

**MINUTES  
LAS VEGAS-CLARK COUNTY LIBRARY DISTRICT  
BOARD OF TRUSTEES' RETREAT  
LAS VEGAS, NEVADA  
DECEMBER 10, 2018  
Approved as corrected, January 17, 2019**

The Board of Trustees of the Las Vegas-Clark County Library District met in retreat session in the Clark County Library, Las Vegas, Nevada, at 10:00 a.m., Monday, December 10, 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: K. Stout

Absent: G. Withelder - Excused

Staff:

Dr. Ronald R. Heezen, Executive Director  
Fred James, Deputy Director/CFO  
Danielle Milam, Development and Planning Director  
Steve Rice, General Services Director  
Al Prendergast, IT Director/CIO  
Betsy Ward, Branding and Marketing Director  
Matt McNally, Community Engagement Director  
James Bean, HR Director  
Karen Bramwell, Assistant Branding and Marketing Director  
Allison Boyer, Executive Assistant

Guests: Marc Futterman, CIVICTechnologies

S. Moulton, Chair, called the meeting to order at 10:05 a.m.

**Roll Call  
(Item I.)**

All members listed above represent a quorum. Trustee Bilbray-Axelrod arrived at 10:09 a.m. and left the meeting at 1:24 p.m. Trustee Brooks left the meeting at 12:50 p.m. Trustee Withelder had an excused absence.

In honor of Veteran's Day, Chair Moulton asked Trustees and staff who are veterans to stand.

**Public Comment  
(Item II.)**

None.

**Agenda  
(Item III.)**

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

**Executive Session  
regarding litigation  
and labor issues. If  
necessary, this will  
be a closed session  
estimated to require  
up to 45 minutes.  
(Item IV.)**

Removed from Agenda.

**Retreat Discussion**  
**Facilitated Board of Trustees Discussion and possible action on Capital Projects which may include: develop a shared vision of the Library District's capital project needs and capacity for the next 20 years, prioritizing individual projects, selecting projects for further review, and removing projects from the list. The following project proposals will be reviewed:**

**a. Bookmobile (submitted by Chair Moulton)**

**b. Satellite Library in a Shopping Mall (submitted by Trustee Wadley-Munier)**

**c. Branch Revamp, Update, Renovation of the Rainbow Branch (submitted by Trustee Bilbray-Axelrod)**

**d. West Las Vegas Youth Maker Space (submitted by the LVCCLD Foundation in response to Las Vegas City Councilman Cedric Crear)**

**e. Branch Adaption to Vision 2020 Strategic Plan to include the following libraries: Centennial Hills,**

The Library Board of Trustees approved the Library Facilities Master Plan Decision Framework (Facilities Decision Framework) at the September 2018 board meeting. At the October 2018 board meeting the Board reviewed major elements of the Facilities Decision Framework, including Library District fiscal resources and strategy options; a summary of current facility conditions; and decision criteria related to community need, urban growth, and Library District adaptation to the Vision 2020 service strategy model. The board also reviewed five projects submitted by Trustees, the Foundation, and the Executive Council and invited Trustees to submit any additional projects by the end of November.

The Board of Trustees met more this Capital Projects Retreat from 10:00 a.m. to 4:00 p.m. in the Clark County Library to review eight projects and take the following possible action(s):

- Develop a shared vision of the Library District's capital project needs and capacity for the next 20 years
- Review and prioritize individual projects
- Select projects for further review
- Remove projects from the inventory of project idea forms collected from September through November 2018

The eight project idea forms submitted included the following:

a. Bookmobile (submitted by Chair Moulton)

b. Satellite Library in a Shopping Mall (submitted by Trustee Wadley-Munier)

c. Branch Revamp, Update, Renovation of the Rainbow Branch (submitted by Trustee Bilbray-Axelrod)

d. West Las Vegas Youth Maker Space (submitted by the LVCCLD Foundation in response to Las Vegas City Councilman Cedric Crear)

e. Branch Adaption to Vision 2020 Strategic Plan to include the following libraries: Centennial Hills, Clark County, Enterprise, Laughlin, Rainbow, Sahara West, Spring Valley, Summerlin, Sunrise, West Charleston, West Las Vegas, Whitney, and Windmill (submitted by the Executive Council)

f. Branch signage (submitted by Trustee Foyt)

g. Potential future library site – Far east side of Clark County on Hollywood (submitted by Vice Chair Ortiz)

h. Potential future library site - Southwest Side of Clark County on Blue Diamond (submitted by Vice Chair Ortiz)

i. Potential future library site – NW 215 at Hualapai (submitted by Vice Chair Ortiz)

j. Potential future library site – SW 215 at Tropicana (submitted by Vice Chair Ortiz)

**Clark County, Enterprise, Laughlin, Rainbow, Sahara West, Spring Valley, Summerlin, Sunrise, West Charleston, West Las Vegas, Whitney, and Windmill (submitted by the Executive Council)**

**f. Branch signage (submitted by Trustee Foyt)**

**g. Potential future library site – Far east side of Clark County on Hollywood (submitted by Vice Chair Ortiz)**

**h. Potential future library site - Southwest Side of Clark County on Blue Diamond (submitted by Vice Chair Ortiz)**

**i. Potential future library site – NW 215 at Hualapai (submitted by Vice Chair Ortiz)**

**j. Potential future library site – SW 215 at Tropicana (submitted by Vice Chair Ortiz) (Item V.A.1.a-j.)**

Library District consultant Marc Futterman of CIVICTechnologies, Inc. facilitated the discussion using Appendix A.

The Board of Trustees discussed and deliberated on the following content during the day:

Library Facilities Master Plan: Objectives, Framework, Funding

- Recap Facility Master Plan objectives
- Recap of the Facilities Master Planning Framework
- Recap Funding available

The Board of Trustees then turned their focus to existing asset projects and new asset projects.

Existing Assets

- How does the Library District adapt to the Vision 2020 Service model?
- The proposed projects at the existing branches were discussed:
  - Branch signage is already in process with the objective to install digital signage at a cost of approximately \$1,040,000 for the urban branches (except East Las Vegas, Mesquite, and Laughlin).
  - Adaptations of 13 urban branches to Vision 2020 service model. The discussion of this project included the service adaption elements for Vision 2020 as well as cost levels, models, and estimates as well as different building components and the different priorities identified at each branch.
  - Rainbow Library revamp, update, and renovation to include reopening the amphitheater. The projected costs for materials and staffing over several years were discussed.
  - West Las Vegas Youth Maker Space. The projected costs for materials and staffing over several years were discussed.
- Each Trustee was asked to participate in an exercise to rank the importance of each branch. Everyone filled out forms and handed them in without placing their name on the forms. The instructions are included in Appendix A. The results were used for discussion in Part 4.

The proposed projects for new assets were then discussed:

- Comparable Library Impact Measures
- Residential Development expectations over 20 years
- Possible new asset locations to meet new growth.
- The proposed projects in new locations were discussed with Trustees commenting on the reasons for their proposal:
  - Meadows Mall Satellite. District staff's preliminary estimates for operating costs, capital improvements, and staffing over five years were included.

- Bookmobile. District staff's preliminary estimates for operating costs, capital improvements, and staffing over five years were included.
- New library at Hollywood (east side of LV Valley).
- New library at Mountains Edge (southwest side of Clark County, initially titled Blue Diamond).
- New library at Hualapi (west/northwest side of Clark County).
- New library at 215 and Tropicana (west side of Clark County).
- A new branch prototype cost estimate was included.
- Each Trustee was asked to participate in an exercise to rank the importance of each new project. Everyone filled out forms and handed them in without placing their name on the forms. The instructions are included in Appendix A. The results were used for discussion in Part 4.

After this part of the presentation, Trustees ate lunch. After lunch Trustee Brooks had to leave at 12:50 p.m.

Discussion, Wrap Up, Next Steps

- Mr. Futterman reported on the results of the exercises on existing and new assets.

Trustee Bilbray-Axelrod had to leave at 1:24 p.m. after the results of the exercises were reported.

- Mr. Futterman then opened up the retreat to Trustee discussion after summarizing the day's activity and presenting several possible scenarios.

The retreat culminated in Board of Trustee decisions to move some capital projects forward for adoption in the Fiscal Year 2019-2020 budget and beyond.

All Trustees present participated in a wide-ranging discussion about the different projects and reasons to move forward in different areas.

Trustee Benavidez moved to propose that the short term goal be to move forward with securing the Meadows Mall location, with the Bookmobile as the secondary project. There was no opposition and the motion carried.

There was much discussion and Mr. James requested that Trustees' priorities be separated into short-term (1-3 years) and long-term goals (4-20 years) and how to prioritize the work for different branches.

Trustee Ortiz then moved to set a long-term priority to remodel three libraries; the Rainbow Library (including the amphitheater), Spring Valley Library, and the West Las Vegas Library, to run concurrently; and, to have staff research obtaining land for a new Hollywood Library, including having the District's CFO modelling the costs and how to pay for the new library. It was seconded and opened up for discussion.

Discussion ensued, and the motion was then withdrawn by Trustee Ortiz.

Trustee Ortiz then moved to approve that staff determine a plan to remodel the existing buildings as they determine appropriate, and that staff also look at building a new library with the District's CFO providing a cost modeling that shows the costs and how to pay for it. Voting yes were Chair Moulton, Trustee Ortiz, and Trustee Melendrez. Voting no were Trustees Francis Drake, Wadley-Munier, Foyt, and Benavidez. The motion was defeated. Please note that Trustees Bilbray-Axelrod and Brooks had left the meeting prior to most of this discussion and vote.

Trustee Benavidez then proposed as a long-term goal of prioritizing branch renovations for the Rainbow, Spring Valley, and West Las Vegas libraries. There was no opposition and the motion carried.

Trustee Ortiz requested that Trustees continue the conversation on the District's long-term capital improvements for new buildings, and that action item be added to the agenda for the January 17, 2019 meeting.

**Announcements  
(Item X.)**

The next Board Meeting will be held Thursday, December 13, 2018 in the Windmill Library at 6:00 p.m.

**Public Comment  
(Item XI.)**

None.

**Adjournment  
(Item XIII.)**

Chair Moulton adjourned the meeting at 3:30 p.m.

Respectfully submitted,

Elizabeth Foyt, Secretary

# **Library Board of Trustees**

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

# **Capital Projects Planning Workshop**

Monday, December 10, 2018, 10:00 am to 4:00 pm

**LAS VEGAS-CLARK COUNTY LIBRARY DISTRICT**

# AGENDA

## **Call to order/agenda**

10:00 to 10:15 (15 minutes)

## **Part 1: Objectives, Framework, Funding**

10:15 to 11:00 (45 minutes)

## **Part 2: Existing Assets**

11:00 to 12:15 (75 minutes)

## **Lunch**

12:15 to 1:15 (60 minutes)

## **Part 3: New Assets**

1:15 to 2:30 (75 minutes)

## **Break**

2:30 to 3:00 (30 minutes)

## **Part 4: Discussion, Wrap Up, Next Steps**

3:00 to 4:00 (60 minutes)

# Part 1

10:15 to 11:00 (45 minutes)

# Objectives, Framework, and Funding



## Part 1.1

# Objectives and intended results

# Working to achieve a unified vision of facility adaptation, development, and maintenance.

## Today's objectives

- Develop a shared vision of the Library District's capital project needs and capacity for the next 20 years
- Review and prioritize individual projects
- Select projects for further review
- Remove projects from the inventory of project idea forms collected in September through November, 2018

Today is a deep dive into how the Board wants to move forward

## **Is there a consensus vision or diverse ideas?**

- Today, we don't necessarily need decisions but we do need clarity on facilities development direction. This will inform how we proceed in the new year and beyond.
- Today, we'll review the projects and their costs, and relate those costs to the capital budget

## **What do we have to work with?**

- Careful budget planning accumulates capital project funds:
  - 5 years: \$35 m
  - 10 years: \$79 m
  - 15 years: \$148 m
- Spending draws down these amounts

## **Decisions on what to spend it on and when?**

- Existing assets: adapting to the 2020 service model
- New assets: development to address population growth

## **What is funding source mix:**

- Pay-as-you-go
- Bonding
- Other

It's also important to note that the Framework provides that projects:

- Planned three or more years out will be updated with fresh community, Board, and staff input
- Always need to start with planning, design, and approvals -- takes at least one year and is 20% of the project budget

**There are several possible scenarios in setting the District's strategic direction:**

## **Potential scenario**

- First few years: adapt existing assets
- Middle to later years: develop big ticket new assets

## **Potential scenario**

- First few years: develop less expensive new assets
- Middle years: adapt existing assets
- Later years: develop new asset

## **Potential scenario**

- This year: take no action
- Next year: commit to the first round of projects

## **Potential scenario**

- First few years: develop new asset
- Middle to later years: adapt existing assets

Part 1.2

# Facilities Master Planning Framework

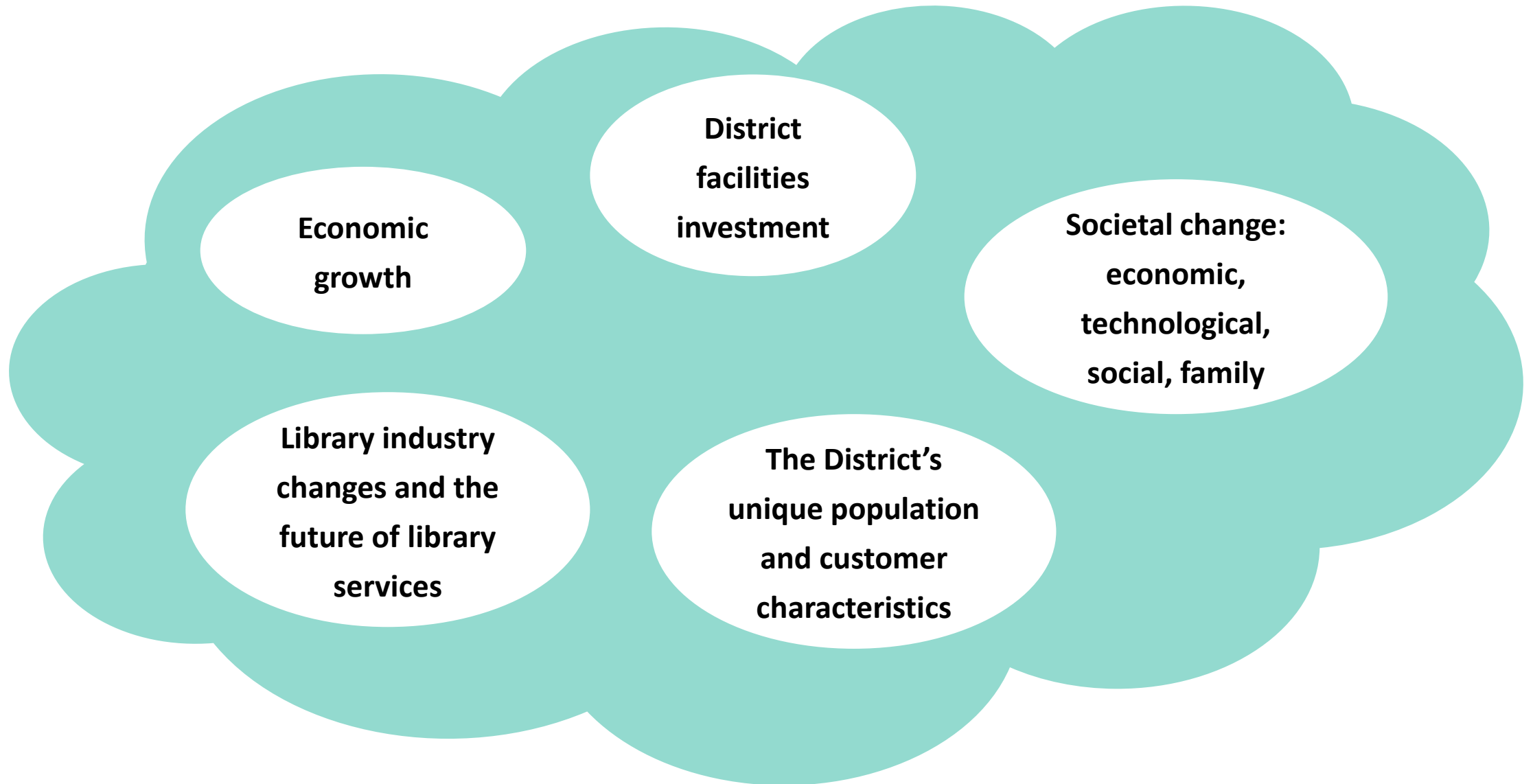


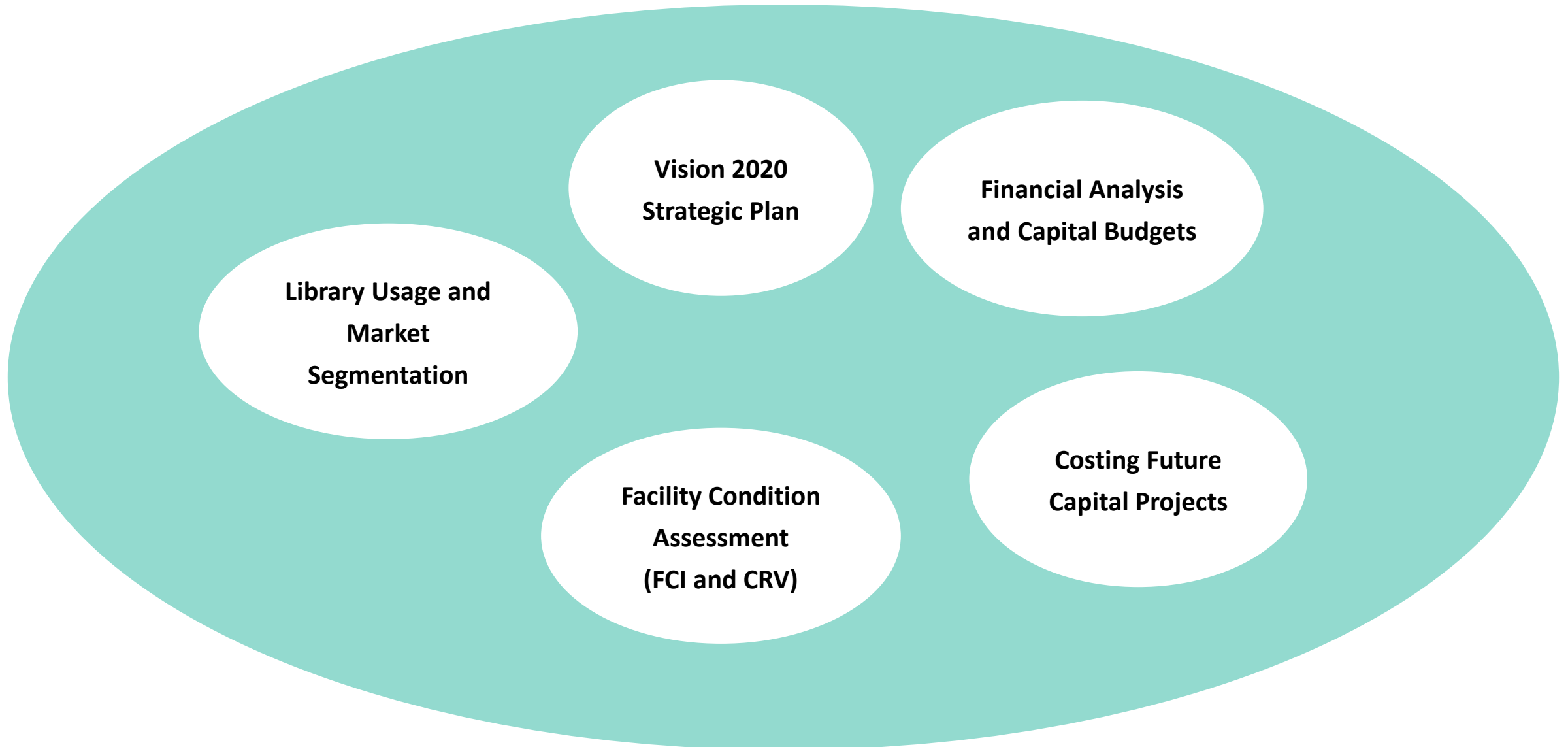
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graph LR; A([Big Picture Conditions]) --> B([Library Business, Service, Resources, Planning Approach]); B --> C[Decision Making Framework];
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**Big Picture  
Conditions**

