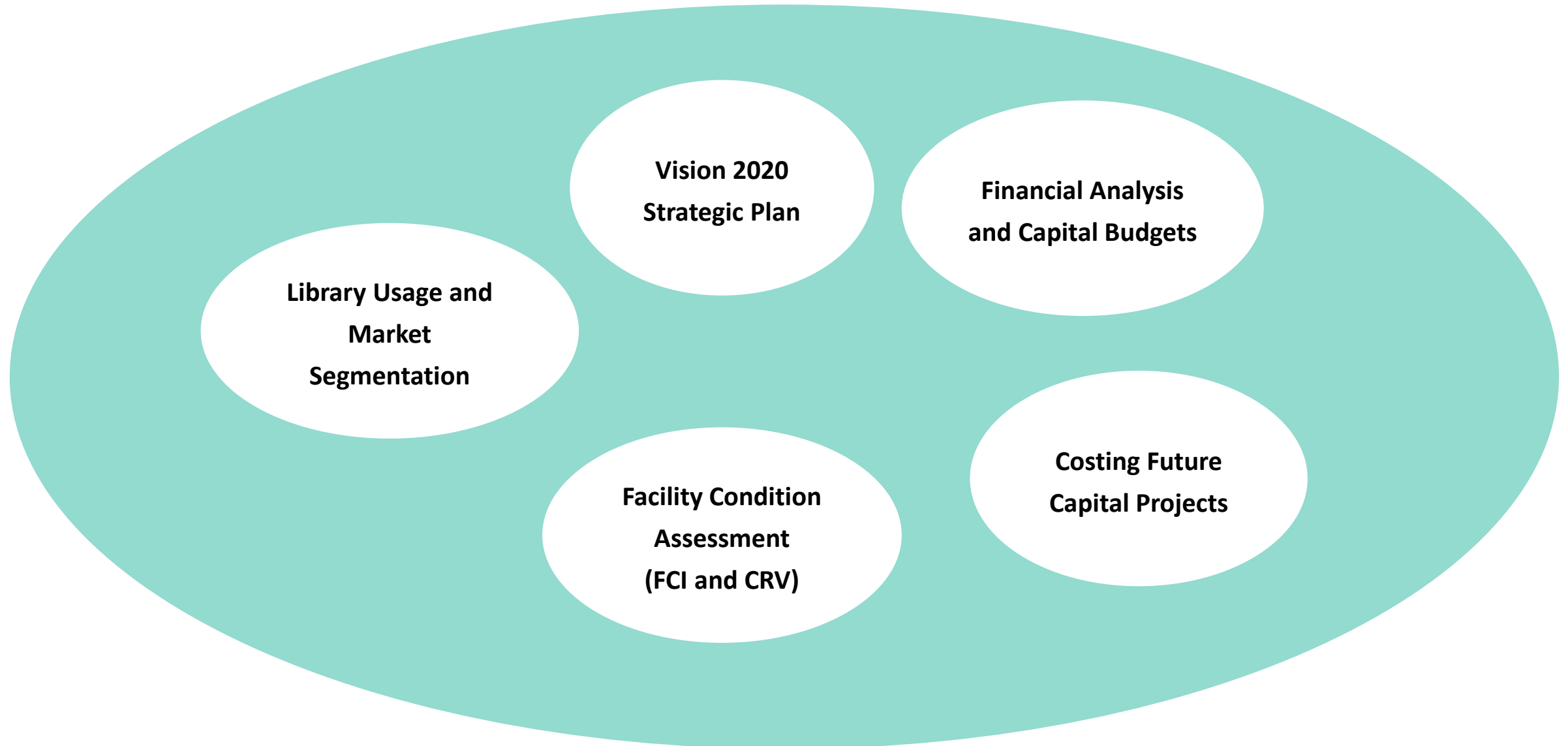
Flexible

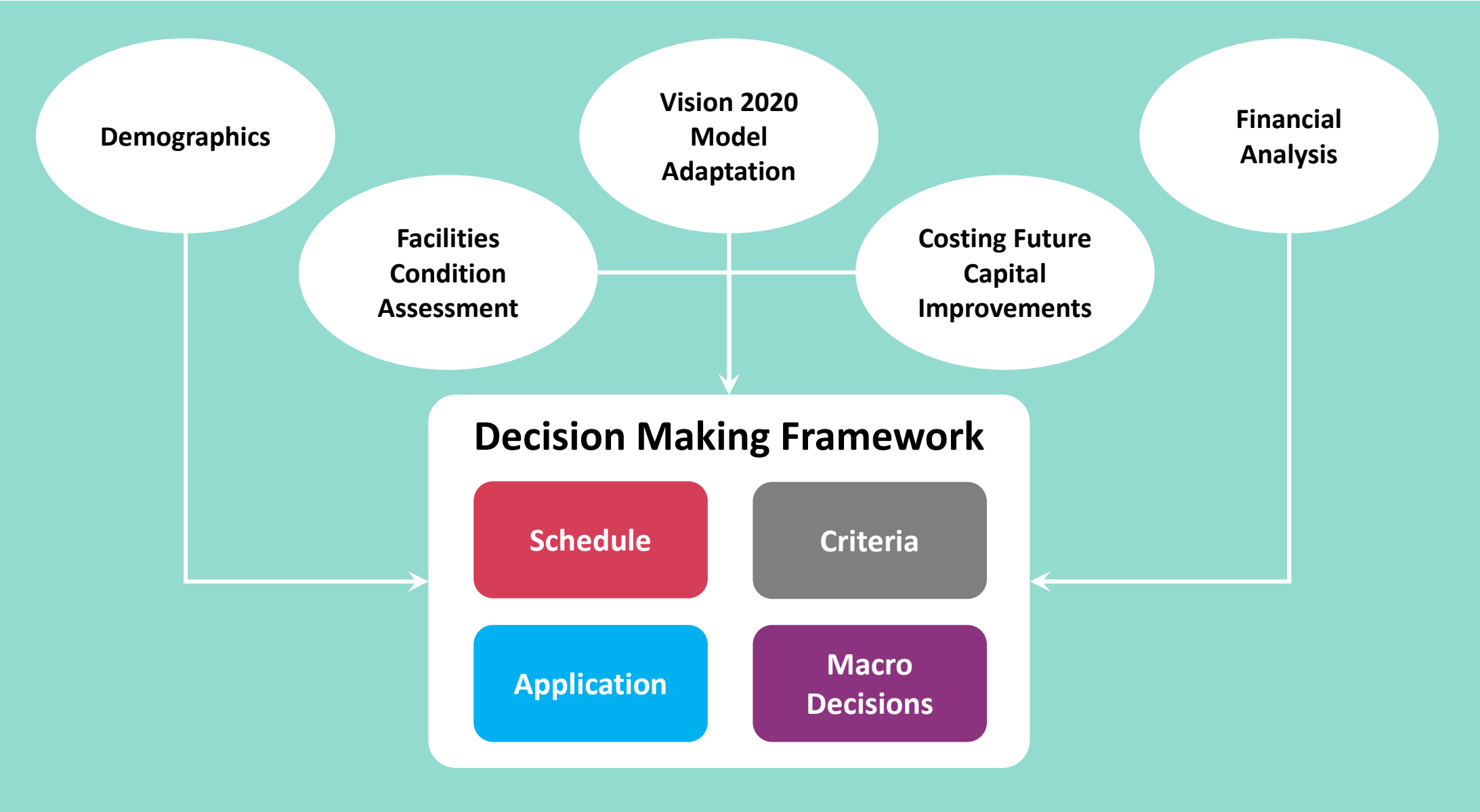
BOARD ROLE

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









Schedule

- Annual scheduled process
- Kick-off to first plan
- October 11
- November/December all day retreat
- January 10, 2019

Criteria

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

Application

- Each project gets an application form

CAPITAL IMPROVEMENT PROJECTS WORKSHEET

Capital Improvement Project Name: _____

Submitted by: _____

Project Location: _____

Project Idea (brief summary of proposed capital project): _____

Describe how this project proposal will create a meaningful impact for the community!

IDENTIFY THE COMMUNITY NEEDS
What community needs inform this capital improvement project? Who are we designing this for and why? What individual or community change, transformation, or benefit do we expect? How will this capital project be a catalyst for individual or community well-being?

IDENTIFY RELEVANT GROWTH AND DEMOGRAPHIC CHANGE FACTORS
Identify pertinent Vegas valley population growth or demographic changes that are driving the need for this capital project.

ARTICULATE STRATEGIC GOALS
Identify how this project is a fit with Vision 2020 Strategic Goals of Limitless Learning; Business and Career Success; Connections to Government and Social Services; and Community and Culture.

Las Vegas City Library DISTRICT
www.lvcld.org

Macro Decisions

- Prioritize projects
- Prudent approach
- Continue to evolve the capacity to manage multiple projects over a long period of time

SCHEDULE

SCHEDULE APPROACH

Who	January to March	April to June	July to September	October to Dec/Jan
Strategic Plan Team	Review strategic plan progress to date. Identify what's working/missing and prioritize needs.			
Library Operations Community Engagement General Services Development & 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 the Board.
Board of Trustees		Vote to approval capital projects as part of annual budget approval.		Prioritize projects. Approve projects.

October 11, 2018

- Framework review
- Introduce projects
- Discuss decision criteria

November/December All Day Retreat

- Project review and full scale impact analysis
- Project prioritization

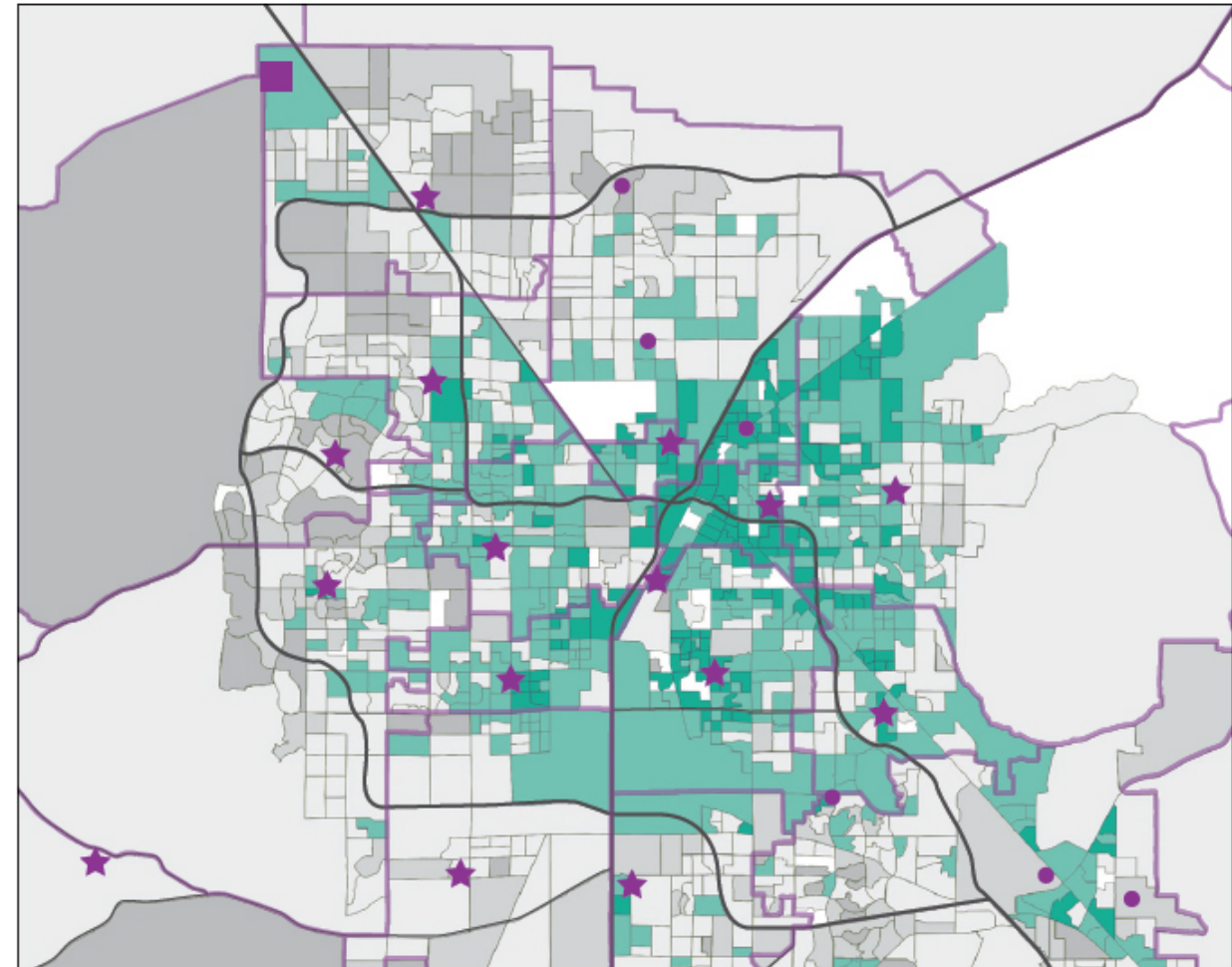
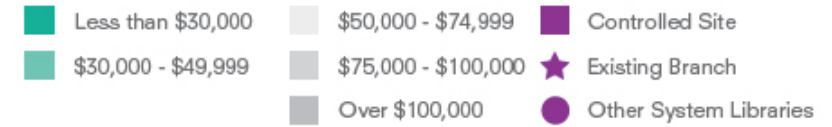
January 10, 2019