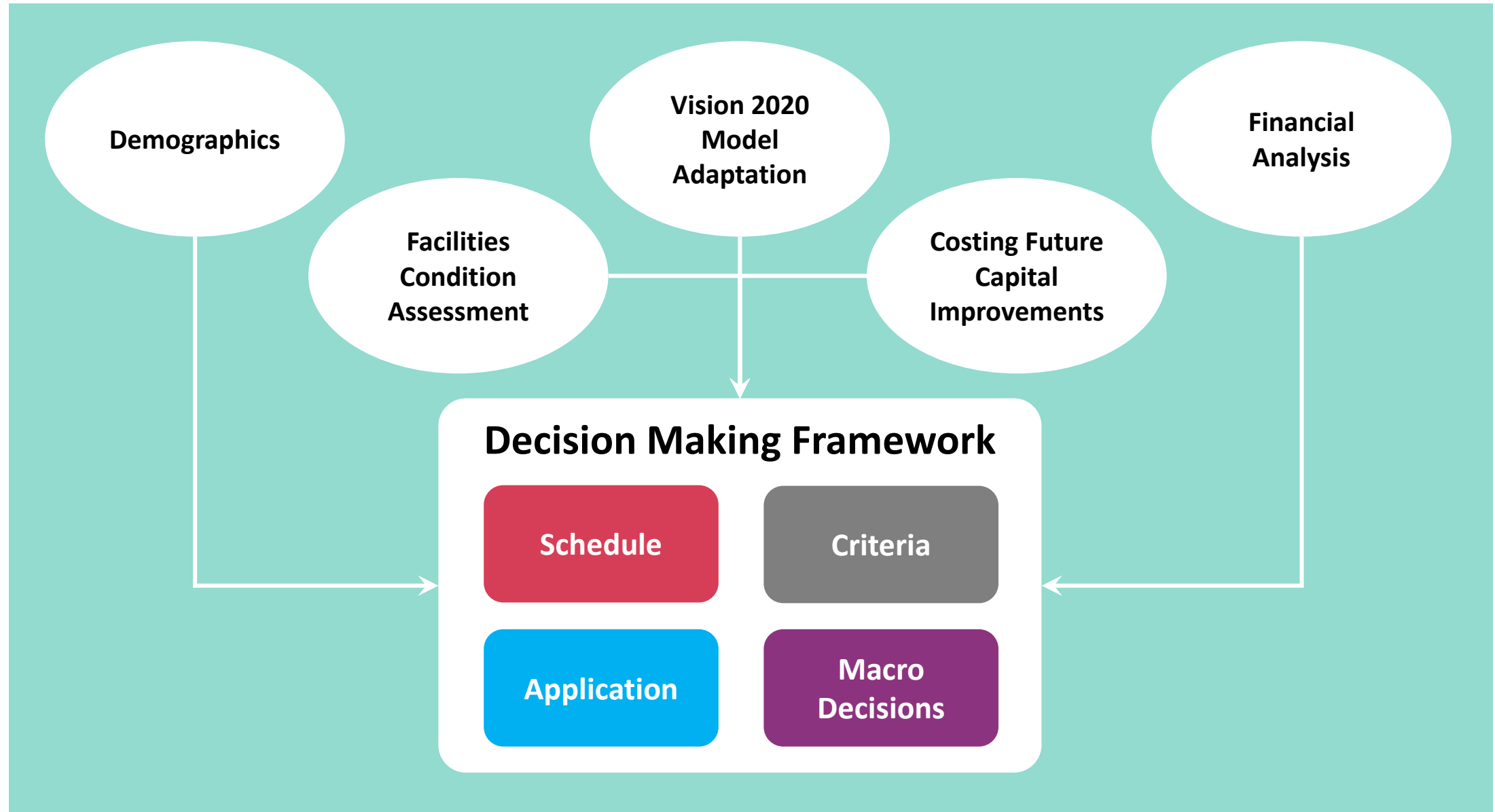
**Library Business,  
Service, Resources,  
Planning Approach**

**Decision Making  
Framework**









# Part 1.3

# Funding

# BASE CASE REVENUES BY CATEGORY

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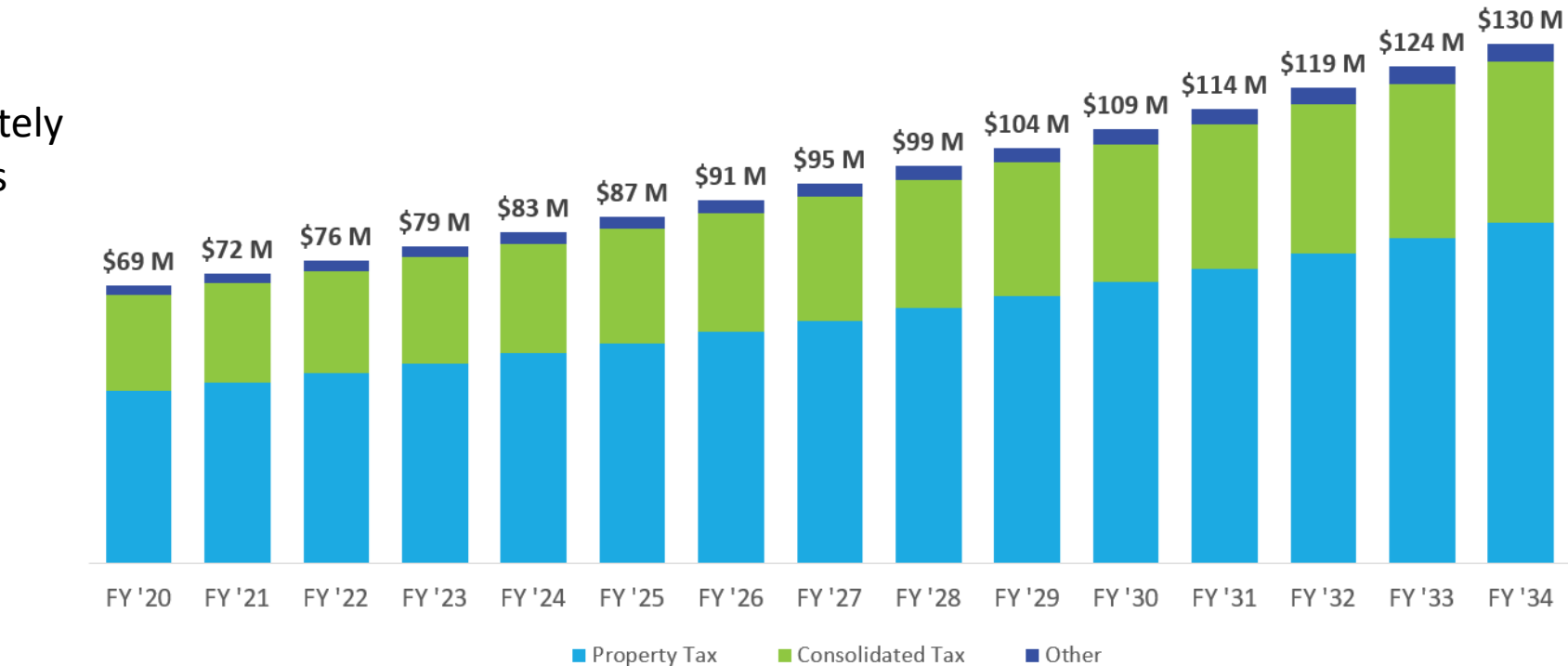
Capital funds are dependent on:

**1. Internal forces:** annually approximately 10% of year-end operational savings are transferred to the capital fund. Increases in operational spending diminishes the capital fund.

**2. External forces:** revenues are dependent upon primarily property tax, then the consolidated tax, and then other minor sources.

- Macroeconomic changes (e.g., recession) may diminish tax revenue

Applied Analytics identified other potential external funding sources a “remote possibility”



# CAPITAL PROJECTS FUNDING SCHEDULE

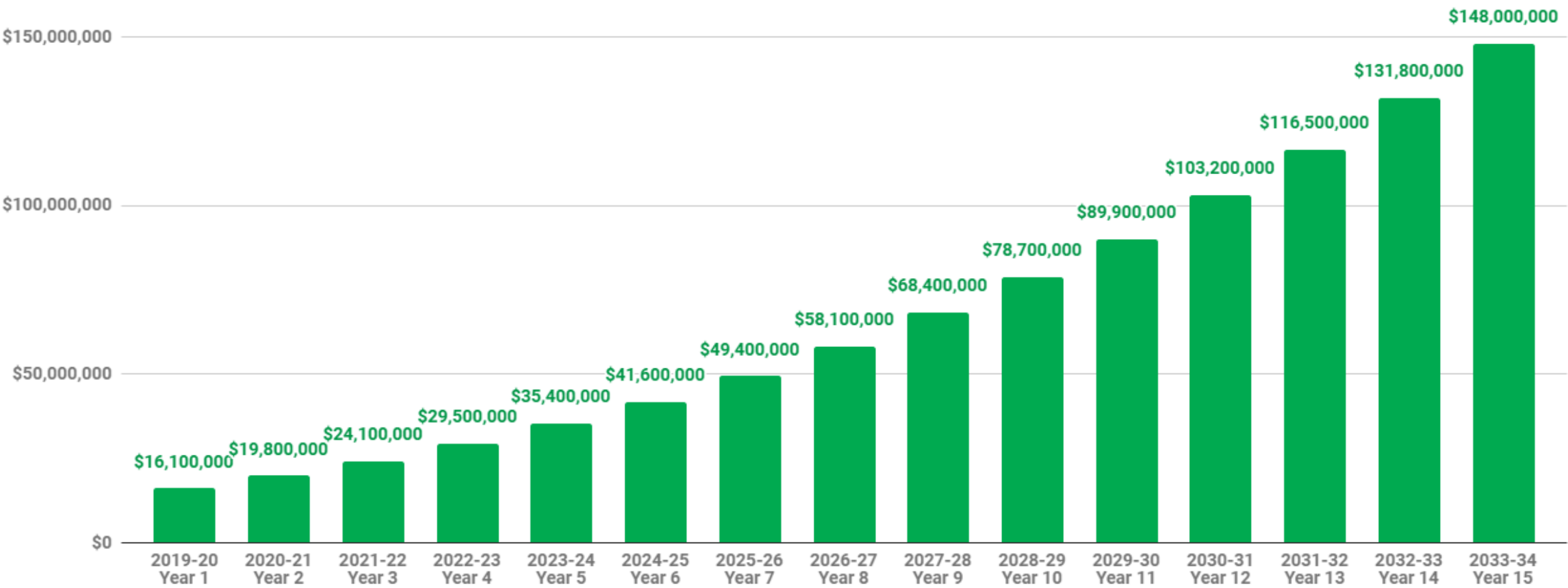
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Period	Projected 19-20 Year 1	Projected 20-21 Year 2	Projected 21-22 Year 3	Projected 22-23 Year 4	Projected 23-24 Year 5	Projected 24-25 Year 6	Projected 25-26 Year 7	Projected 26-27 Year 8	Projected 27-28 Year 9	Projected 28-29 Year 10
<b>Capital Project Fund Accumulation</b>	<b>6,665,000</b>	<b>3,750,000</b>	<b>4,250,000</b>	<b>5,370,000</b>	<b>5,970,000</b>	<b>6,170,000</b>	<b>7,770,000</b>	<b>8,770,000</b>	<b>10,270,000</b>	<b>10,270,000</b>
<b>Available Fund Balance</b>	<b>16,083,879</b>	<b>19,833,879</b>	<b>24,083,879</b>	<b>29,543,879</b>	<b>35,423,879</b>	<b>41,593,879</b>	<b>49,363,879</b>	<b>58,133,879</b>	<b>68,403,879</b>	<b>78,673,879</b>

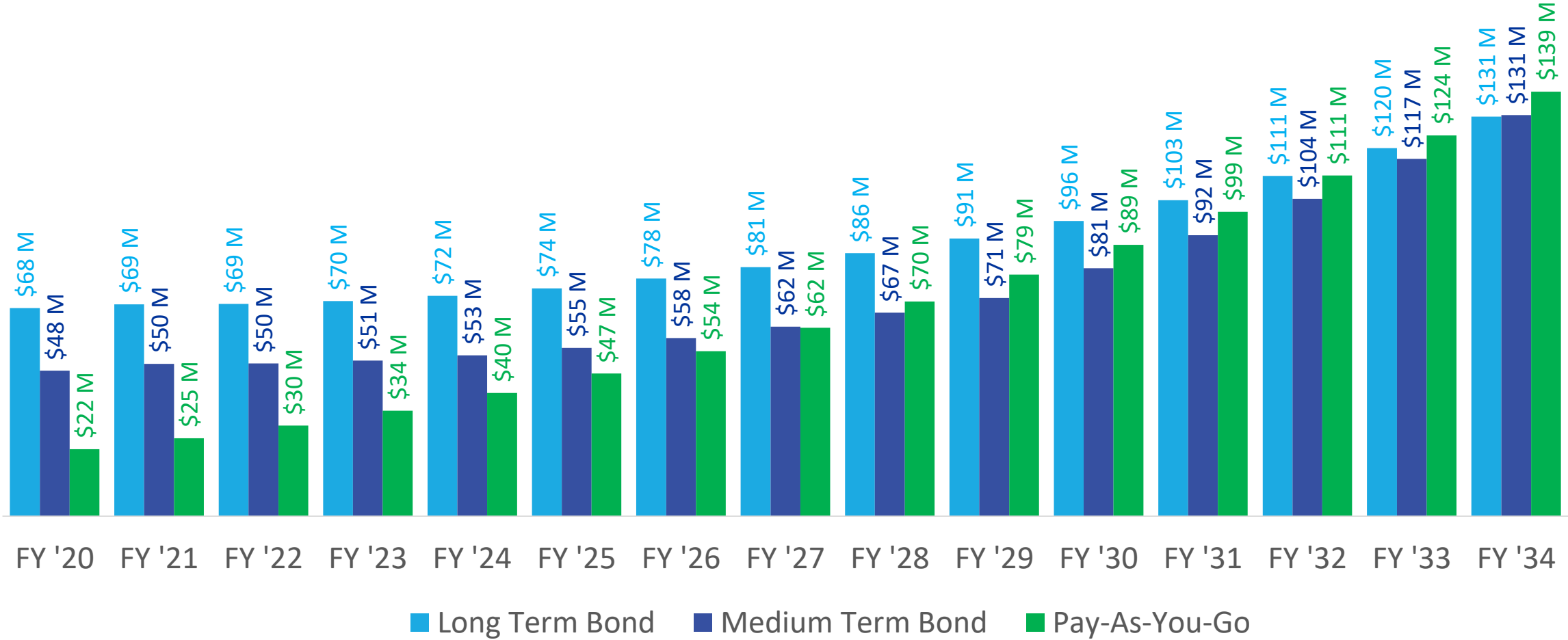
Period	Projected 29-30 Year 11	Projected 30-31 Year 12	Projected 31-32 Year 13	Projected 32-33 Year 14	Projected 33-34 Year 15
<b>Capital Project Fund Accumulation</b>	<b>11,270,000</b>	<b>13,270,000</b>	<b>13,270,000</b>	<b>15,270,000</b>	<b>16,270,000</b>
<b>Available Fund Balance</b>	<b>89,943,879</b>	<b>103,213,879</b>	<b>116,483,879</b>	<b>131,753,879</b>	<b>148,023,879</b>

# NET CAPITAL FUND GROWTH BY YEAR (BASE SCENARIO)

Note: capital fund growth displayed in this baseline scenario results from timely, planned fund transfers in excess of operational expenditures.



# CAPITAL FUND: END OF YEAR BALANCE (BOND SCENARIOS – INFLATION UNADJUSTED)



Applied Analytics studied multiple capital funding scenarios including pay-as-you-go, and medium- and long-term bond financing

Bond funding would result in an immediate injection of available funding at the expense of future fund flows.