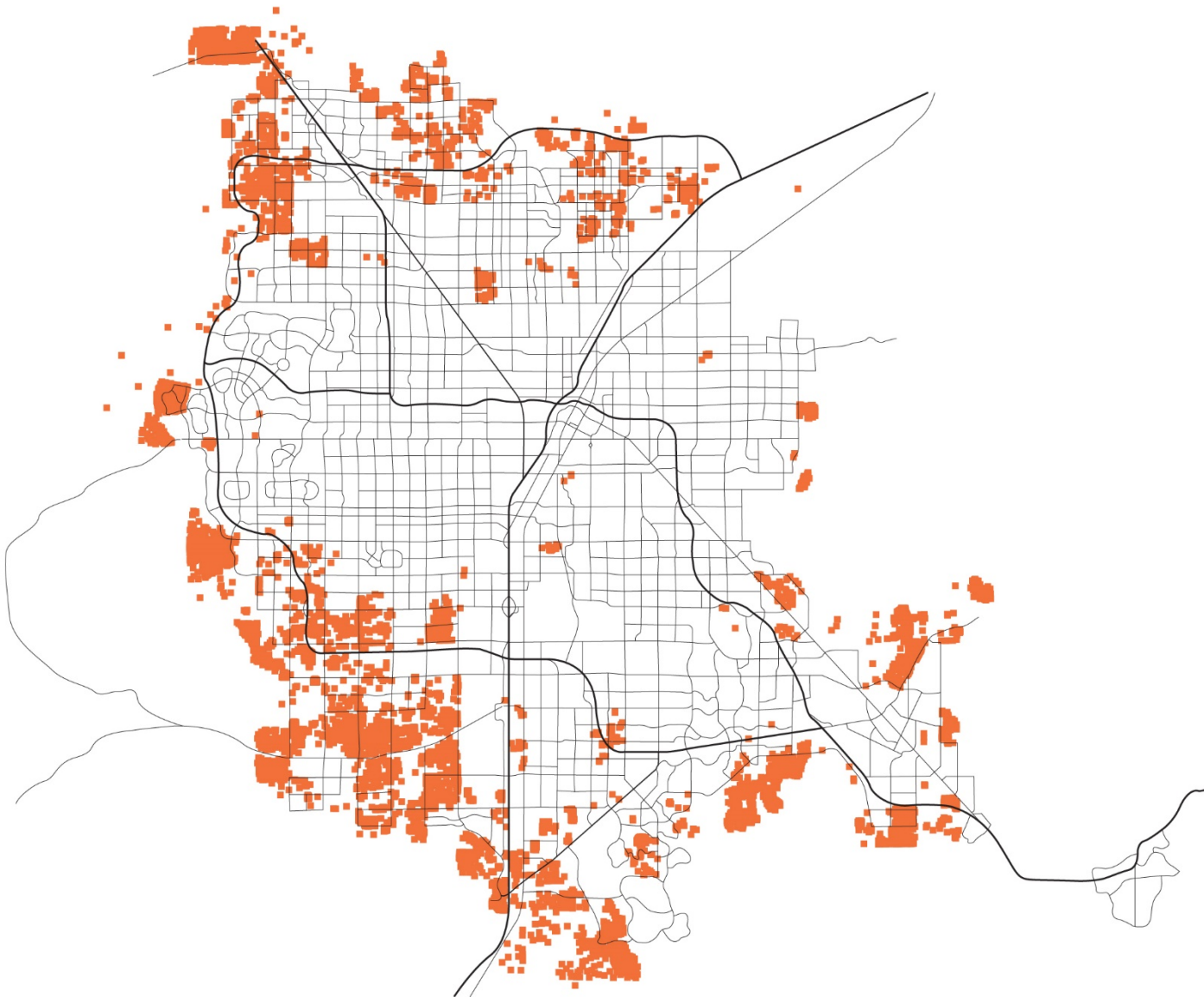
Board approval of projects for FY 19/20

CRITERIA: COMMUNITY NEEDS

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

Median Household Income



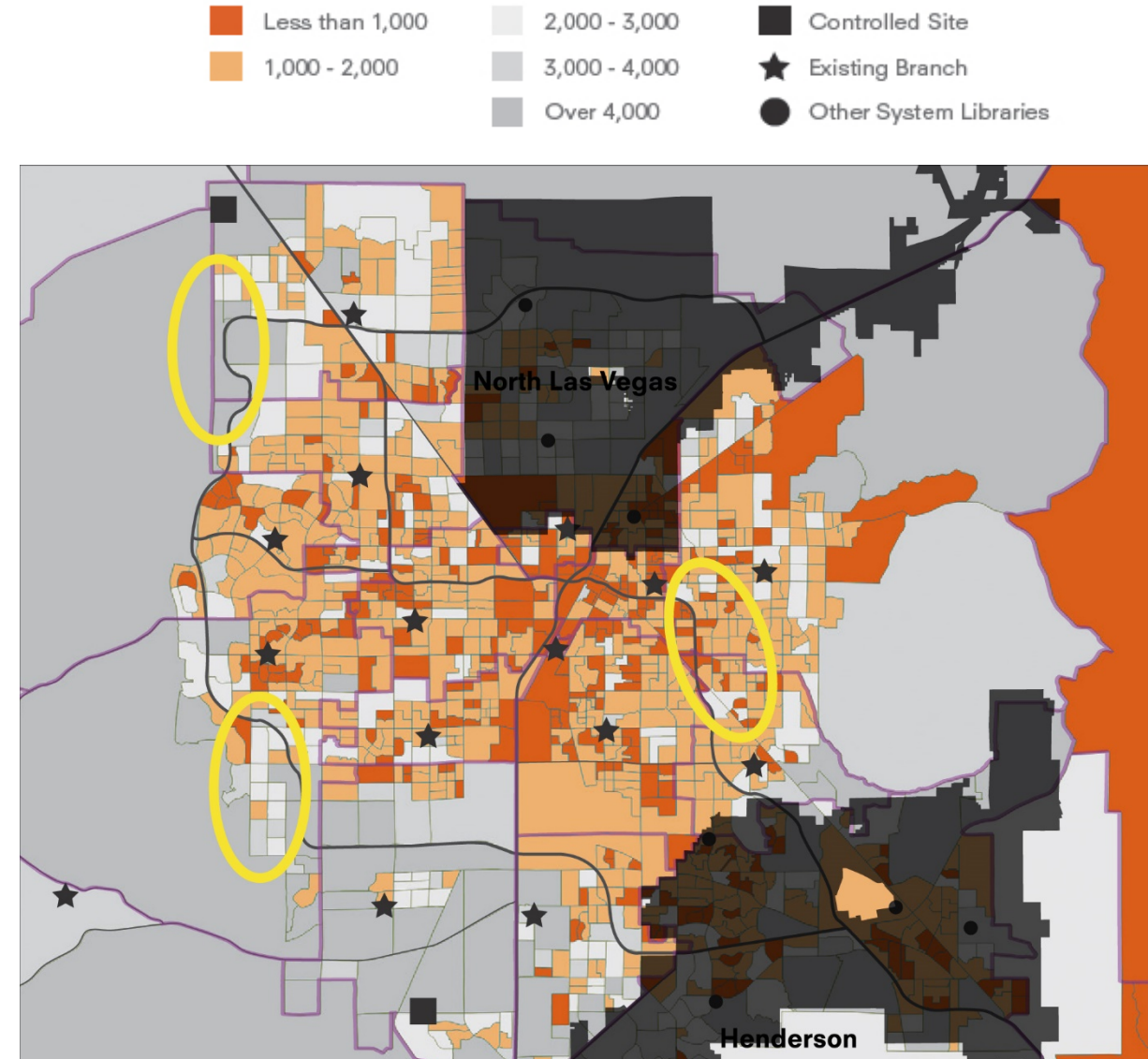


Cumulative Housing Units: **1,053,384**

- 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

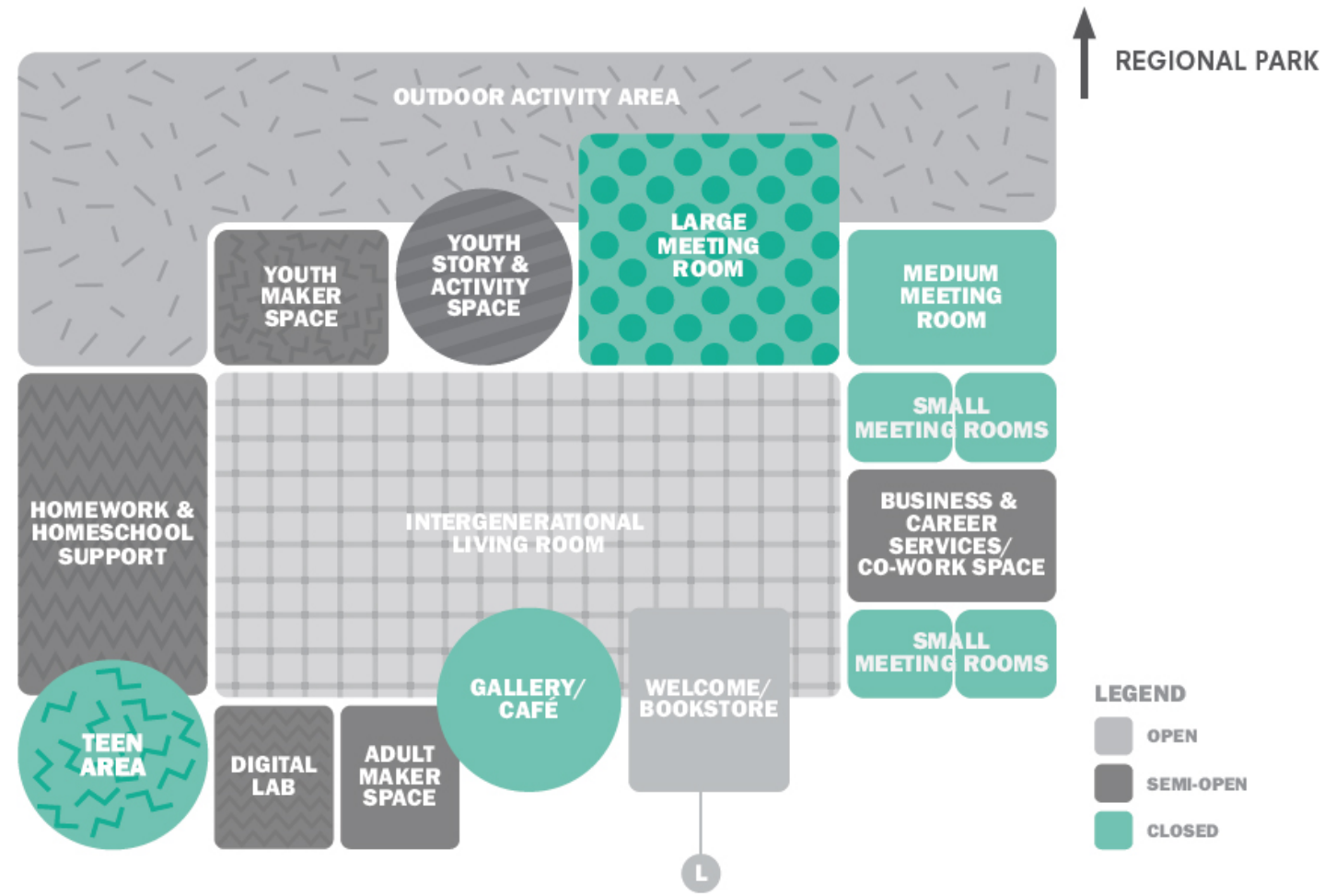
Holistic Planning for New Facilities

Sites
Buildings
Leases
Staff
Technology
Ongoing Operations



Use of Existing Facility Expansion Areas

Application: Centennial Hills



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.

CRITERIA: V.2020 ADAPTATION

**V.2020
STRATEGIC GOALS**

**COMMUNITY &
CULTURE**

**LIMITLESS
LEARNING**

**BUSINESS &
CAREER**

**SOCIAL &
GOVERNMENT
RESOURCES**

V.2020 STRATEGIC GOALS

**COMMUNITY &
CULTURE**

**LIMITLESS
LEARNING**

**BUSINESS &
CAREER**

**SOCIAL &
GOVERNMENT
RESOURCES**

ROLE AND PURPOSE OF THE BUILDINGS

**INTER-
GENERATIONAL
LIVING ROOM**

**FAMILY
LEARNING**

**SCHOOL
SUPPORT**

**PROJECT-BASED
LEARNING**

**BUSINESS
& CAREER
SERVICES**

V.2020 STRATEGIC GOALS

**COMMUNITY &
CULTURE**

**LIMITLESS
LEARNING**

**BUSINESS &
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**SOCIAL &
GOVERNMENT
RESOURCES**

ROLE AND PURPOSE OF THE BUILDINGS

**INTER-
GENERATIONAL
LIVING ROOM**

**FAMILY
LEARNING**

**SCHOOL
SUPPORT**

**PROJECT-BASED
LEARNING**

**BUSINESS
& CAREER
SERVICES**

PROGRAM SPACES

CAFÉ-VIBE

GALLERY

POPULAR MATERIALS

INTERGENERATIONAL LIVING ROOM

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

ACTIVITIES

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
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

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
Teen Engagement
Free Meeting Space
Conversation Circles
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

Intergenerational Living Room

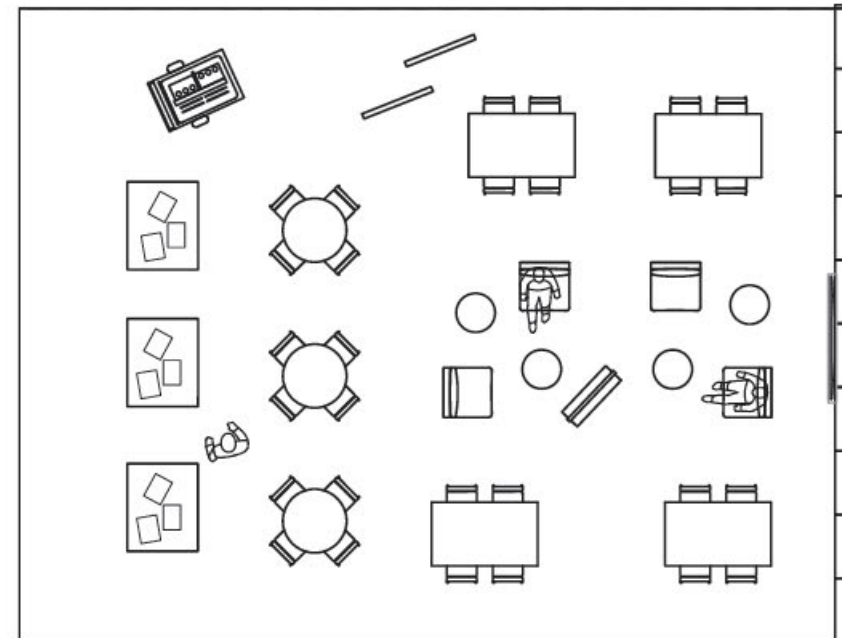
Scalable Model A
67 people @ 15 SF/person

Scalable Model B
100 people @ 15 SF/person

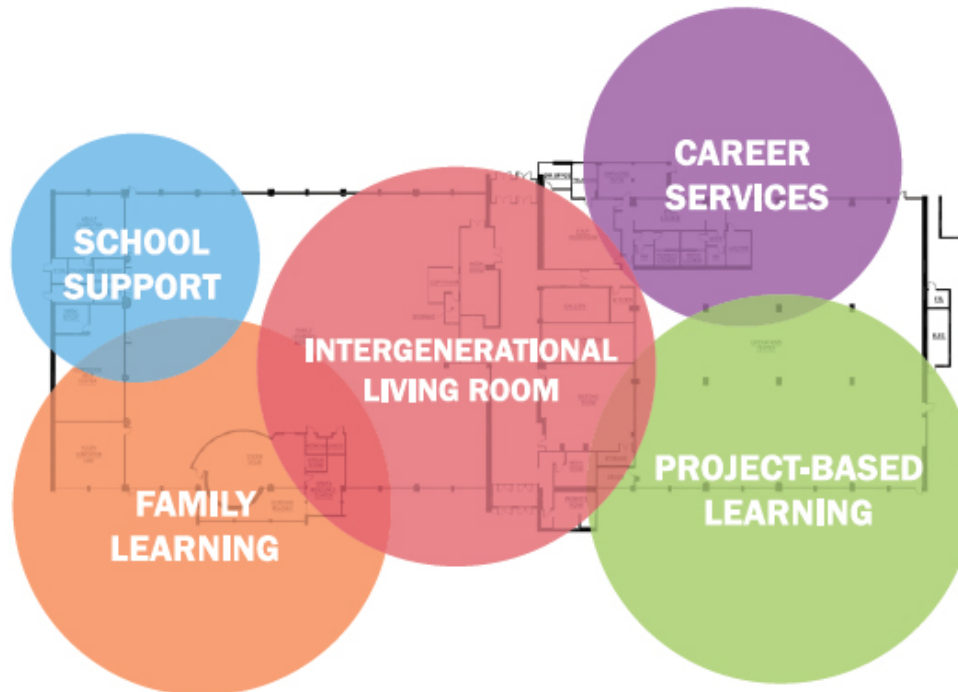
Scalable Model C
133 people @ 15 SF/person