Bond financing provides increased capital capacity to:

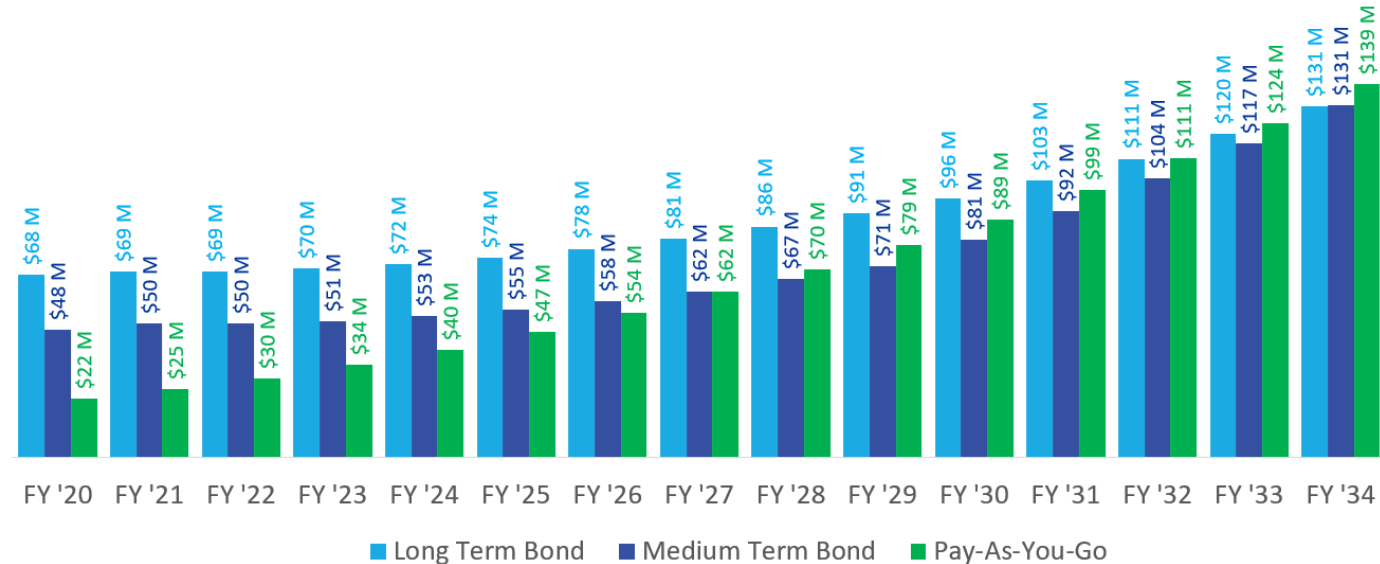
- Expand/renovate more quickly
- Potentially mitigate against future cost increases
- Fulfill the needs of larger, more capital-intensive projects

Bond capacity:

- Long-term bond (20 year): \$68.0 m
- Short-term bond (10 year): \$47.5 m

Available funds in FY34:

- Long-term bond: \$130.6 m
- Medium-term bond: \$131.1 m
- Pay-as-you-go: \$138.8 m



Bond financing comes at the expense of future available capital revenues

Medium- and long-term bond debt obligations are \$4.0 m a year

Bonds could start now or in the future

Part 1.4

**Today's focus**





**EXISTING  
ASSETS**

**Adapting to the 2020 Service Model**  
11:00 to 12:15 (75 minutes)

**NEW  
ASSETS**

**Responding to Growth**  
1:15 to 2:30 (75 minutes)

## Existing Asset Projects

- Branch Signage
- Adapting 13 Branches to the 2020 Service Model
- Rainbow Revamp
- West Las Vegas Youth Maker Space

## New Asset Projects

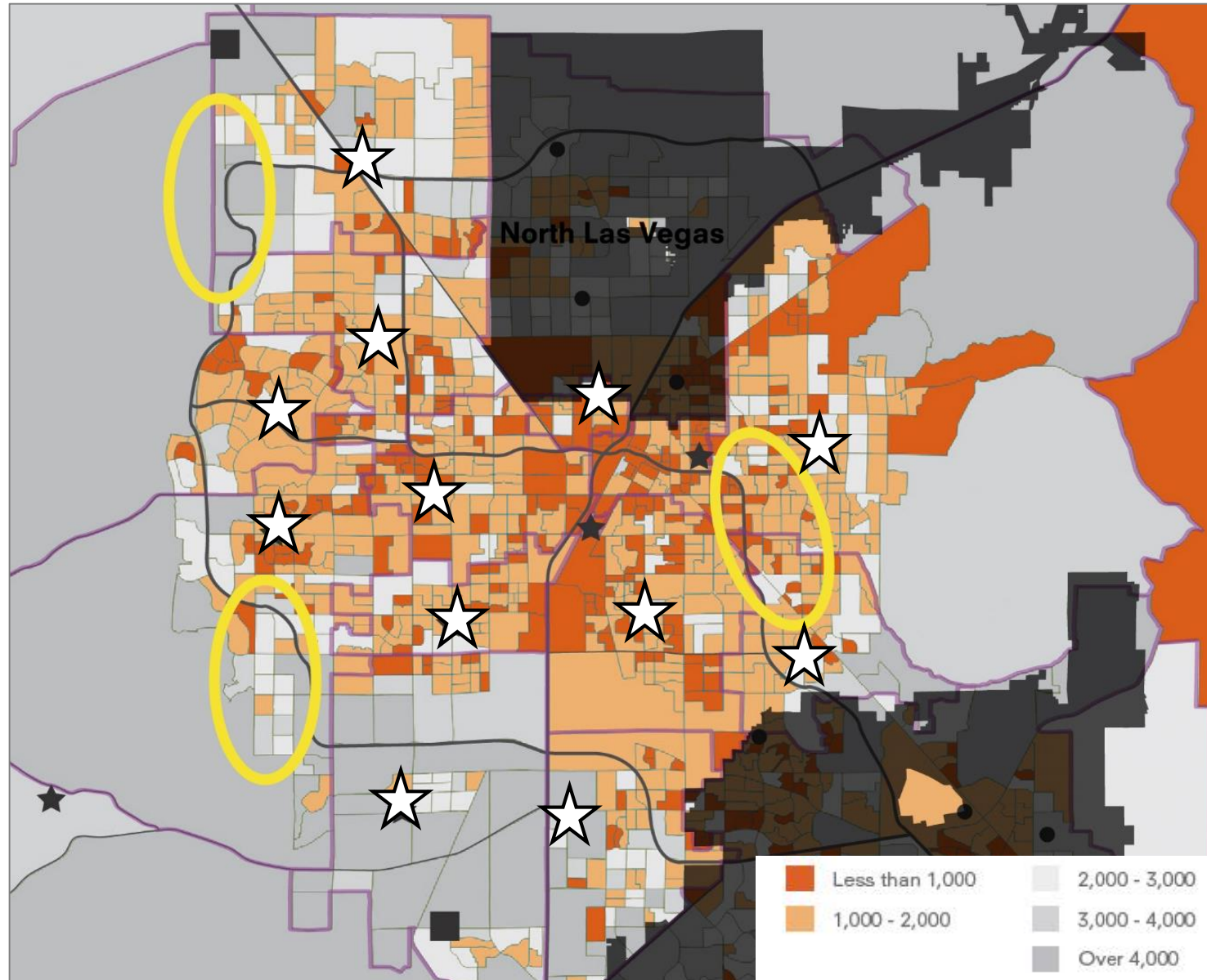
- 2 existing future library sites
  - Skye Canyon
  - Cactus South
- 4 potential new building sites
  - Hollywood
  - Blue Diamond
  - Hualapi
  - 215 & Tropicana
- 1 Satellite at Meadows Mall
- 1 Bookmobile

# EXISTING ASSET PROJECTS

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## Four existing asset projects:

- Branch Signage
- Adapt 13 branches
- Rainbow Revamp
- West Las Vegas Youth Maker Space

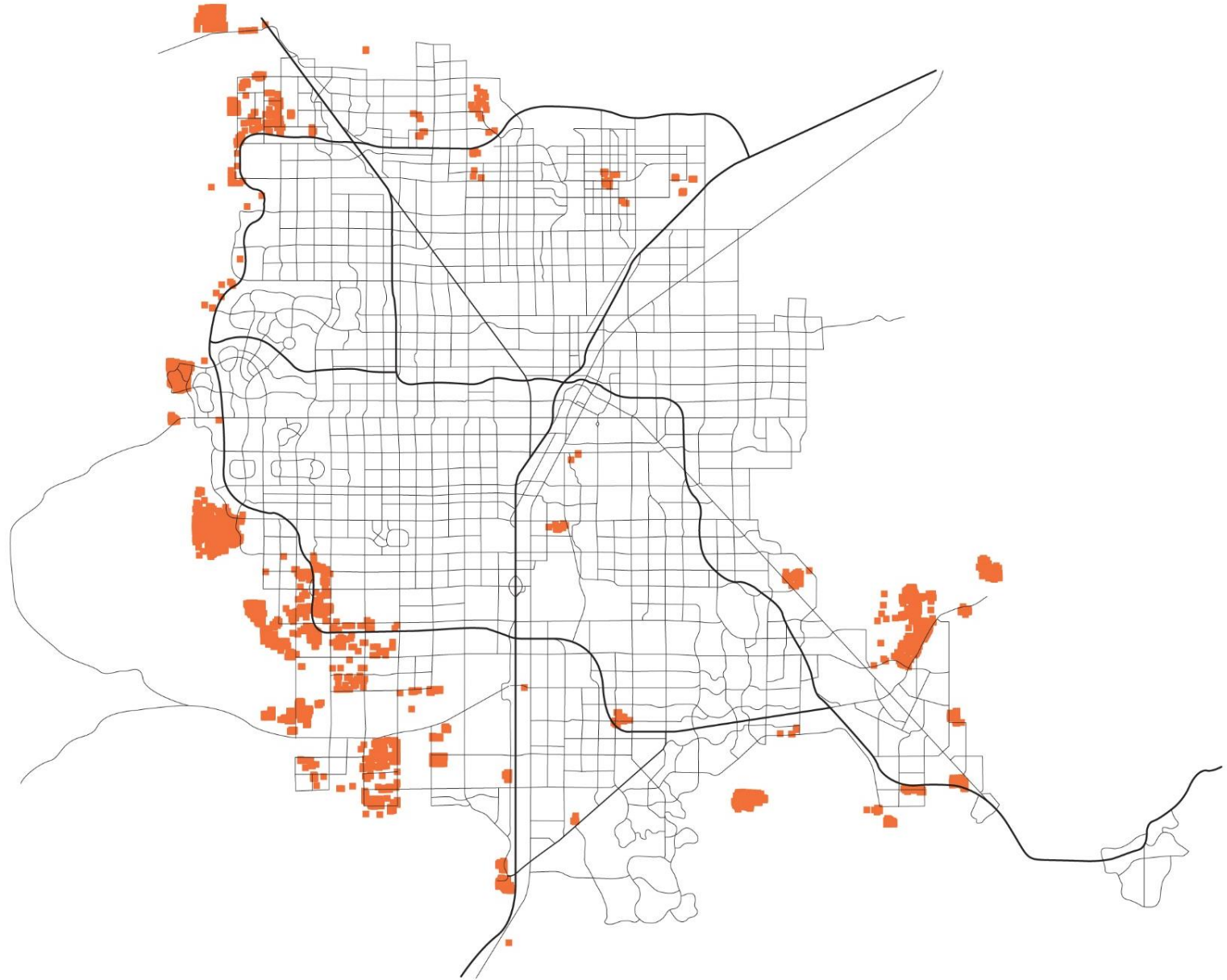


## 13 branches:

Centennial Hills  
Clark County  
Enterprise  
Laughlin  
Rainbow  
Sahara West  
Spring Valley  
Summerlin  
Sunrise  
West Charleston  
West Las Vegas  
Windmill

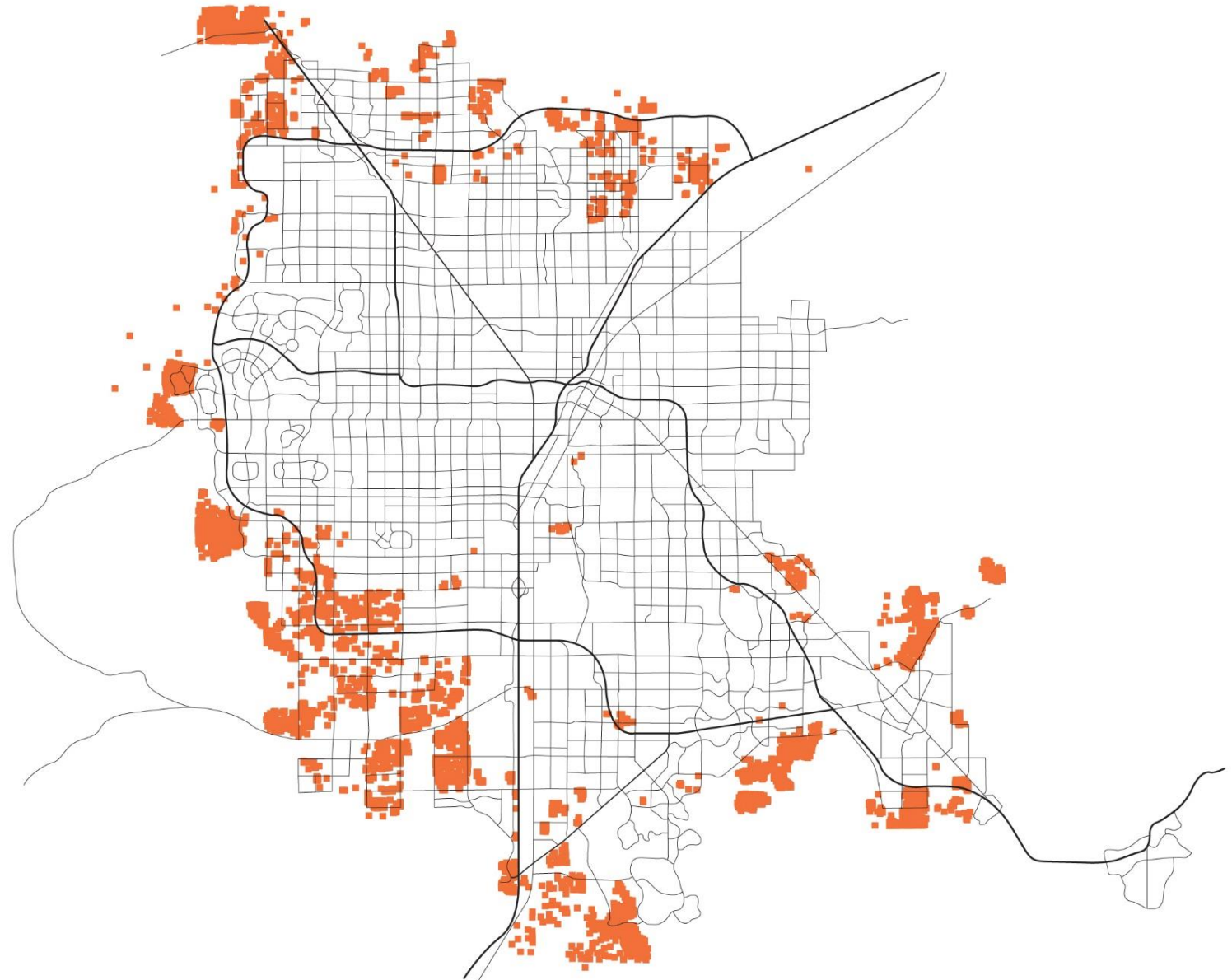
## Cumulative Housing Units: **895,184**