	A	B	C
Ideal SF	1,000	1,500	2,000
LEVEL I COST	\$32.00/SF	\$32.00/SF	\$32.00/SF
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
LEVEL III COST	\$257.00/SF	\$257.00/SF	\$257.00/SF
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



Application: Centennial Hills

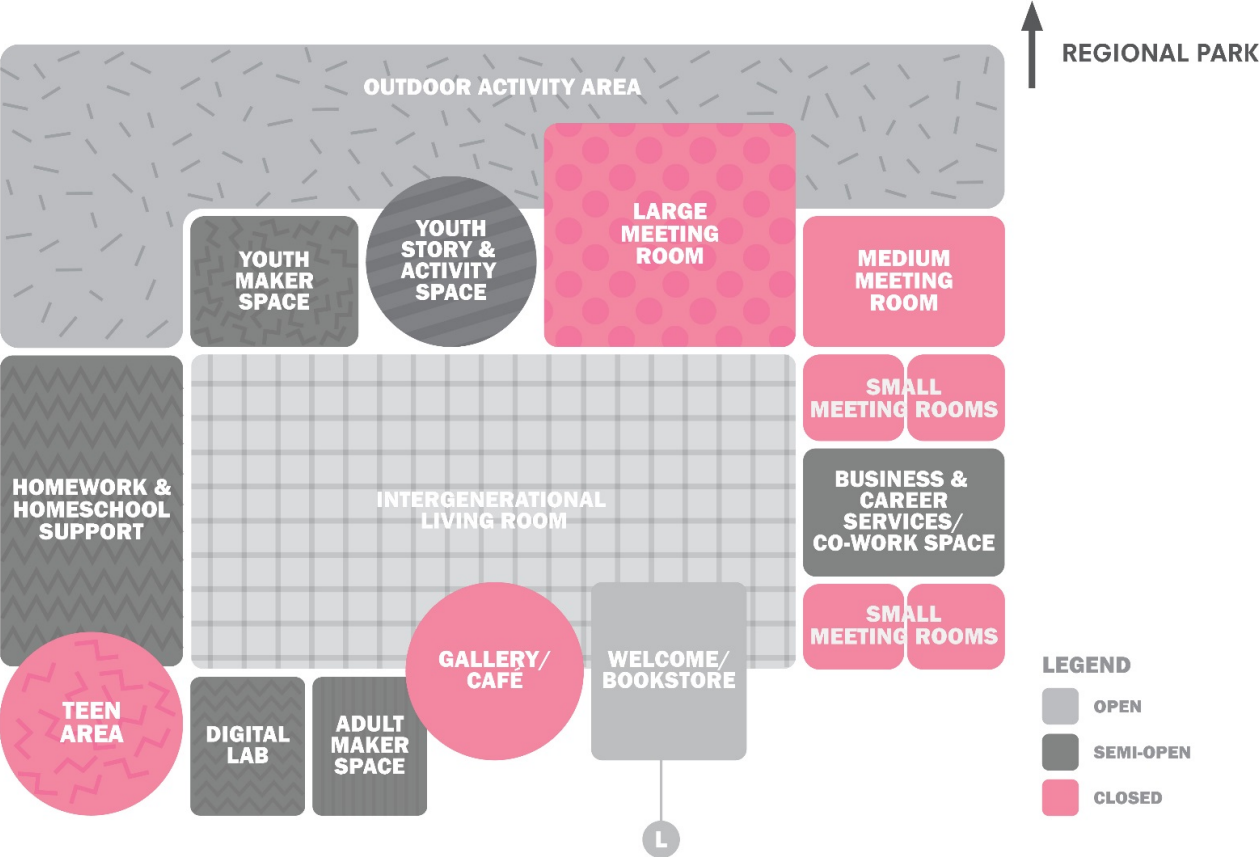


	LEVEL 1	LEVEL 2	LEVEL 3
Intergenerational Living Room	2000 SF @ \$32/SF \$64,000		
Family Learning	1000 SF @ \$32/SF \$32,000		
School Support	1000 SF @ \$32/SF \$32,000		
Project-Based Learning			1500 SF @ \$257/SF \$385,500
Career Services			900 SF @ \$257/SF \$231,300
RENOVATION COST	\$744,800		
SOFT COSTS (20%)	\$148,960		
TOTAL COST	\$893,760		

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...*



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.

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.

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

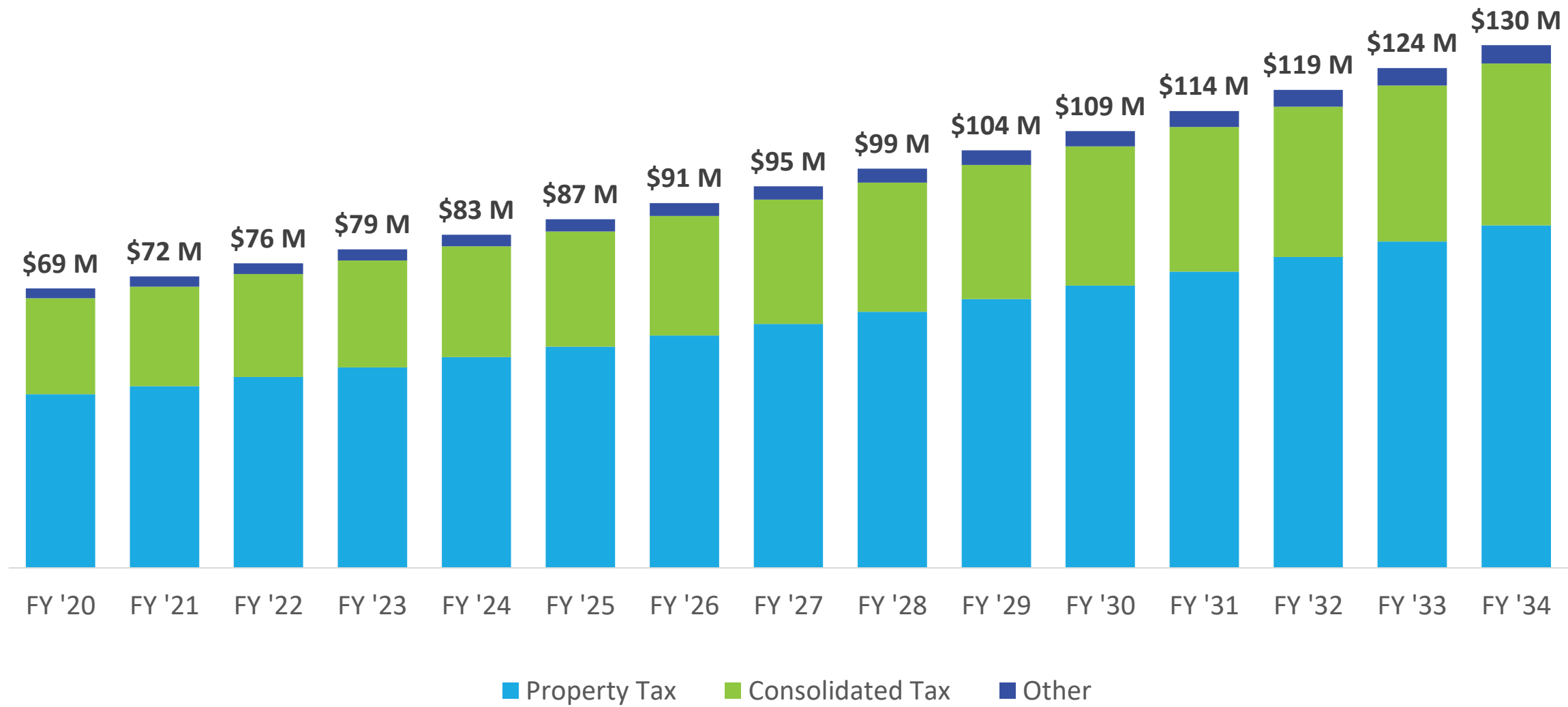
There is a need for holistic project cost development that identifies appropriate resources for staff, collections, technology, and special equipment. Holistic planning for capital projects ensures that implementation of service model innovations will be sustained and that investments in buildings will be maintained.

Financial Analysis

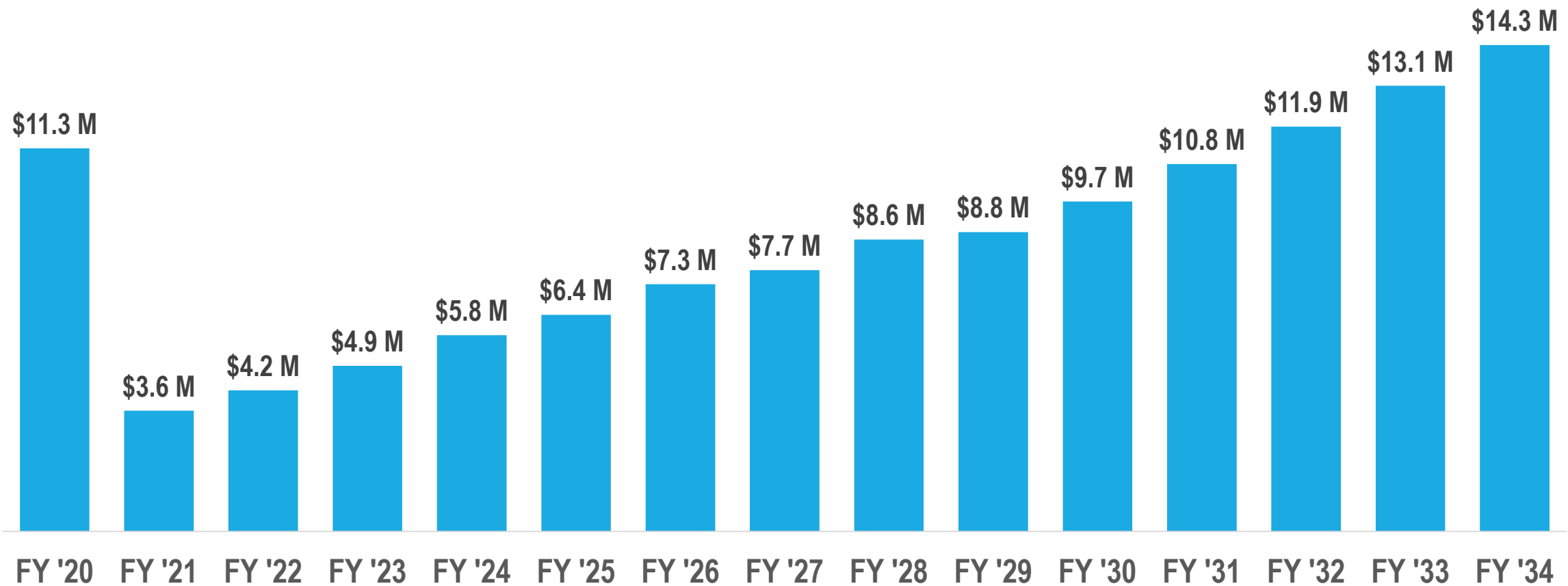
Major Findings

- 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.

BASE CASE REVENUES BY CATEGORY

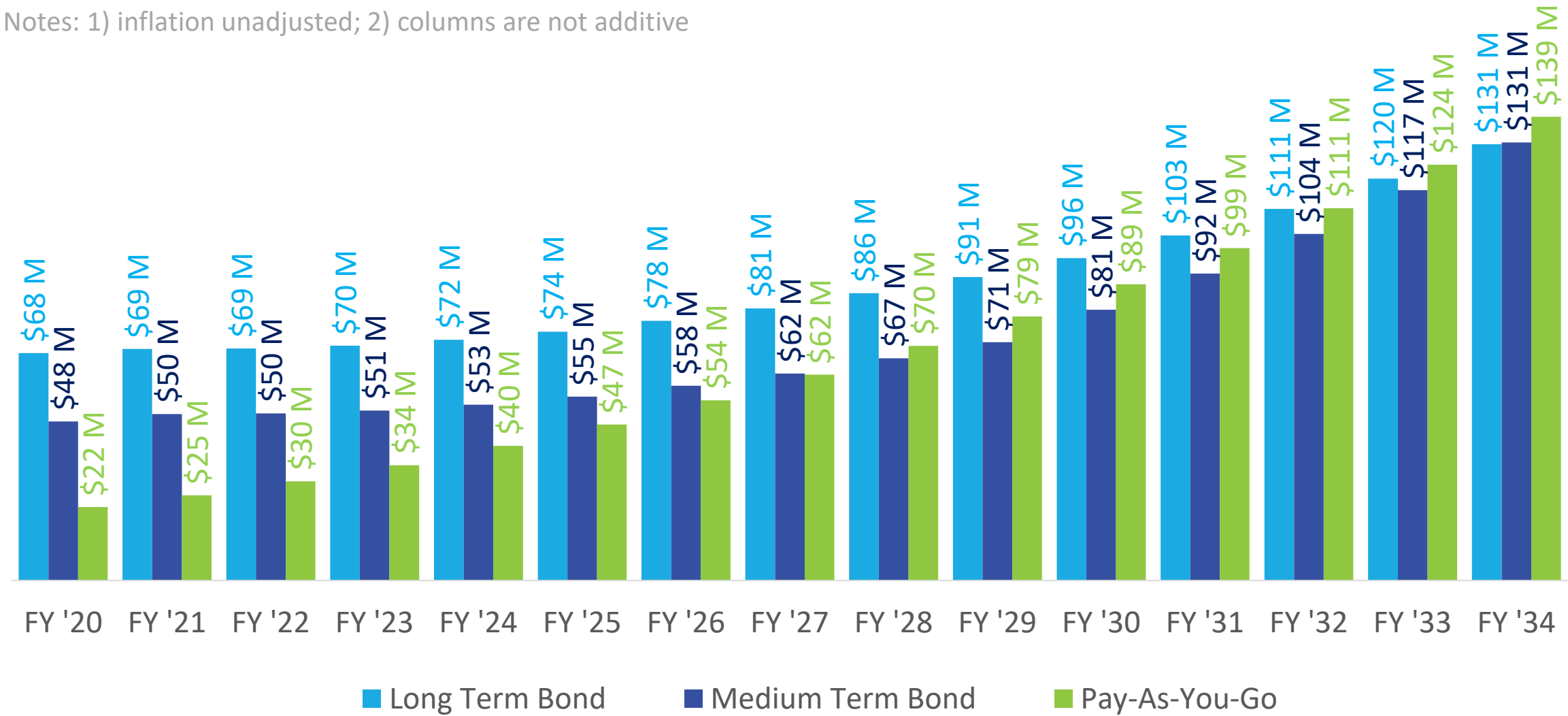


NET CAPITAL FUND GROWTH BY YEAR (BASE SCENARIO)