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:  
**1,004,064**

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

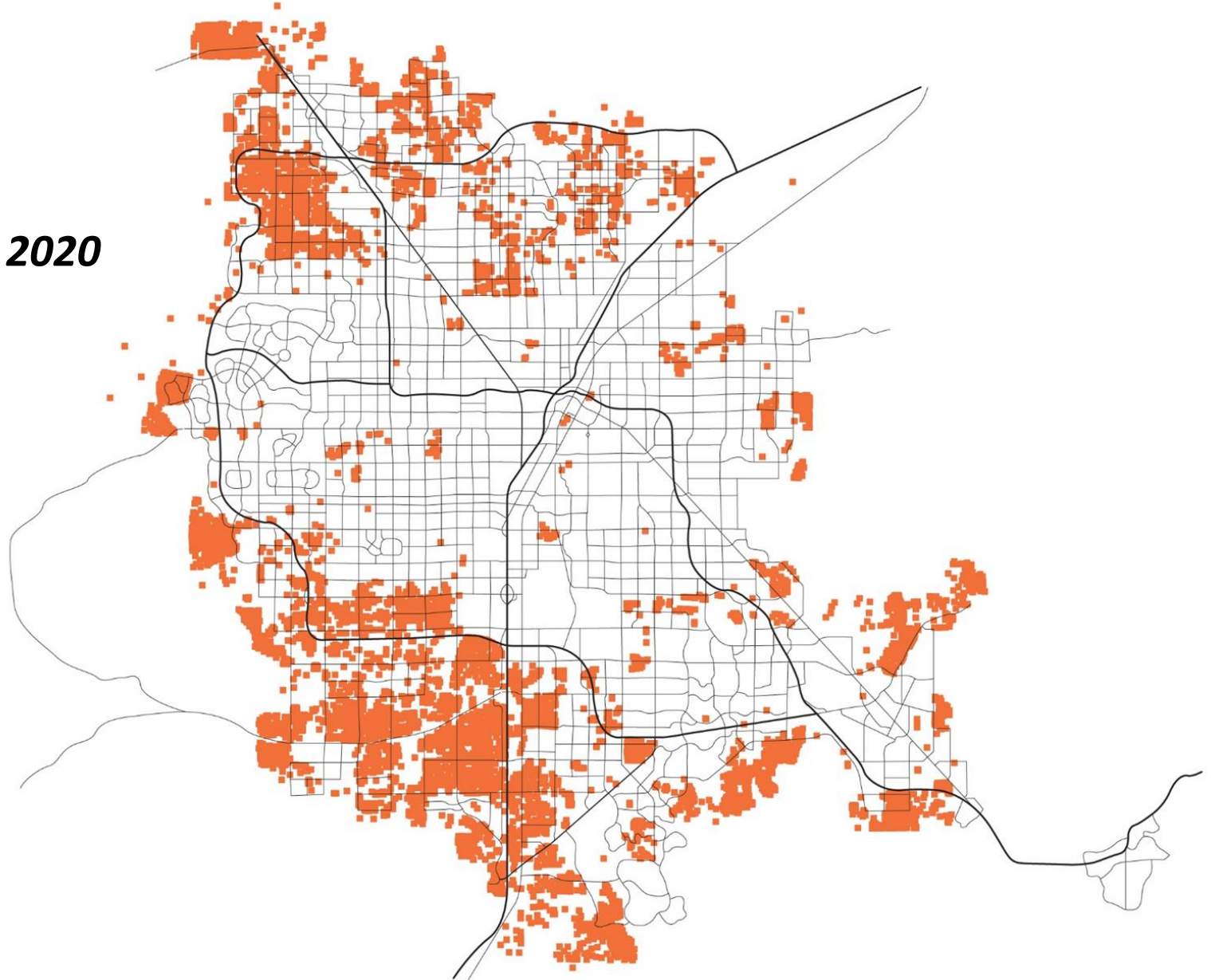


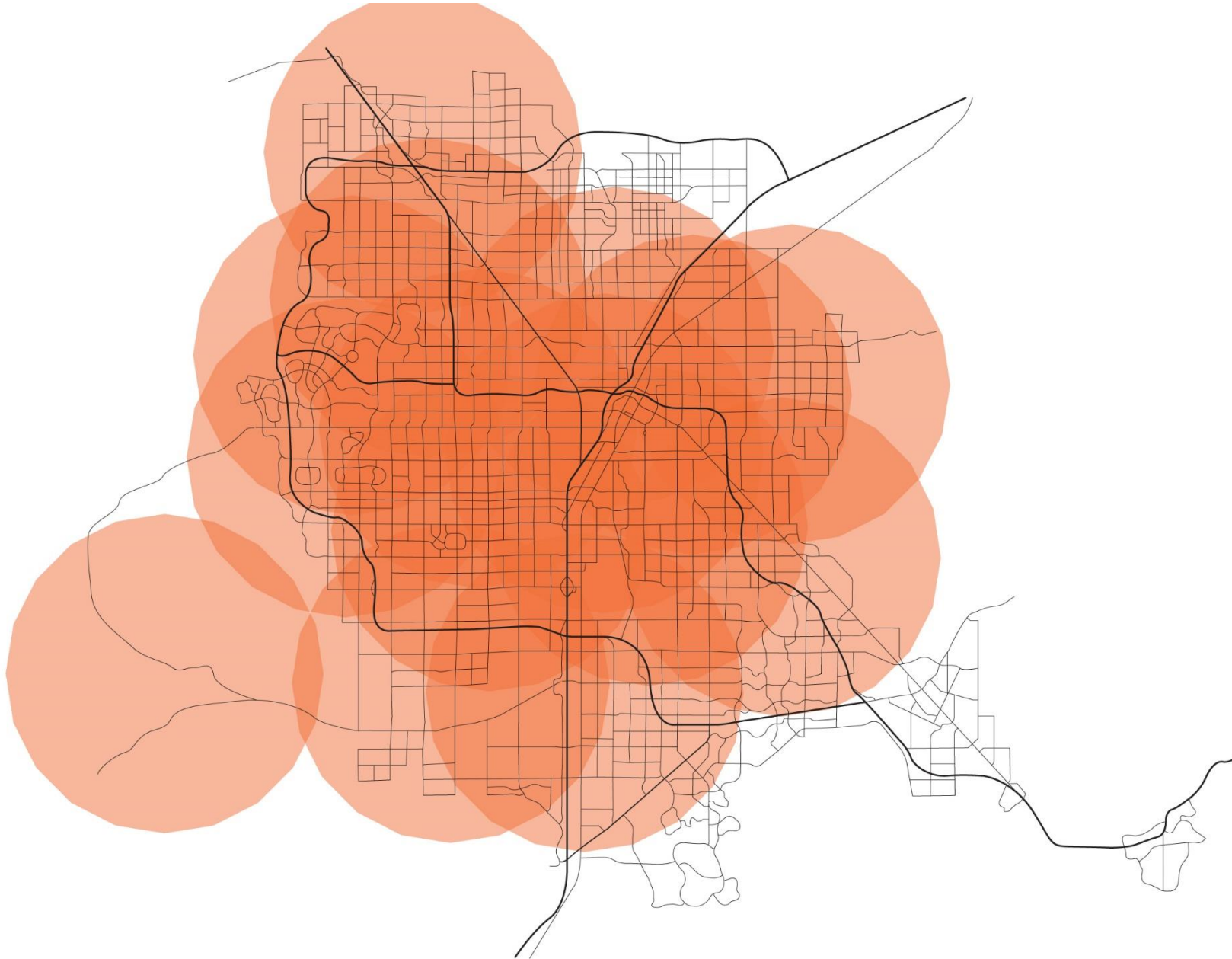


## Cumulative Housing Units: **1,099,137**

***Increase of 203,953 units (23%) from 2020***

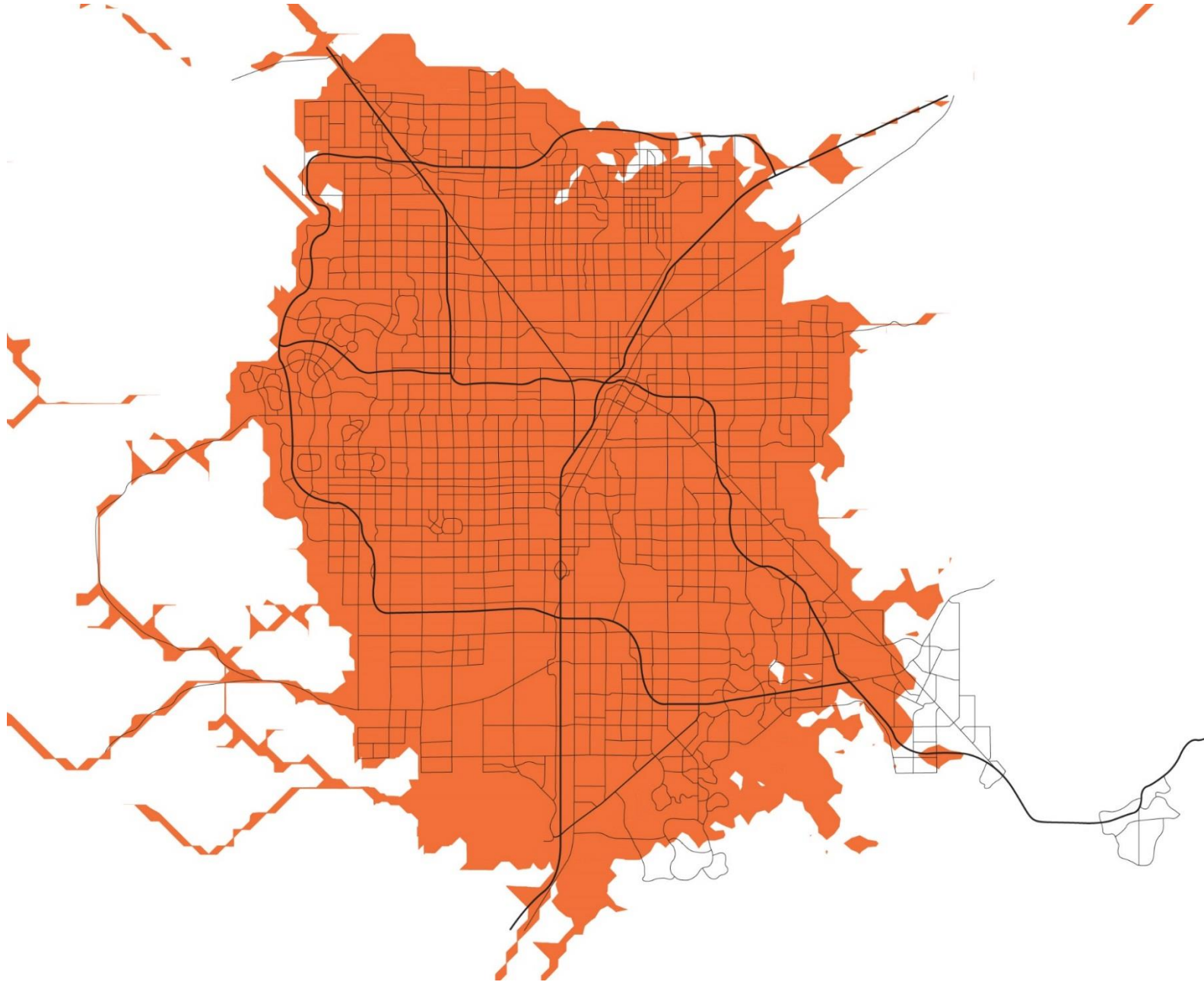
- By 2040, the remaining rural zoned lots in the southwest and south are expected to be built out
- Infill of small parcels continues within the urban valley
- East side family households remain dense, continuing to face significant socioeconomic challenges








# 15-MINUTE DRIVE TIME

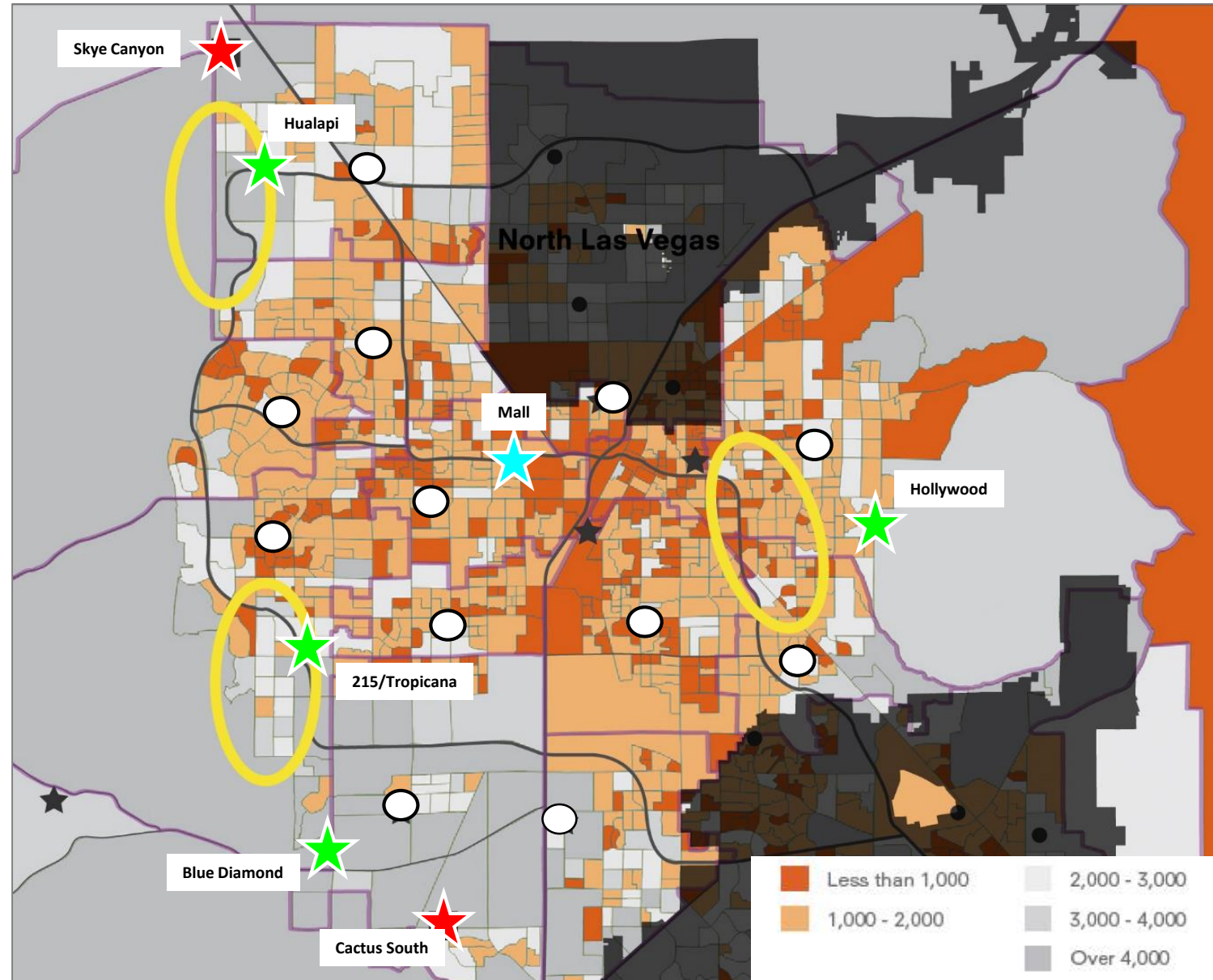
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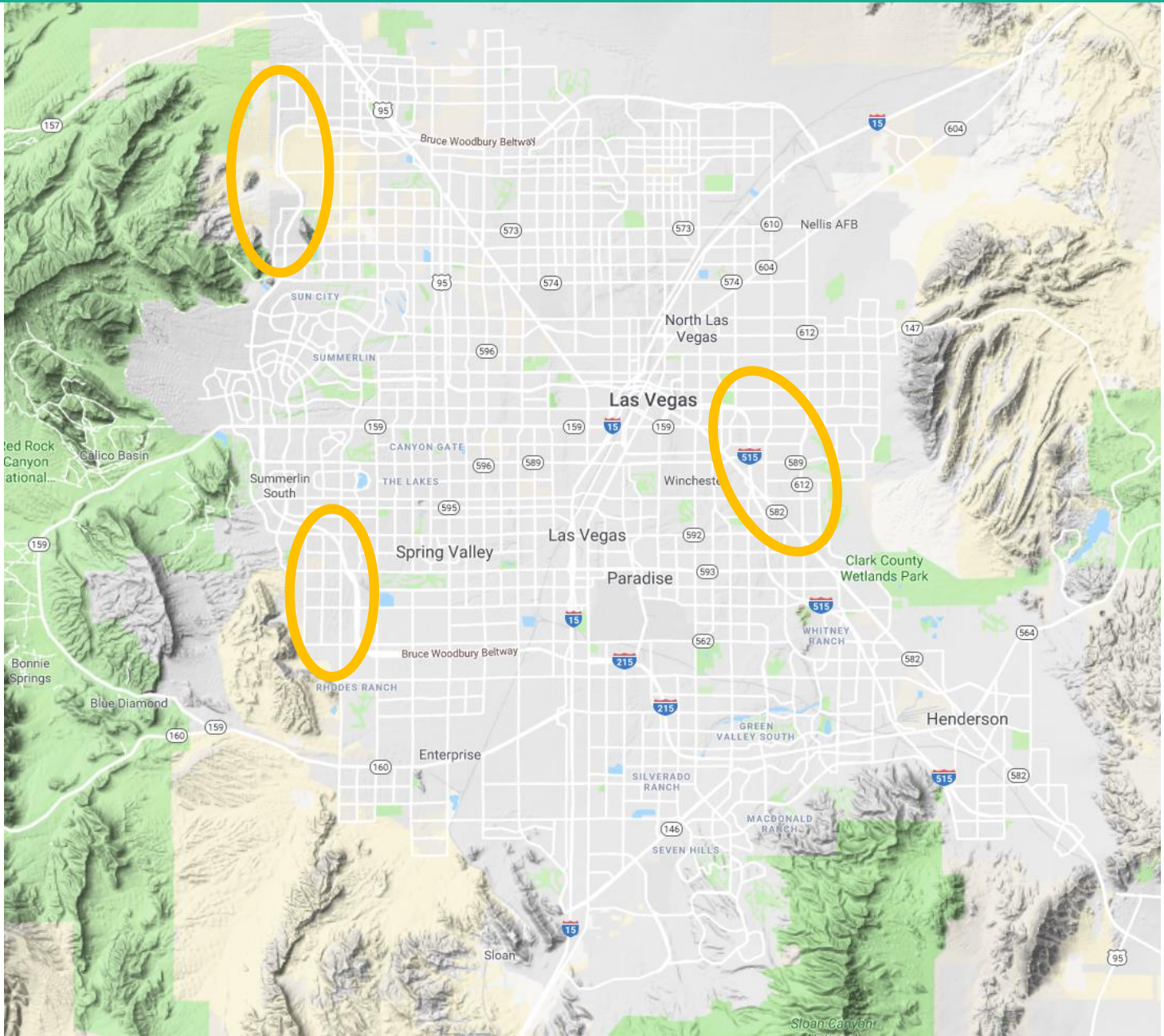


## 8 potential assets

- 2 existing future library sites 
  - Skye Canyon
  - Cactus South
- 4 potential new building sites 
  - Hollywood
  - Blue Diamond
  - Hualapi
  - 215 & Tropicana
- 1 satellite at Meadows Mall 
- 1 Bookmobile



# VALLEY MOUNTAIN GROWTH CONSTRAINTS



# Part 2

11:00 to 12:15 (75 minutes)

Existing Assets:

# Adapting to the 2020 Service Model

Part 2.1

# Deep Dive

**Purpose...**of the 2020 adaptation strategy is to maximize our \$350 million investment by:

- **Attracting new audiences**
- **Telling new library stories in community**
- **Increasing market share**
- **Transforming facilities to be more relevant in people's lives**

**Process...**of moving projects forward is set by the Framework:

- **Focus on developing the 5 elements in buildings not built for them**
- **Over the next few years project elements -- including design, program, and budget -- will be updated with input from the local community, BOT, and staff**
- **As each project moves forward, it will come back to the BOT for approval**



## CAPITAL IMPROVEMENT PROJECTS WORKSHEET

Capital Improvement Project Name: WHAT ARE YOU? WHERE ARE YOU?: SIGNAGE FOR THE COMING YEARS

Submitted by: ELIZABETH FOYT

Project Location: MULTIPLE LOCATIONS IN THE LV-CC LIBRARY DISTRICT - as needed

Project Idea (brief summary of proposed capital project):

REVIEW AND IMPROVE THE SIGNAGE OF EXISTING LIBRARIES — both street signs as well as those on library property AND on the buildings, parking lots.

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?

IMPROVED AWARENESS OF EXISTING LIBRARIES THROUGH THE USE OF ENHANCED (perhaps more colorful & larger) SIGNAGE. SUCH SIGNAGE WOULD ALLOW OUR CLIENT-BASE TO GROW BY PROVIDING PHYSICAL KNOWLEDGE OF OUR LIBRARIES' LOCATIONS.

### 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.

N/A

### 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.

WHEN LIBRARIES ARE PROVIDED WITH CLEARLY IDENTIFIED SIGNAGE, THEY BECOME PART OF THE FABRIC OF THE COMMUNITY THEY SERVE. OUR GOALS OF LIMITLESS LEARNING WILL BE SUPPORTED BY HAVING LIBRARY LOCATIONS EASILY FOUND FOR ALL SUCH PURPOSES.

A signage project for existing branches is already in progress

The objective is to install digital signage that enhances flexibility and adaptation of logos and messages

General Services is currently researching code compliance across jurisdictions and deed restrictions and working with architects and the marketing team on sign design and functionality

**Budget:** \$1,040,000 for urban branches

- Except ELV (in project budget), Mesquite, and Laughlin
- Unit cost: approximately \$75,000 per sign including power and data

**Schedule estimate:** complete research and design by January 2019

- First installation: East Las Vegas
- Remaining branch implementation will be scheduled rolling into FY19-20



## 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

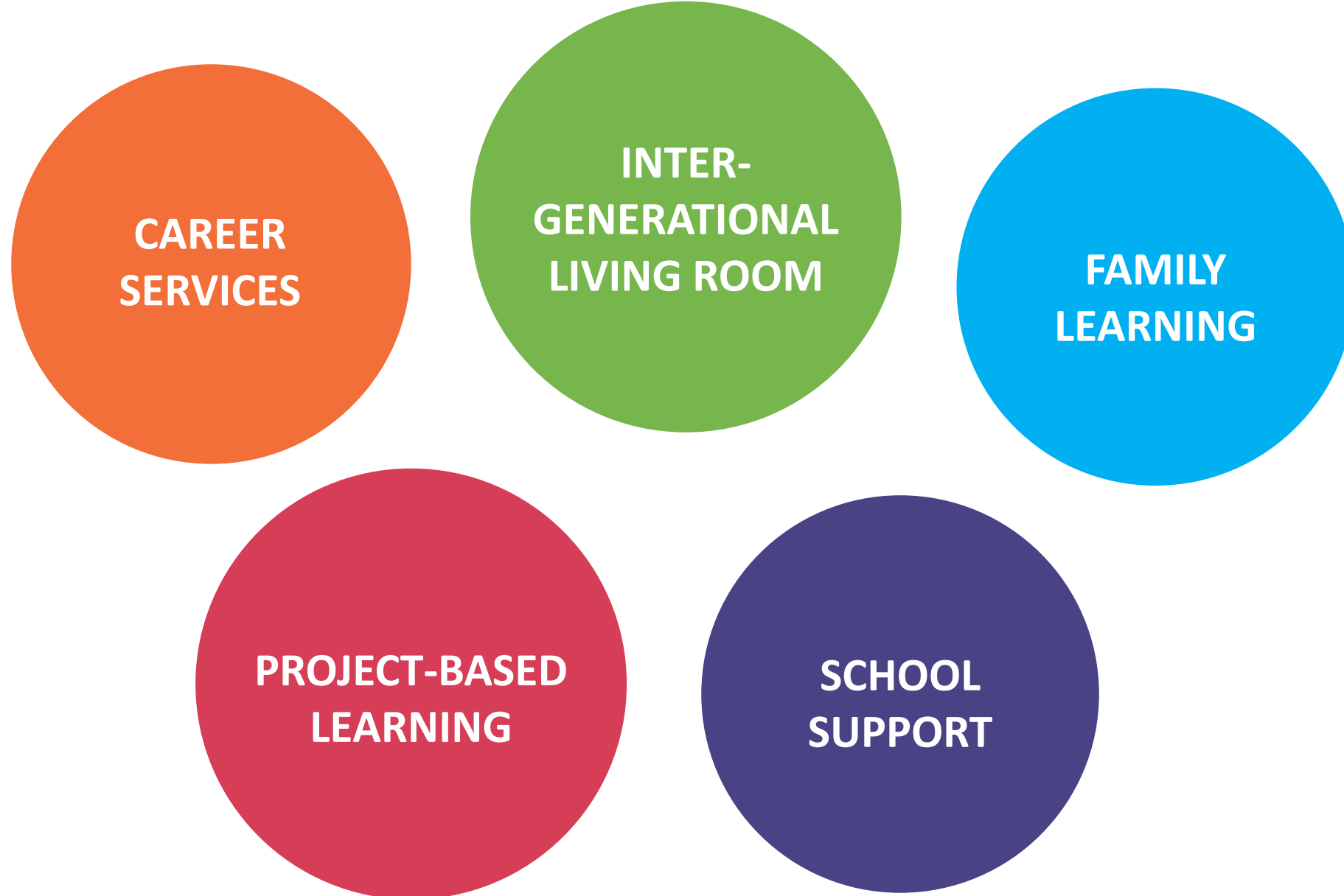
Identify how this project is a fit with Vision 2020 Strategic Goals of Limitless Learning; Business and Career Success; Connections to Government and Social Services; and Community and Culture.

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







## 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**

## 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

# 2020 SERVICE ADAPTATION COMPARABLE COST LEVELS

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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:  
\$257/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.

## Intergenerational Living Room

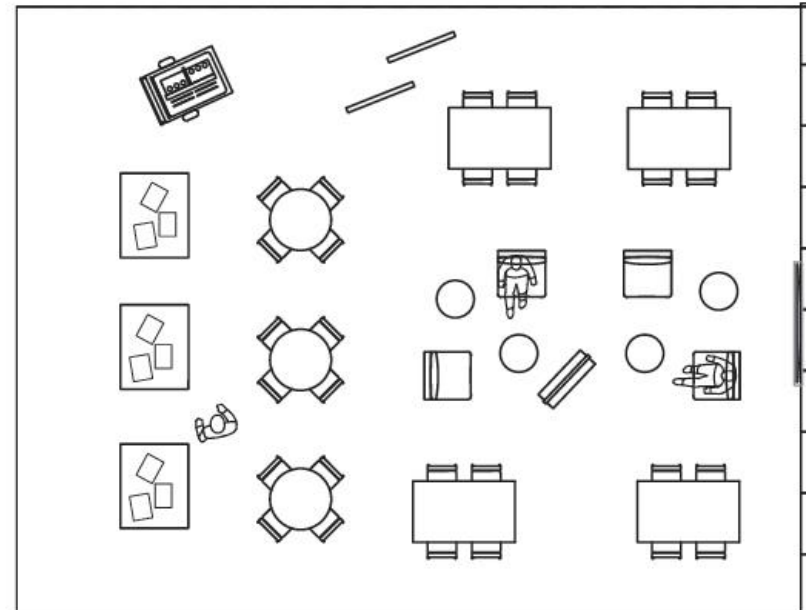
**Scalable Model A**  
67 people @ 15 SF/person

**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	\$9,600	\$12,800
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

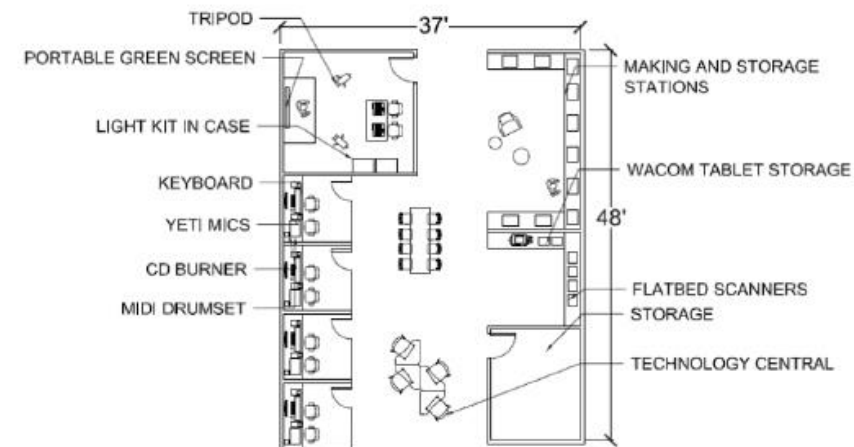
**Scalable Model A**  
24 people @ 25 SF/person

**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
Total	\$23,040	\$38,400	\$69,120
<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
Total	\$185,040	\$308,400	\$555,120



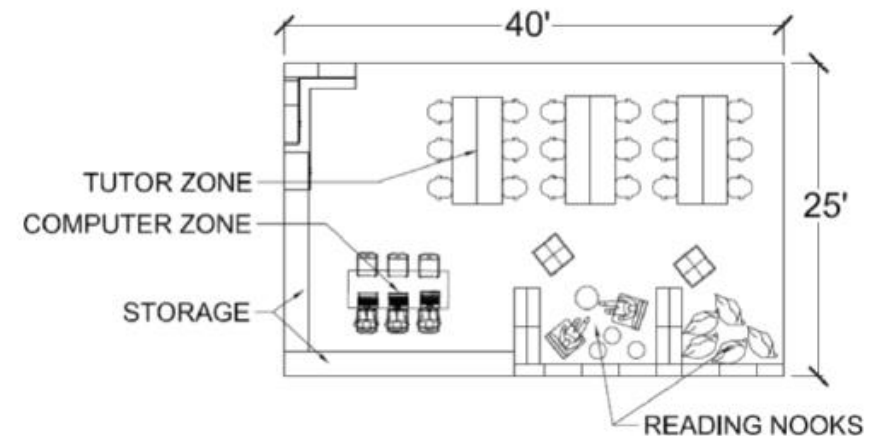
## School Support

**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





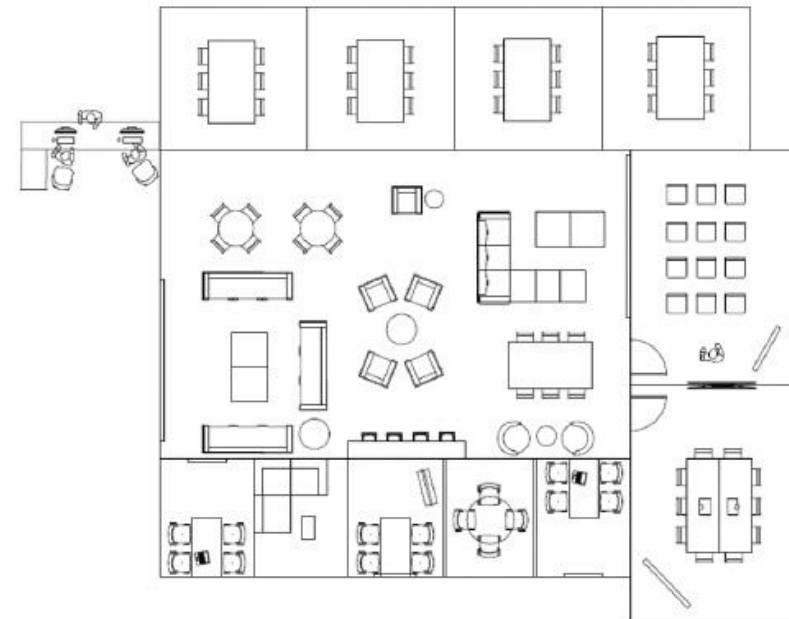
## Business & Career Services

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

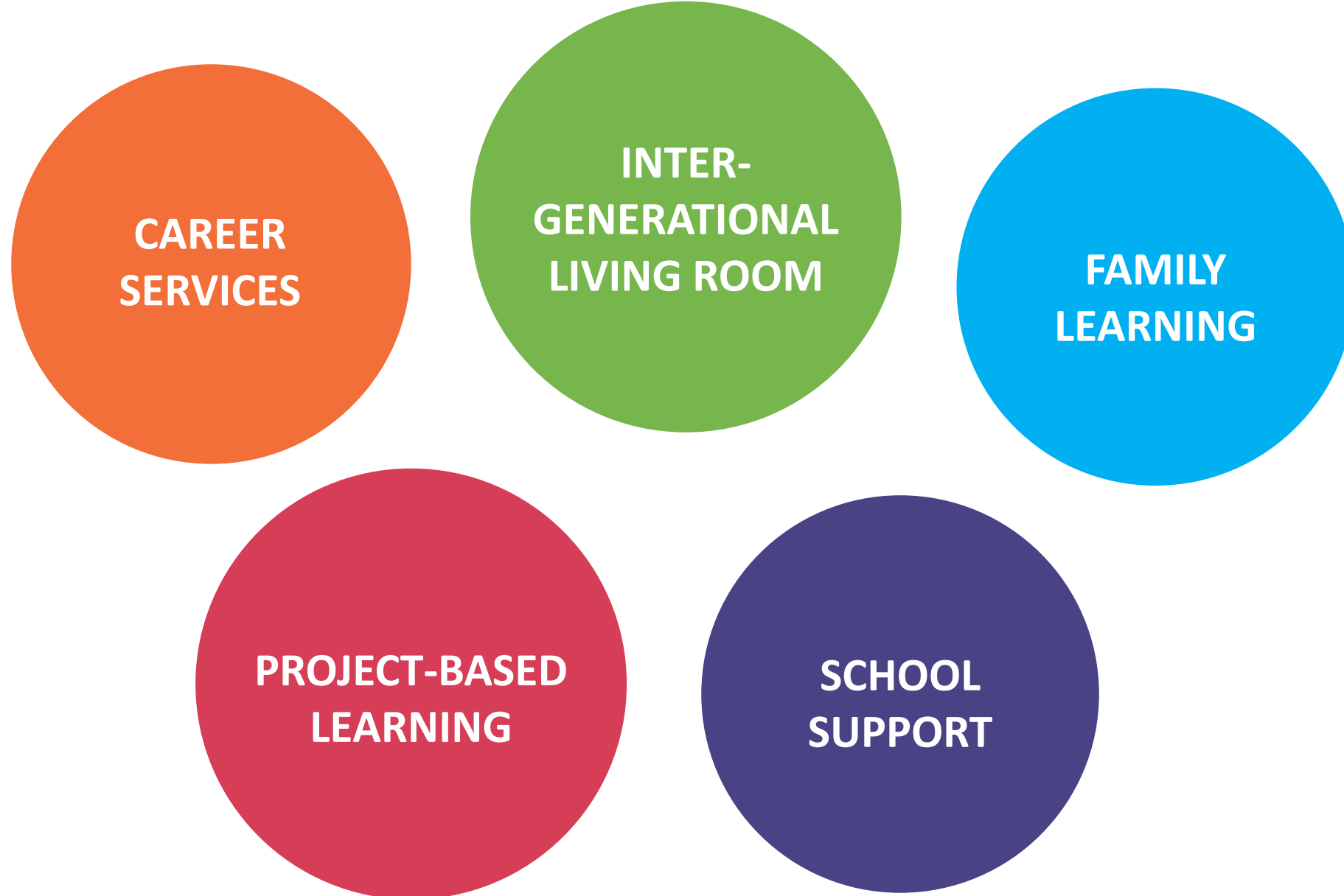
**Scalable Model B**  
48 people @ 25 SF/person




**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













Branch	Priority 1	Priority 2	Priority 3	Priority 4
 Centennial Hills	Intergenerational Living Room	Large Community Meeting Room	Project-Based Learning: Intergenerational Maker Space	Teen Area with tech and lounge vibe
 Clark County	Intergenerational Living Room	Outside renovations for lighting and safety, align adjacencies of existing services	Business Services Small business support, office services	School Support: Homework help
 Enterprise	Intergenerational Living Room	Project-Based Learning Teen STEAM Lab	Business Services Small business support, office services	Computer Lab “Genius Bar” look and feel for mix of audiences – kids, youth, adults


Branch	Priority 1	Priority 2	Priority 3	Priority 4
 Laughlin	Intergenerational Living Room	Business & Career Computer Lab	Project-Based Learning Craft Maker Space – all ages	Student Support: Study Rooms
 Rainbow	Intergenerational Living Room	Family Learning Reconfigure and expand Youth and Teen Areas	Business Services Small business support, office services	Joint use: Seasonal amphitheater and all-ages DIY Maker Space in backstage area
 Sahara West	Intergenerational Living Room	Business and Passport Services for small business and office services	Business & Career: Adult Classroom and Co-Working Space	Family Learning: expand homework help and program & activity areas for children & families

# PROJECT: 13 BRANCH ADAPTATION TO V.2020 SERVICE MODEL

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Branch	Priority 1	Priority 2	Priority 3	Priority 4
 Spring Valley	Intergenerational Living Room	Business & Career: Adult Learning Classroom	Business & Career Computer Classroom	Student Support: Homework Help
 Summerlin	Intergenerational Living Room	Student Support: Homework Help	Teen Lounge with tech and group study area	Project-Based Learning: Maker Space
 Sunrise	Intergenerational Living Room	Business & Career: Business, Office, and Passport Services	Business & Career: Computer Lab and more adult laptops	Refresh Adult area to complement fresh and fun children's area

Branch	Priority 1	Priority 2	Priority 3	Priority 4
 West Charleston	Intergenerational Living Room	Business & Career: One-Stop Career Center with Computer Classroom	Revamp Lecture Hall to Tech Lounge (day) and Event Bistro (evenings)	Create Teen Area
 West Las Vegas	Intergenerational Living Room	Business & Career: Adult Learning Classroom	Student Support: Teen STEAM Lab	Student Support: Study Rooms
 Whitney	Intergenerational Living Room	Business & Career: Business, Passport, Office, Employment & Social Services	Student Support: Homework Help	Business & Career: Adult Learning Classroom and Computer Lab (One-Stop Career Center?)

Branch	Priority 1	Priority 2	Priority 3	Priority 4
 Windmill	Intergenerational Living Room	Project-Based Learning: Teen Area with Maker Space	Student Support: Study Rooms and Homework Help	Business & Career: Business and Passport Services, co-working area

# 13 BRANCH ADAPTATION COST MODEL

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Professional Design Services (20% of the Budget)	Turn Concepts Into Components (\$32/SF)	Invest in the Communities/Introduce v.2020 (\$40/SF)	Focus on v.2020 Strategic Focus Areas (\$257/SF)
<ul style="list-style-type: none"> <li>• Master Facilities Space Planning</li> <li>• Furniture &amp; Equipment Renovation Plan</li> <li>• Architecture/Engineering</li> </ul>	<ul style="list-style-type: none"> <li>• Reuse Existing Furniture &amp; Equipment</li> <li>• New Furniture &amp; Equipment</li> </ul>	<ul style="list-style-type: none"> <li>• Intergenerational Living Room</li> <li>• Café Vibe</li> <li>• Popular Materials</li> <li>• Community Living Room</li> <li>• Informal Learning Lab</li> <li>• New Furniture &amp; Equipment</li> <li>• Level 2 Renovation</li> </ul>	<ul style="list-style-type: none"> <li>• Project Based Learning</li> <li>• Business Center</li> <li>• Family Learning</li> <li>• School Support</li> </ul>
	422,128 SF total	2,000 SF each 26,000 SF total	5,250 SF each 68,100 SF total
\$8,000,000 total	\$13,500,000 total	\$1,000,000 total	\$17,500,000 total



# 13 BRANCH ADAPTATION COST ESTIMATE

Branch	Public Square Feet	Special Spaces SF	Special Space Description
<b>Centennial Hills</b>	<b>31,928</b>	13,267	Distribution center/expansion space
<b>Clark County</b>	<b>84,000</b>	30,662	Theater, conference room, jewel box
<b>Enterprise</b>	<b>18,410</b>		
<b>Laughlin</b>	<b>10,893</b>		
<b>Rainbow</b>	<b>18,760</b>	4,000	Amphitheater
<b>Sahara West</b>	<b>85,400</b>	22,136	Warehouse/galleries
<b>Spring Valley</b>	<b>17,952</b>		
<b>Summerlin</b>	<b>28,116</b>	13,181	Theater
<b>Sunrise</b>	<b>16,100</b>		
<b>West Charleston</b>	<b>27,230</b>	4,380	Lecture hall
<b>West Las Vegas</b>	<b>21,485</b>	14,285	Theater
<b>Whitney</b>	<b>17,220</b>	4,290	Recital hall
<b>Windmill</b>	<b>44,634</b>	8,256	Expansion space
<b>Total</b>	<b>422,128</b>	114,457	



# 13 BRANCH ADAPTATION COST ALLOCATION

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Category	Amount	Notes
Professional Design Services	\$8,000,000	20% of total
Furniture and Equipment	\$13,500,000	\$32/SF x 422,128 SF
Intergenerational Living Room	\$1,000,000	\$40/SF x 2,000 SF/branch x 13 branches
v.2020 Projects	\$17,500,000	\$257/SF x +/- 5,250 SF/branch x 13 branches
<b>Subtotal</b>	<b>\$40,000,000</b>	
Staffing	\$5,000,000	
<b>Total</b>	<b>\$45,000,000</b>	

# 13 BRANCH ADAPTATION COST ALLOCATION

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Category	Total
Capital Improvements	\$40,000,000
Operating	\$0
Staffing	\$5,000,000
<b>Total</b>	<b>\$45,000,000</b>

# ADAPTATION FUNDING AVAILABILITY

Period	Projected 19-20 Year 1	Projected 20-21 Year 2	Projected 21-22 Year 3	Projected 22-23 Year 4	Projected 23-24 Year 5	Projected 24-25 Year 6	Projected 25-26 Year 7	Projected 26-27 Year 8	Projected 27-28 Year 9	Projected 28-29 Year 10
Capital Project Fund Accumulation	6,665,000	3,750,000	4,250,000	5,370,000	5,970,000	6,170,000	7,770,000	8,770,000	10,270,000	10,270,000
Available Fund Balance	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
6 / \$45 years million							4 / \$34 years million			

## 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

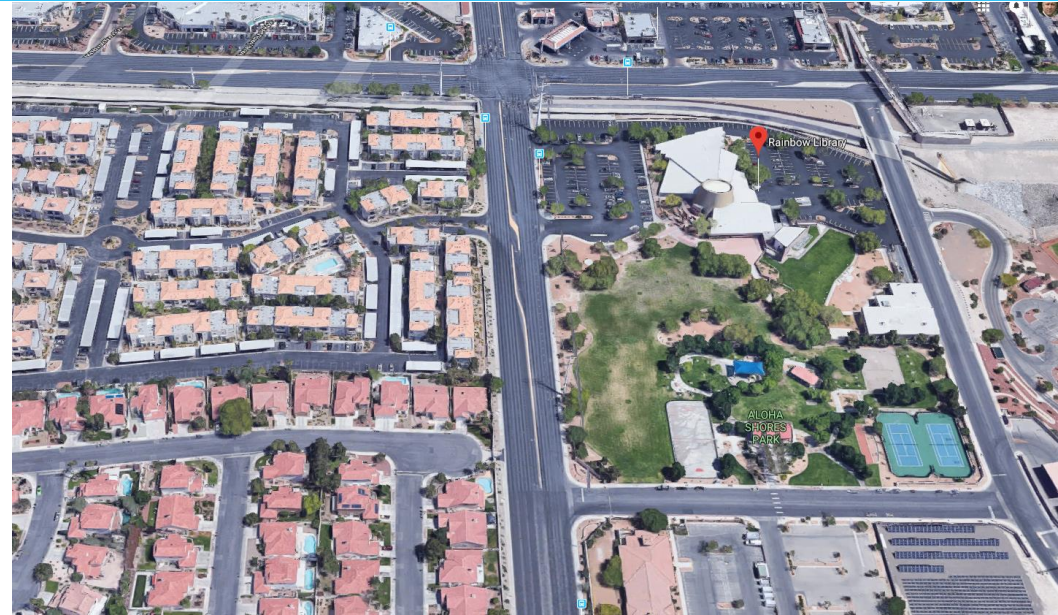
Identify pertinent Vegas valley population growth or demographic changes that are driving the need for this capital project.