CAPITAL FUND: END OF YEAR BALANCE (pay-as-you-go v. bonds)

Notes: 1) inflation unadjusted; 2) columns are not additive



5/\$40

years

million

**Small renovations,
no operational
impacts**

10/\$79

years

million

**Large renovations,
operational development
and impacts**

APPROACH TO CAPITAL FUNDING

Period	Actual 17-18	Tentative Budget 18-19	Projected 19-20	Projected 20-21	Projected 21-22	Projected 22-23	Projected 23-24	Projected 24-25	Projected 25-26	Projected 26-27	Projected 27-28	Projected 28-29	Projected 29-30	Projected 30-31	Projected 31-32	Projected 32-33	Projected 33-34
Available Fund Balance	16,745,482	9,418,879	16,083,879	19,833,879	24,083,879	29,543,879	35,423,879	41,593,879	49,363,879	58,133,879	68,403,879	78,673,879	89,943,879	103,213,879	116,483,879	13,175,3879	14,8023,879
YOY Increase	N/A	N/A	6,665,000	3,750,000	4,250,00	5,370,000	5,970,000	6,170,000	7,770,000	8,770,000	10,270,000	10,270,000	11,270,000	13,270,000	13,270,000	15,270,000	16,270,000

5/\$40
years million

10/\$79
years million

APPLICATIONS

CAPITAL IMPROVEMENT PROJECTS WORKSHEET

Capital Improvement Project Name: Branch Adaption to Vision 2020 Strategic Plan

Submitted by: Executive Council

Project Location: Renovations/remodels of 13 Branches - CH, CC, EN, LA, RB, SW, SV, SM, SU, WC, WV, WH, WM

Project Idea (brief summary of proposed capital project):

A comprehensive investment in communities and existing facilities to activate next generation library services, including intergenerational living room, family learning, career services, project-based learning, and school support.

Describe how this project proposal will create a meaningful impact for the community!

IDENTIFY THE COMMUNITY NEEDS

What community needs inform this capital improvement project? Who are we designing this for and why? What individual or community change, transformation, or benefit do we expect? How will this capital project be a catalyst for individual or community well-being?

Strategic renovations of library facilities could have a profound impact on public awareness, enjoyment, and use of libraries that are designed for today's lifestyles and customer preferences. The recent opening of the Mesquite Library is an indicator of what can happen when the Library District designs buildings to intentionally include spaces, equipment, and a welcoming environment that includes more computers, new technologies, spaces for interactive learning and gathering that are tailored to customer wants and community needs. In that small community, the library is seeing over 3,000 new visits per month, and that is before the Snowbirds return to town. Investments in library buildings are important investments in neighborhood and community vitality and stability.

IDENTIFY RELEVANT GROWTH AND DEMOGRAPHIC CHANGE FACTORS

Identify pertinent Vegas valley population growth or demographic changes that are driving the need for this capital project.

Several of the existing branches have expansion spaces that can be renovated and activated to accomodate new customers that accompany the continued, though slower growth, of the Vegas valley. Maximizing the expansion of buildings and making spaces more flexible and adaptive for continued change stretches the current dollars available for capital projects and alleviates the immediate need for more facilities and the associated increases in staff costs that reduce availability of capital project dollars long-term. The growth data from Applied Analysis indicates that the Valley will add 100,000 new housing units or approximately 250,000 new residents each decade, and that existing facilities accomodate reasonable access to growth areas until 2030. The biggest uncertainty ahead is what purpose library buildings will serve in 2030 and beyond, given the rapid change in library services and strategies over the past decade.

ARTICULATE STRATEGIC GOALS

Identify how this project is a fit with Vision 2020 Strategic Goals of Limitless Learning; Business and Career Success; Connections to Government and Social Services; and Community and Culture.

Thirteen branches represent 708,000 square feet of space in existing library facilities worth \$350 M in current replacement value. These facilities are key community hubs for learning that must be refreshed to effectively serve the community with learning environments that contribute to limitless learning, business and career success, connections to social and government services, and community and culture. The Facilities Decision Framework investigations found that these 13 branches lack the design for such next generation services and public use, but have the capacity to integrate new service spaces into existing floor plans. Without investment and refreshment to be relevant for the ways people learn and earn today, these library facilities are not likely to remain active and attractive to current residents and new customers. Even now, existing branches serve between 25 to 40% of market share.

While the Library District has done a good job of adjusting to massive and rapid changes in technology, interactive communications, project-based learning, and interactive entertainment formats, future building improvements require more than moving furniture and shelving to meet customer demand for welcoming lounge environments, more access

CAPITAL IMPROVEMENT PROJECTS WORKSHEET

Capital Improvement Project Name: Branch Revamp, Update, Renovation of the Rainbow Branch

Submitted by: Shannon Bilbray-Axelrod

Project Location: Rainbow Library, 3150 N Buffalo Dr, Las Vegas, NV 89128

Project Idea (brief summary of proposed capital project):

The Rainbow Library serves a diverse group of families in the NW part of the Las Vegas valley and is badly in need for updating. This would include but not limited to a revamp of Rainbow Library Amphitheatre as well as additional room for makers space, teen tech center and career services.

Describe how this project proposal will create a meaningful impact for the community!

IDENTIFY THE COMMUNITY NEEDS

What community needs inform this capital improvement project? Who are we designing this for and why? What individual or community change, transformation, or benefit do we expect? How will this capital project be a catalyst for individual or community well-being?

As described in the Library Facilities Master Plan Decision Framework, the Rainbow Library and the surrounding areas will be in need of continued expanded services in the both near and not so near future. The community is diverse and has made it clear that if the services and space is available, they will come. Since I have been on the library board (2011) I have heard from countless community members of the need for the reopening of Rainbow Library Amphitheater. We also need additional room for makers space/teen tech center that will aid in engaging the youth of the community for the jobs of the future.

IDENTIFY RELEVANT GROWTH AND DEMOGRAPHIC CHANGE FACTORS

Identify pertinent Vegas valley population growth or demographic changes that are driving the need for this capital project.

As identified in the Library Facilities Master Plan Decision Framework the Rainbow Library and the NW area will be one of the greatest areas of growth in the Las Vegas Valley. This area of town continues to grow in population while maintaining limited open spaces. The population increase will come with the continued building of high density housing (apartments/condominiums/duplexes etc.)

ARTICULATE STRATEGIC GOALS

Identify how this project is a fit with Vision 2020 Strategic Goals of Limitless Learning; Business and Career Success; Connections to Government and Social Services; and Community and Culture.

This project clearly fits within the vision 2020 Strategic Goals. The Capital Improvement increases the relevance and responsiveness to the community in the changing times. It specifically addresses "Limitless Learning" (makers space/teen tech center) and "Community and Culture" Rainbow Library Amphitheatre will allow for the community to be involved with each other and share culture. Moreover, we are listening and responding to the communities we serve.