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.





# PROJECT: RAINBOW REVAMP, UPDATE, RENOVATION

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Budget Line	Year 1	Year 2	Year 3	Year 4	Year 5	TOTAL
	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24	
Capital Improvements including lighting & sound equipment	\$200,000				\$50,000	<b>\$250,000</b>
Operating Costs including security, parking, marketing, program contract services, film licenses, small equipment, rental *4% increase annually	\$67,800	\$70,000	\$73,300	\$75,100	\$77,900	<b>\$364,100</b>
Staffing 1 FT Performing Arts Coordinator; 1 FT Technician *PERS 28% Y1-Y2; 29% Y3-Y5 *Raise 5% Y1-Y2; 6% Y3-5	\$171,043	\$179,308	\$188,371	\$197,985	\$208,186	<b>\$944,895</b>
<b>TOTAL</b>	<b>\$438,843</b>	<b>\$249,308</b>	<b>\$261,671</b>	<b>\$273,085</b>	<b>\$336,086</b>	<b>\$1,558,995</b>

Category	Total (5 Years)
Capital Improvements	\$250,000
Operating	\$364,100
Staffing	\$944,895
<b>Total</b>	<b>\$1,558,995</b>

## 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.



Photo credit: Jim Morris

# PROJECT: WEST LAS VEGAS YOUTH MAKER SPACE

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Budget Line	Year 1	Year 2	Year 3	Year 4	Year 5	TOTAL
	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24	
Capital Improvements including electrical, equipment, furniture	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$150,000
Operating Costs Program and mentor contracts, software and licenses	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$100,000
TOTAL	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$250,000



Category	Total (5 Years)
Capital Improvements	\$150,000
Operating	\$100,000
Staffing	\$0
<b>Total</b>	<b>\$250,000</b>

Part 2.2

# Adaptation Exercise

- **We'll do an exercise for each of you to rank the importance of each branch**
  - This includes both Rainbow Revamp and West Las Vegas Youth Maker Space projects
- **The results will be shared today and used by staff to prioritize branches including funding**

# EXERCISE AND RESULTS

- Please fill in a score of up to 6 points for each column.
- Points can be distributed to any number of branches. For example:
  - All 6 points may be assigned to one branch
  - 1 point may be assigned to six branches
  - Any other combination

Branches	Community Need	Growth	Service Adaptation
Centennial Hills			
Clark County			
Enterprise	6		
Laughlin		4	
Rainbow (1)			3
Sahara West		2	
Summerlin			
Spring Valley			
Sunrise			3
West Charleston			
Whitney			
Windmill			
West Las Vegas (2)			
Total (3)	6	6	6

- **Community Need**

- Represents the extent to which the project meets community needs (e.g., economic need, education need, collaboration opportunities, alternative funding opportunities, or community investment)

- **Growth**

- Represents how well the project addresses population growth in the District.

- **Service Adaptation**

- Represents the extent to which the project supports the 2020 service adaptation model.

# Part 3

1:15 to 2:30 (75 minutes)

# Responding to Growth

District facilities reach and impact people across a range of measures displayed in the table to the right

Measures in each category are a benchmark for how new asset investments should leverage reach and impact

For new assets, a key question is:

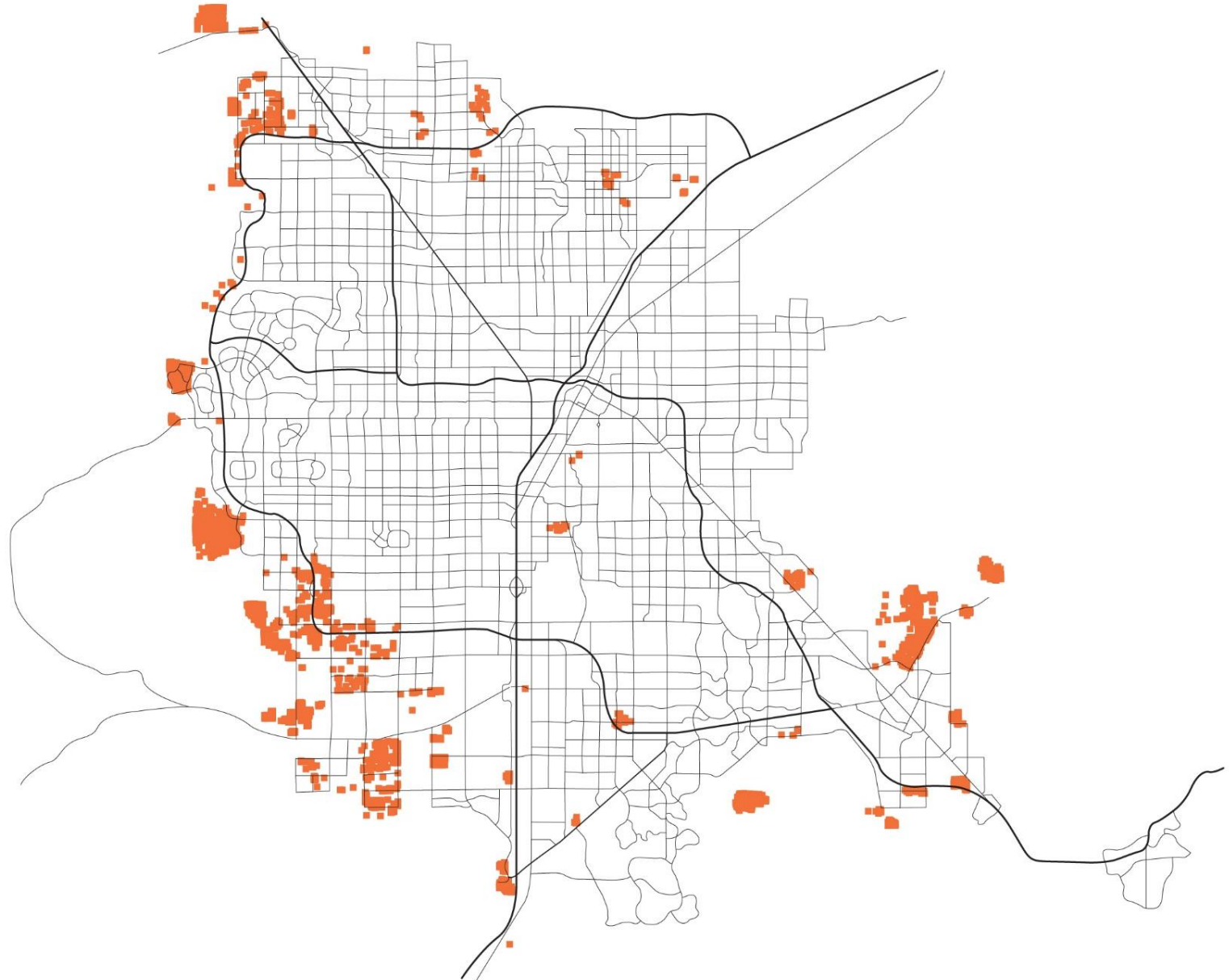
**Will the investment in a new facility meet and exceed our existing community reach and impact?**

Measures	Average Branch Annual Reach and Impact*	Average Branch Daily Reach and 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



## Cumulative Housing Units: **895,184**

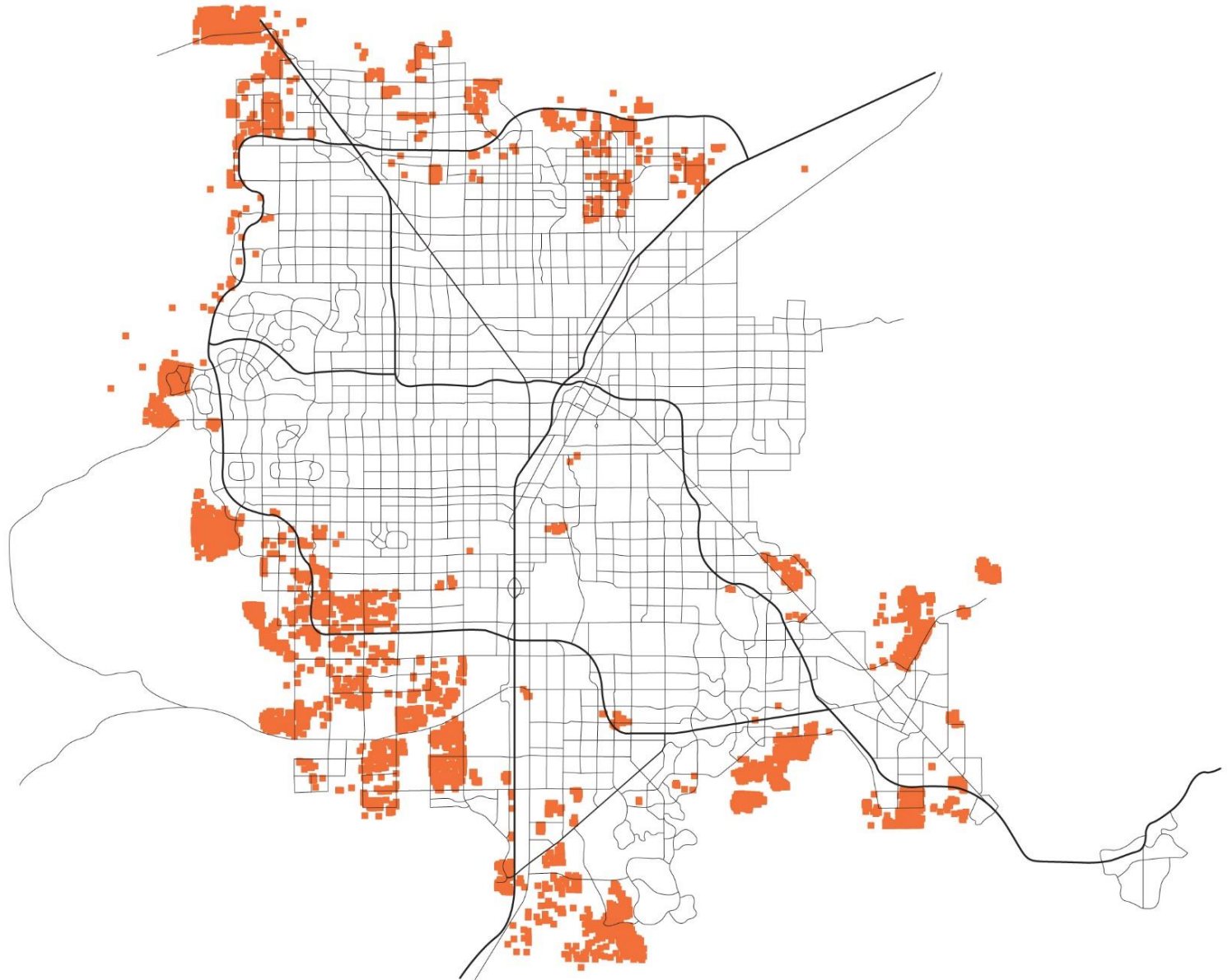
Development is expected to begin mostly in the fringes of the urban valley with majority of the development anticipated around southwest and northwest parts of the Vegas valley



Cumulative Housing Units:

**1,004,064**

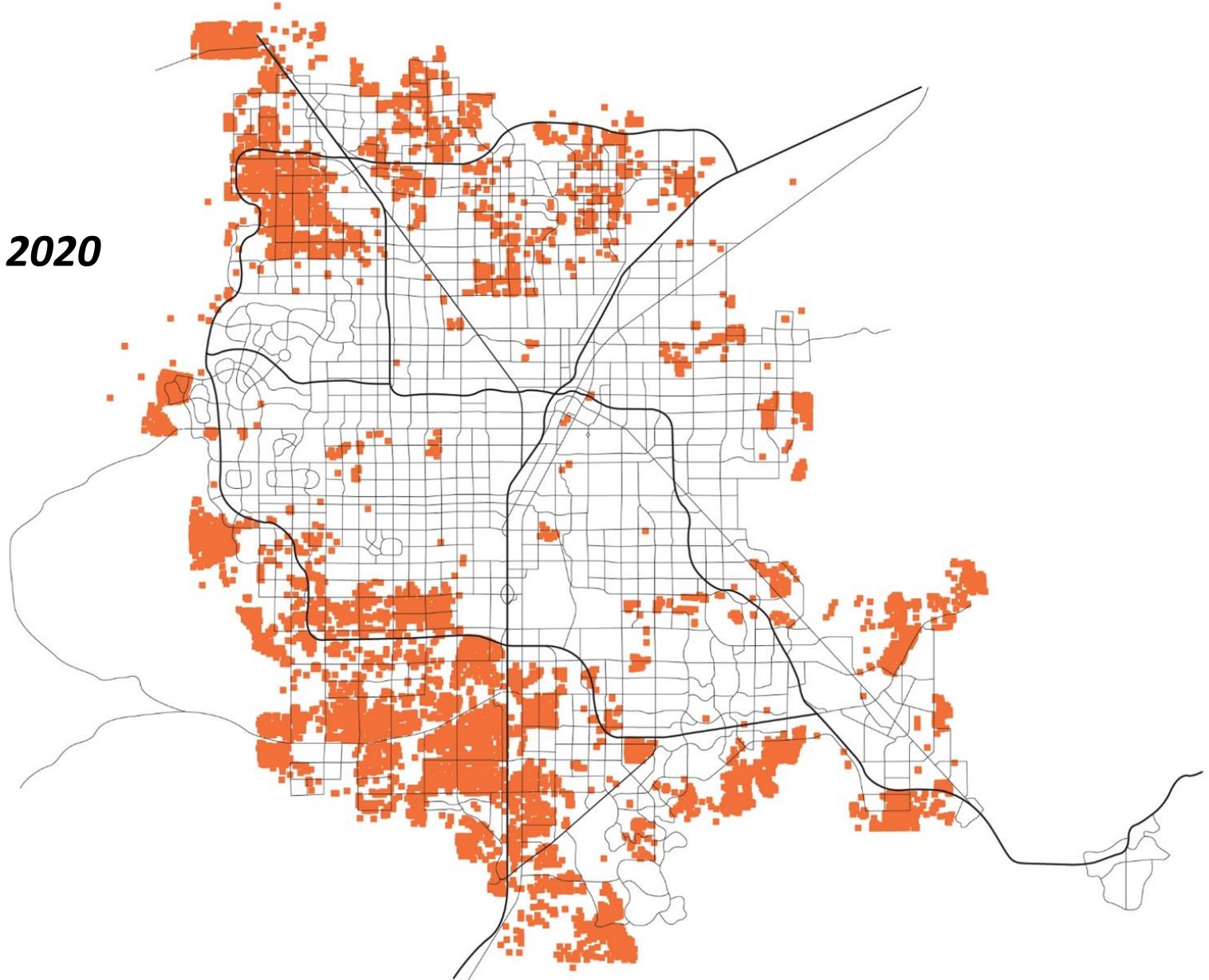
Southwest, Summerlin,  
and west Henderson  
continue to build out  
through 2030



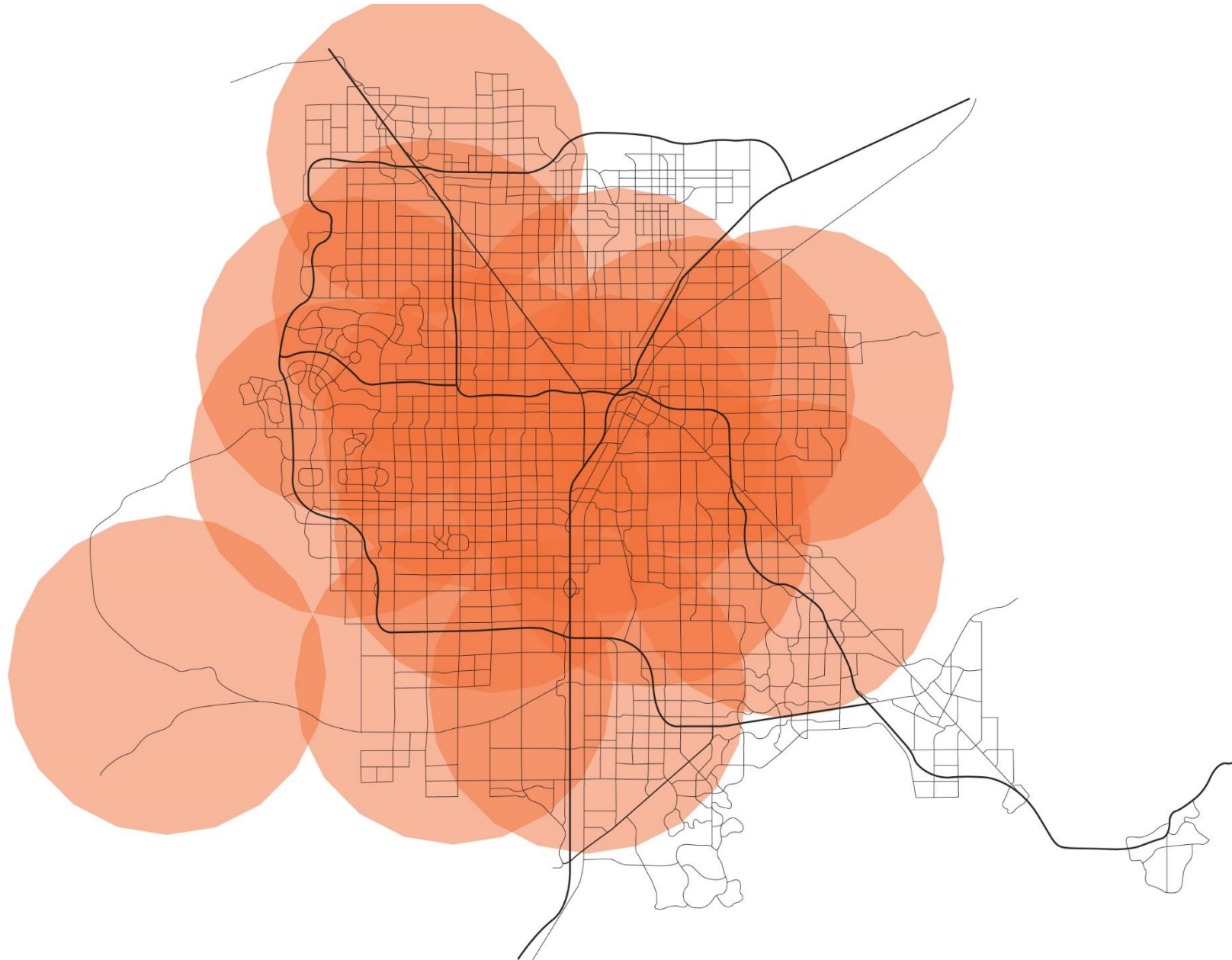
## Cumulative Housing Units: **1,099,137**

***Increase of 203,953 units (23%) from 2020***

- 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
- East side family households remain dense, continuing to face significant socioeconomic challenges

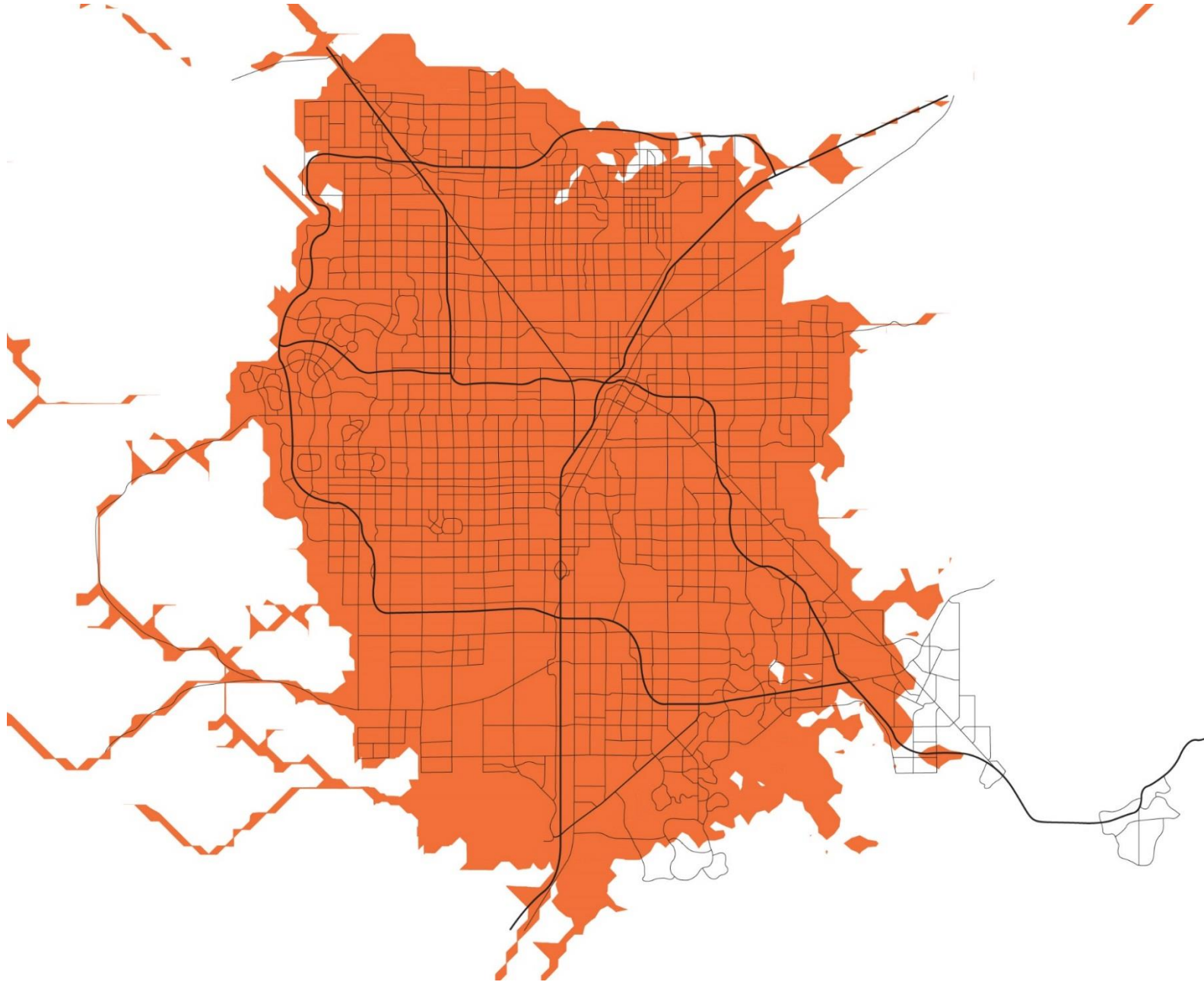






# 15-MINUTE DRIVE TIME




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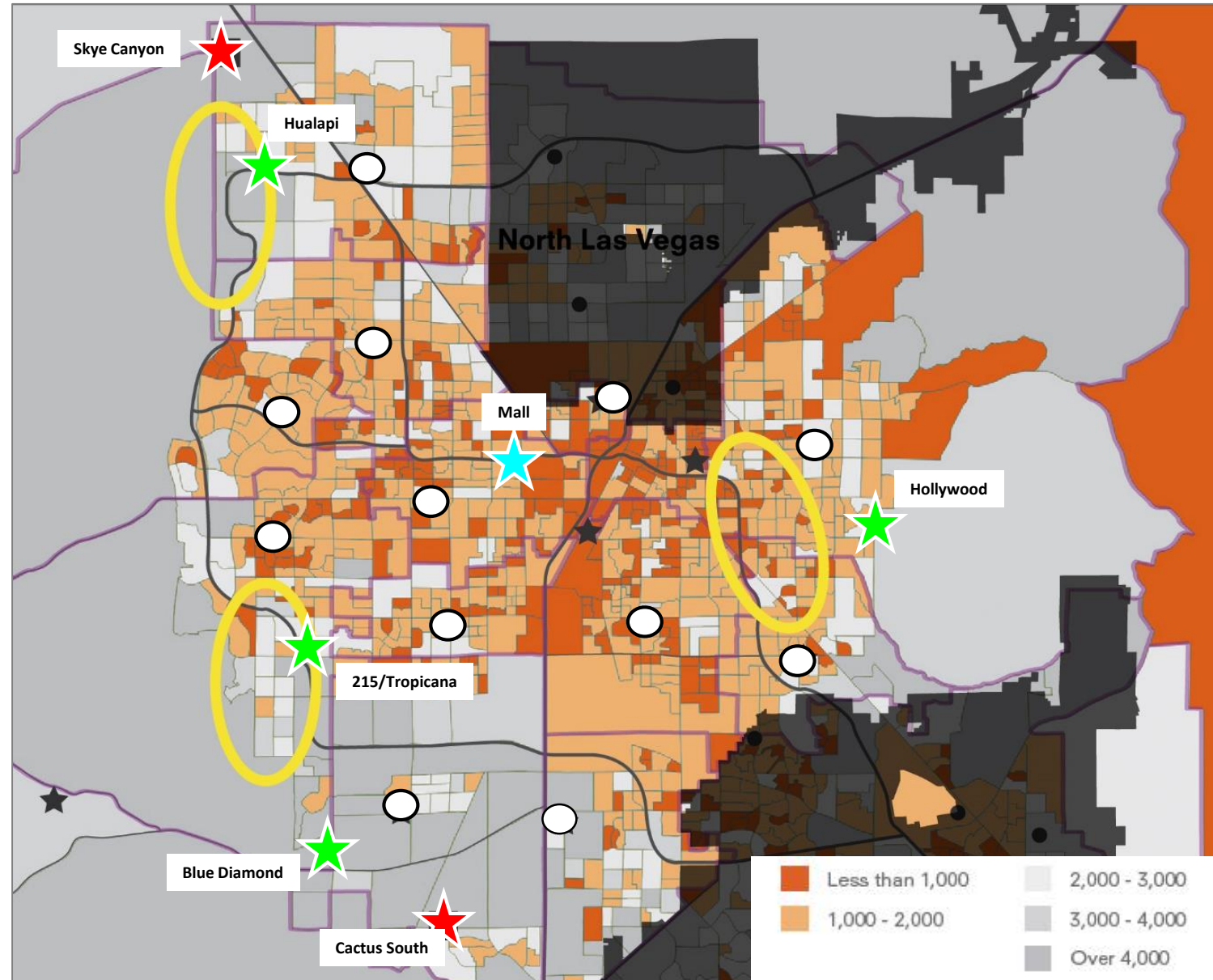


# NEW ASSET LOCATIONS

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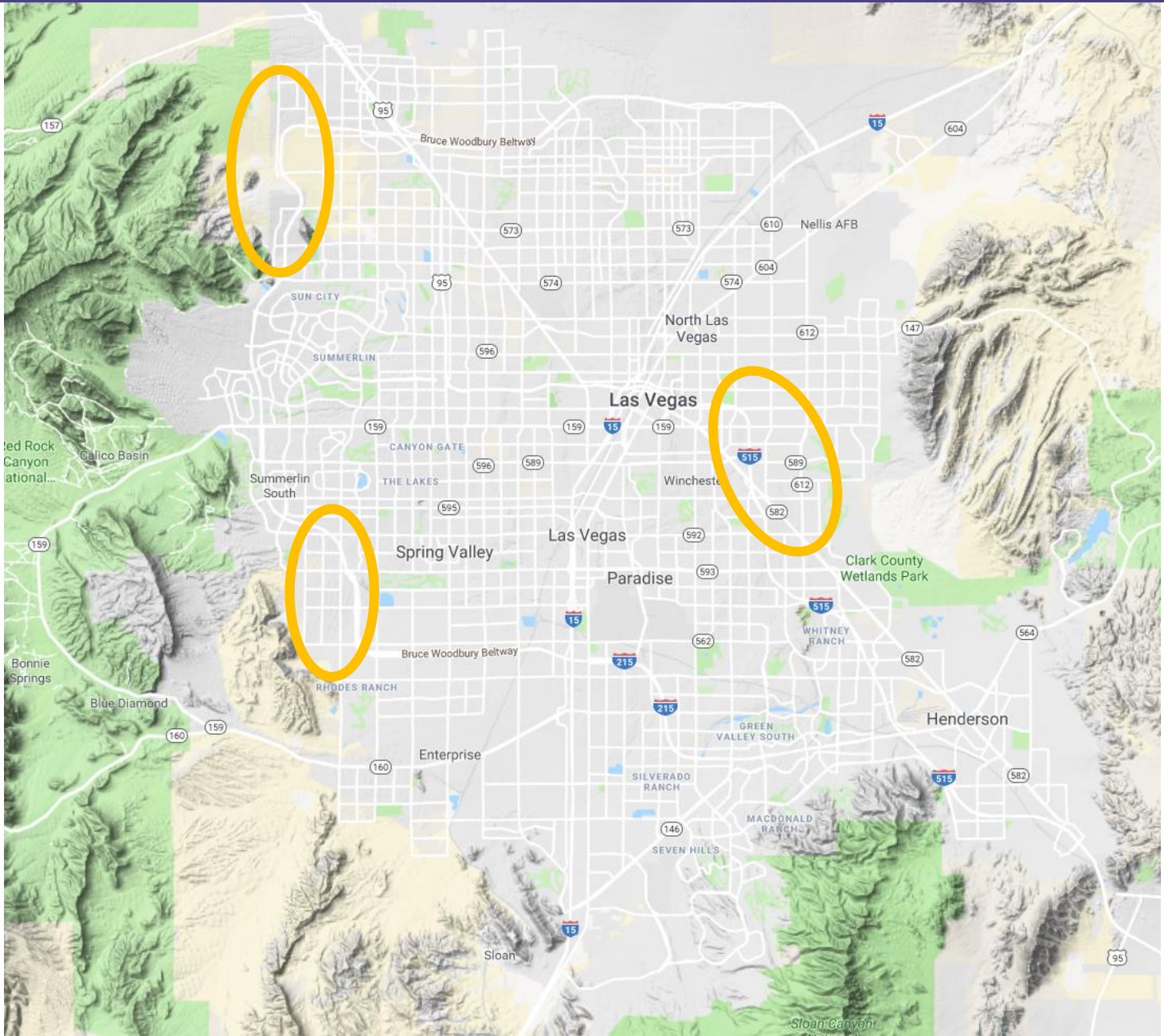
## 8 potential assets

- 2 existing future library sites 
  - Skye Canyon
  - Cactus South
- 4 potential new building sites 
  - Hollywood
  - Blue Diamond
  - Hualapi
  - 215 & Tropicana
- 1 satellite at Meadows Mall 
- 1 Bookmobile





# VALLEY MOUNTAIN GROWTH CONSTRAINTS



Part 3.1

# Deep Dive



# SATELLITE IN MEADOWS MALL

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## 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 within 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 crowded 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

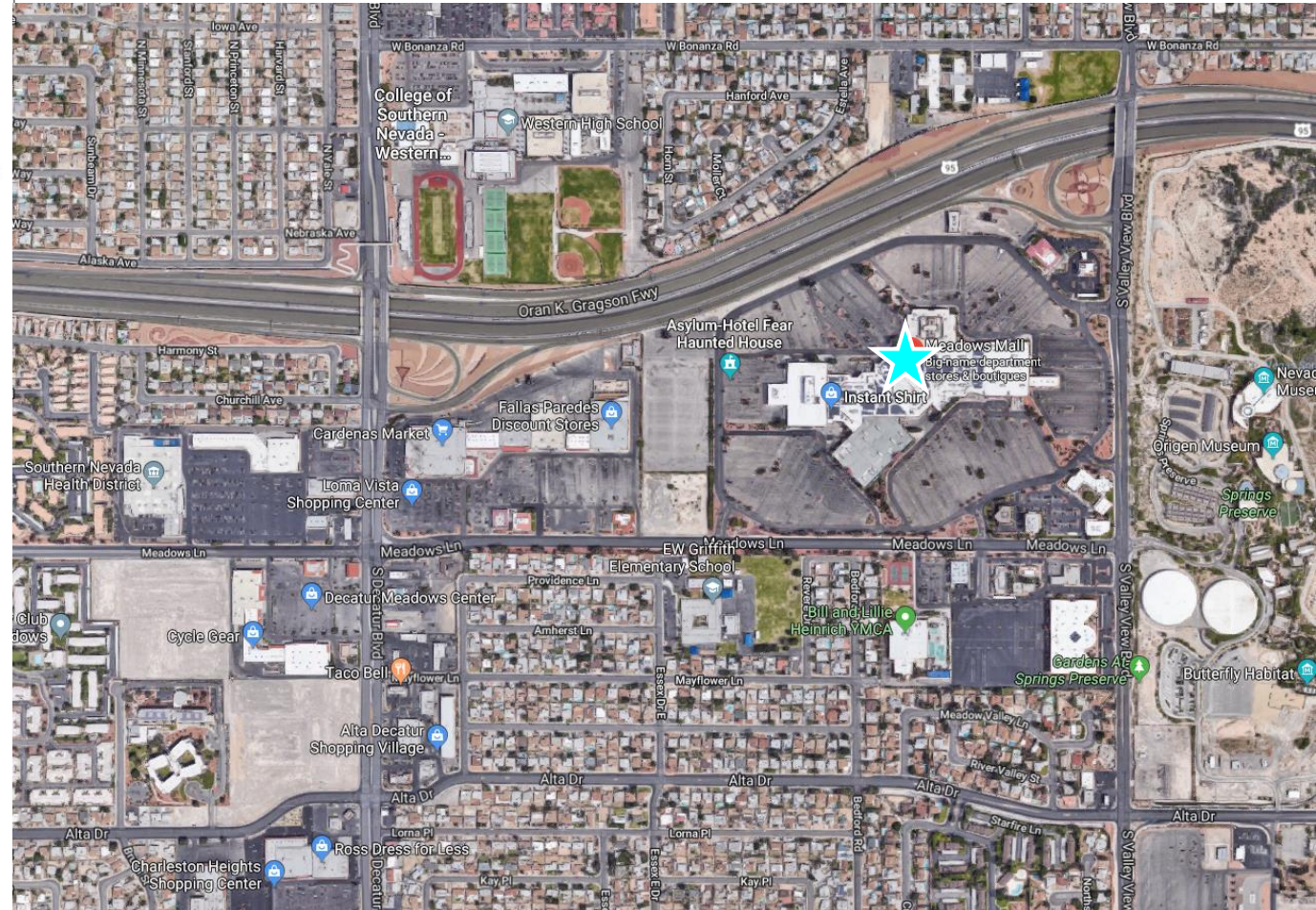
Identify pertinent Vegas valley population growth or demographic changes that are driving the need for this capital project.

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.