CAPITAL IMPROVEMENT PROJECTS WORKSHEET

Capital Improvement Project Name: West Las Vegas Youth Maker Space

Submitted by: Library Foundation in response to Councilman Cedric Crear

Project Location: West Las Vegas Library

Project Idea (brief summary of proposed capital project):

The Councilman is asking SWITCH if they would be a partner in a maker space for the West Las Vegas Library. A SWITCH decision could come at the end of 2018 or early 2019. The Foundation ask is for \$250,000.

Describe how this project proposal will create a meaningful impact for the community!

IDENTIFY THE COMMUNITY NEEDS

What community needs inform this capital improvement project? Who are we designing this for and why? What individual or community change, transformation, or benefit do we expect? How will this capital project be a catalyst for individual or community well-being?

Youth in the 89106 zip code have an unemployment rate of over 15% and many area households are characterized by low income and low education levels (many lack a high school education). The Councilman would like to give youth in his Ward a leg-up on the next generation jobs in Tech with an active maker space that engages youth in all STEAM activities in coordination with the Workforce Connections One-Stop Career Center.

IDENTIFY RELEVANT GROWTH AND DEMOGRAPHIC CHANGE FACTORS

Identify pertinent Vegas valley population growth or demographic changes that are driving the need for this capital project.

ARTICULATE STRATEGIC GOALS

Identify how this project is a fit with Vision 2020 Strategic Goals of Limitless Learning; Business and Career Success; Connections to Government and Social Services; and Community and Culture.

This was a new service priority Identified in the Vision 2020 Service Adaptation work of MSS and branch managers in the Library Facilities Master Plan Decision Framework.

CAPITAL IMPROVEMENT PROJECTS WORKSHEET

Capital Improvement Project Name: Satellite Library in a Shopping Mall

Submitted by: Trustee Robin Wadley-Munier

Project Location: Meadows Mall at 4300 Meadows Lane, Las Vegas, Nevada 80107

Project Idea (brief summary of proposed capital project):

To occupy about 4,000 square space in the location where a Hallmark Greeting store once occupied that will need minimum tenant improvements to be functional. The amount of space would lend itself to house a "Maker Space" as well as funding &/or possible partners or partnership became available. The location with in the mall is next to a soon to open large multi event center for kids of all ages. Describe how this project proposal will create a meaningful impact for the community!

IDENTIFY THE COMMUNITY NEEDS

What community needs inform this capital improvement project? Who are we designing this for and why? What individual or community change, transformation, or benefit do we expect? How will this capital project be a catalyst for individual or community well-being?

The majority of families living with in 2 or miles of this location do not have the resources to travel to the library that is nearest to them at this time. Many of these homes have 2 and 3 families occupying them as well so it is very difficult to have accurate data as to the exact population. the near buy schools are crowd and many are doing away with the librarian and library due to need of more space and staff as a result of limited funding. Having a destination library with in walking distance would allow many opportunities for the students and their parents because of the many resources we have. (Home work help, computers, job search, language skills, Story Time for preschools who may not have One book at home,above all a safe and inviting place to be)

IDENTIFY RELEVANT GROWTH AND DEMOGRAPHIC CHANGE FACTORS

Identify pertinent Vegas valley population growth or demographic changes that are driving the need for this capital project.

A large apartment complex with 160 units is being approved for vacant land to the west of the mall and another condo complex very near by due to the building of a medical school approximately 2 miles. Also a 12 story mixed use complex has been submitted with 75,000 square feet of residential space with in the Medical District. This is a rapidly growing area for residents and opportunity. There are also several funding opportunities available at this location including the owners and operators of the mall willing to assist w/rent reduction, tenant improvements and terms &/or length or lease. The business models of an indoor mall are rapidly changing to be somewhat of a service and shopping experience in one.

ARTICULATE STRATEGIC GOALS

Identify how this project is a fit with Vision 2020 Strategic Goals of Limitless Learning; Business and Career Success; Connections to Government and Social Services; and Community and Culture.

Having a satellite library with multi functions in this location would allow hundreds of families and children the opportunity to experience so many things we take for granted. More than you could imagine would have little opportunity to ever to join a reading program, use a computer, hear a book read to them that comes to life. There is a YMCA across the street that could be a partner, a grocery store that also reaches out into the community with sponsorships and the Health District in the next block that could provide healthy informations and programs as a partner as well. I would also suggest we work with the nearby high schools and colleges to provide intern programs and opportunities for young people and the district so as a community service provider we all grow and benefit one another as we build a stronger community.

CAPITAL IMPROVEMENT PROJECTS WORKSHEET

Capital Improvement Project Name: Bookmobile

Submitted by: Sheila Moulton

Project Location: Bookmobile for urban and suburban Clark County, & Las Vegas

Project Idea (brief summary of proposed capital project):

A bus-like bookmobile that could move around the Las Vegas valley equipped with books, computers, maker spaces, and early childhood activities that could support other educational endeavors.

Describe how this project proposal will create a meaningful impact for the community!

IDENTIFY THE COMMUNITY NEEDS

What community needs inform this capital improvement project? Who are we designing this for and why? What individual or community change, transformation, or benefit do we expect? How will this capital project be a catalyst for individual or community well-being?

Our community is large and transportation is not always available to have physical libraries easily accessed. This would be designed to provide access to families, senior citizens and all library patrons who currently do not have easy access to library buildings. It would provide flexibility that could be a catalyst for employment opportunities, further education, and the promotion of literacy.

IDENTIFY RELEVANT GROWTH AND DEMOGRAPHIC CHANGE FACTORS

Identify pertinent Vegas valley population growth or demographic changes that are driving the need for this capital project.

This would allow flexibility for fast growing areas to have access to library services as growth continues. This would also allow access into high-need areas where regular library access is not readily available. This would also provide flexibility for growth as families age, seniors move and community demographics change.

ARTICULATE STRATEGIC GOALS

Identify how this project is a fit with Vision 2020 Strategic Goals of Limitless Learning; Business and Career Success; Connections to Government and Social Services; and Community and Culture.

This could provide opportunities for life-long learning, early education, business training and employment opportunities and would provide the input of libraries and reading into all communities and cultures.

*While attending the legislative session in 2016, I toured a bookmobile that is used in rural Northern Nevada. This could provide an example of what is currently being used, after some modifications for our Southern Nevada urban and suburban communities. I would like to consider the possibility of "grant" funding which could allow organizations or business entities to sponsor these bookmobiles.

COMPARABLE LIBRARY IMPACT MEASURES

October 11, 2018 - Appendix B
Page 46

Comparable Item	Average Branch Annual Impact*	Average Branch Daily Impact*
Gate Count	393,990	1,079.4
Circulation	494,450	1,354.7
PC Internet Sessions	55,047	150.8
New Cards	5,614	15.4
Adult Programs	610	1.7
Youth Programs	547	1.5
Adult Attendance	19,199	52.6
Youth Attendance	14,880	40.8

* Note: the data displays an average result for the 14 urban branches, effectively displaying the average for a single branch. The middle column displays the annual average amount; the right hand column displays the per day average amount.

MACRO-DECISION POINT OF VIEW

Approach

Prioritize projects

**Capital spending v.
accumulation**

**Capacity to manage multiple
projects over a long period of
time**

A close-up photograph of a cholla cactus (Cylindropuntia) with several bright pink, oval-shaped flower buds. The buds are covered in fine, light-colored spines. The background is a soft-focus green, suggesting more cactus branches.

THANK YOU

LAS VEGAS-CLARK COUNTY LIBRARY DISTRICT