# SATELLITE IN MEADOWS MALL

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Budget Line	Year 1	Year 2	Year 3	Year 4	Year 5	TOTAL
	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24	
Capital Improvements (5,000 SF x \$175/SF) + 4% contingency = \$910,000 FF&E (\$5,000 SF x \$32/SF + 6% Design = \$54,600; other soft costs (\$127,000) *based on Tenant Improvements constructed within existing shell and core	\$1,252,000					<b>\$1,252,000</b>
Operating Costs including lease (\$60K/yr), office supplies, software, equipment maintenance and repair, utilities, travel *1% increase annually	\$382,126	\$397,416	\$414,947	\$433,534	\$453,241	<b>\$2,081,264</b>
Library Materials *4% annual increase	\$120,297	\$125,654	\$131,321	\$138,321	\$145,235	<b>\$661,308</b>
Staffing 1 FT Library Asst. 1 FT Sr. Library Assoc. 2 PT Library Asst. 2 PT Page *PERS 28% Y1-Y2; 29% Y3-Y5 *Raise 5% Y1-Y2; 6% Y3-5	\$299,599	\$314,624	\$331,927	\$350,284	\$369,759	<b>\$1,666,153</b>
<b>TOTAL</b>	<b>\$2,053,982</b>	<b>\$837,694</b>	<b>\$878,675</b>	<b>\$922,139</b>	<b>\$968,235</b>	<b>\$5,660,725</b>

Category	Total (5 Years)
Capital Improvements	\$1,252,000
Operating	\$2,081,264
Library Materials	\$661,308
Staffing	\$1,666,153
<b>Total</b>	<b>\$5,660,725</b>

**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.



Budget Line	Year 1	Year 2	Year 3	Year 4	Year 5	TOTAL
	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24	
Capital Improvements including vehicle and equipment	\$400,000					<b>\$400,000</b>
Operating Costs including marketing, office supplies, small equipment, insurance, maintenance, fuel, library materials *4% increase annually	\$65,000	\$67,600	\$70,304	\$73,116	\$76,040	<b>\$352,060</b>
Staffing 2 FT Outreach Coordinator; 2 PT Outreach Specialist *PERS 28% Y1-Y2; 29% Y3-Y5 *Raise 5% Y1-Y2; 6% Y3-5	\$215,783	\$226,222	\$238,142	\$250,788	\$264,206	<b>\$1,195,141</b>
<b>TOTAL</b>	<b>\$680,783</b>	<b>\$293,822</b>	<b>\$308,446</b>	<b>\$323,904</b>	<b>\$340,246</b>	<b>\$1,947,201</b>

Category	Total (5 Years)
Capital Improvements	\$400,000
Operating	\$352,060
Staffing	\$1,195,141
<b>Total</b>	<b>\$1,947,201</b>

## CAPITAL IMPROVEMENT PROJECTS WORKSHEET

**Capital Improvement Project Name:** Priority No 1 -Far east side of Clark County new Hollywood Library

**Submitted by:** Felipe A. Ortiz, Vice Chair



**Project Location:** New Construction - Hollywood Library

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

Pursuant to the LVCC Library District report from Civic technologies, the far northeast side of Clark County has a large population without library services. I have identified a 6.8 acre parcel owned by BLM (see attached map and description).

**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?

A new Hollywood Library would serve approximately 135,000 plus residents in an under served areas. This population is bottom middle to low income and has limited personal transportation. The area selected and the land proposed is next an elementary school, a middle school, and Las Vegas High School. This means that this community already traverses the area and would be easily accessible by bus and after-school students. The change and transformation is that it will increase education and graduation rates, increase community engagement where lots of crime and violence is reported. We expect to build better community residents, from single family, to multi-family, to seniors, to owner occupied housing, increasing pride, ownership, and social commitment in this area, while assisting education services.

### IDENTIFY RELEVANT GROWTH AND DEMOGRAPHIC CHANGE FACTORS

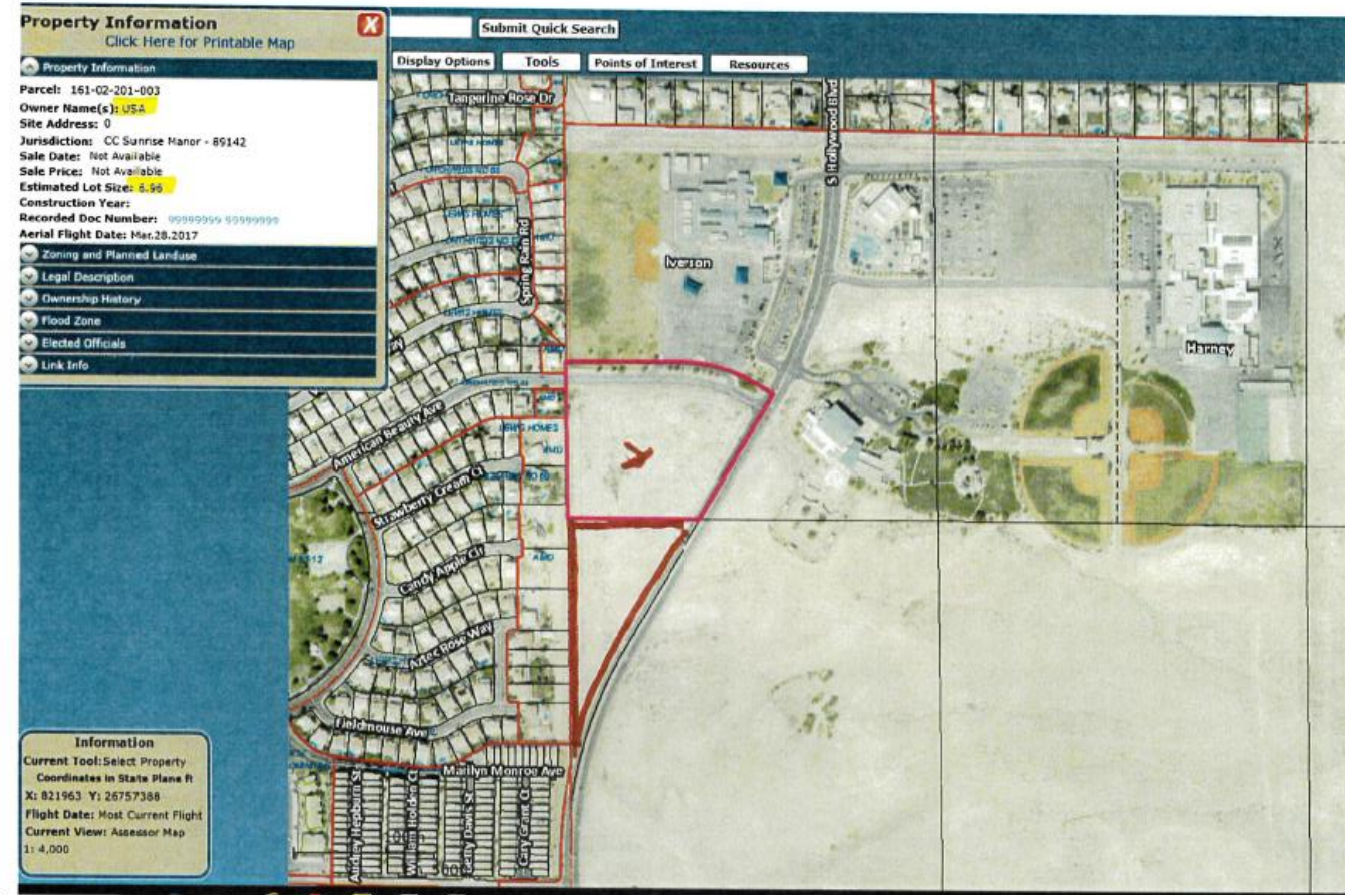
Identify pertinent Vegas valley population growth or demographic changes that are driving the need for this capital project.

The urban growth here has been substantial and without a connecting freeway (or loop) to this side of town, the residents are not likely to travel to the Whitney Library, to the Sunrise Library, or the East Las Vegas Library. The growth will continue for the next 20-years. Substantial BLM land (6.8 acres) has been identified so that the LVCC Library District can go after to be nominated and have the land set-aside reducing the overall cost of a new library. The land has utilities near by, so the overall cost will be substantially reduced. The LVCC Library District has not been able to meet the current needs of this population, much less any anticipated future needs.

### 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.


A new Hollywood Library meets the Vision 2020 Strategic Goals by creating space for: Family Learning (Community and Culture), inter-generational support and school support (Limitless Learning), project based learning and a business and career center (social and government resources) for an under-served community.





## CAPITAL IMPROVEMENT PROJECTS WORKSHEET

**Capital Improvement Project Name:** Priority No 2 - new Blue Diamond Library -Southwest Side of Clark County

**Submitted by:** Felipe A. Ortiz, Vice Chair 

**Project Location:** New Construction - Blue Diamond Library

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

Pursuant to the LVCC Library District report from Civic Technologies, the far southwest side of Clark County has a large population without library services. I have identified either a 9.5 or a 10.6 acre parcels owned by BLM (see attached map and description) Blue Diamond and Durango.

**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?

A new Blue Diamond Library would serve approximately 150,000 plus residents in Mountain's Edge and Blue Diamond Area. This population is high to middle income and has personal transportation. The area selected and the land proposed is on a high traffic area with easy ingress and egress. This means that this community already traverses the area and would be easily accessible by public transportation and by vehicles. The change and transformation is that it will increase education and graduation rates, increase community engagement where distance to services is huge. We expect to build better community residents, from single family, to multi-family, to owner occupied housing, increasing pride, ownership, and social commitment in this area, while assisting education services.

### IDENTIFY RELEVANT GROWTH AND DEMOGRAPHIC CHANGE FACTORS

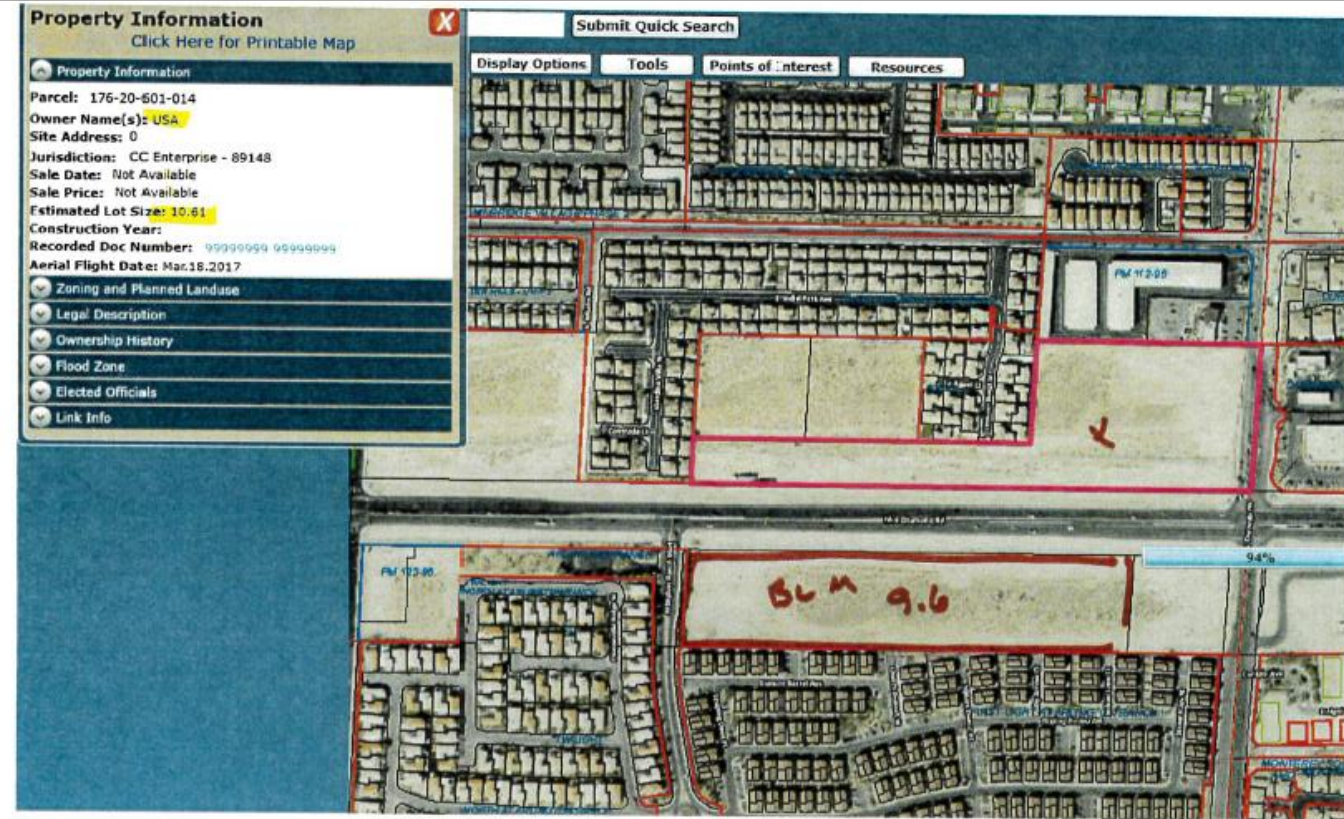
Identify pertinent Vegas valley population growth or demographic changes that are driving the need for this capital project.

The urban growth here has been substantial and without a connecting freeway (or loop) to this side of town, the residents are not likely to travel to the Windmill Library or to the current Blue Diamond Library. The growth will continue for the next 20-years. Substantial BLM land (9.5 or 10.6 acres) has been identified so that the LVCC Library District can go after to be nominated and have it set-aside reducing the overall cost. The land has utilities near by so the cost will be substantially reduced. The LVCC Library District has not been able to meet the current needs of this population, much less any anticipated future needs. the current satellite Blue Diamond cannot accommodate these needs and that community would be better served with a new library.

### 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.

A new Blue Diamond Library meets the Vision 2020 Strategic Goals by creating space for: Family Learning (Community and Culture), inter-generational support and school support (Limitless Learning), project based learning and a business and career center (social and government resources) for those communities.





## CAPITAL IMPROVEMENT PROJECTS WORKSHEET

**Capital Improvement Project Name:** Medium Priority No 3 - Hualapi Library w/nw of Clark County

**Submitted by:** Felipe A. Ortiz, Vice Chair



**Project Location:** New Construction - Hualapi Library

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

Pursuant to the LVCC Library District report from Civic Technologies, the far west/northwest side of Clark County has a large population without library services. I have identified a 10 acres (5 acre parcel owned by BLM and 5 acres adjacent owned by the city of Las Vegas (see attached map and description).

**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?

A new Hualapi Library would serve approximately 140,000 plus residents in an under served areas. This population is top to middle income and has personal transportation. The area selected and the land proposed is next an exit and off and on ramp to the 215 Freeway. There are planned 2,000 new home being built within proximity of the site. This means that this community already traverses the area and would be easily accessible by bus and after-school students. The change and transformation is that it will increase education and graduation rates, increase community engagement. We expect to build better community residents, from single family, to multi-family, to seniors, to owner occupied housing, increasing pride, ownership, and social commitment in this area, while assisting education services.

### 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.

The urban growth here has been very substantial the residents currently travel across the freeway to the Centennial Library. The growth will continue for the next 20-years. Substantial BLM land and city of Las Vegas land (10 acres) has been identified so that the LVCC Library District can go after to be nominated and have it set-aside reducing the overall cost. The land has utilities near by so the cost will be substantially reduced. The LVCC Library District has not been able to meet the current needs of this population, much less any anticipated future needs.

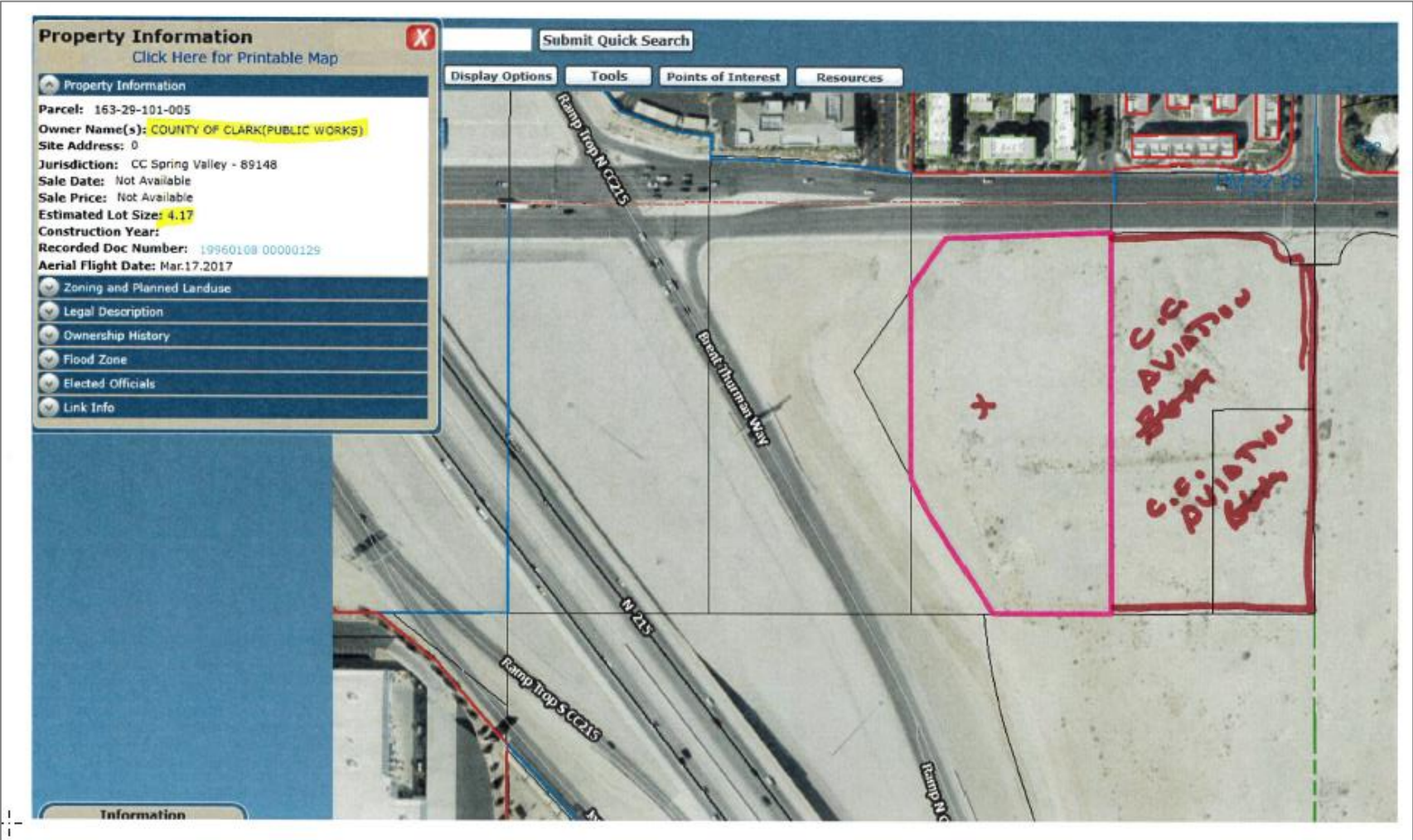
### ARTICULATE STRATEGIC GOALS

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.

A new Hualapi Library meets the Vision 2020 Strategic Goals by creating space for: Family Learning (Community and Culture), inter-generational support and school support (Limitless Learning), project based learning and a business and career center (social and government resources) for this community.









# NEW BRANCH PROTOTYPE COST ESTIMATE

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Budget Line	Year 1	Year 2	Year 3	Year 4	Year 5	TOTAL
	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24	
Capital Improvements including design, construction (\$509/SF), FFE (\$27/SF), CMAR services, engineering fees, legal and labor fees, insurance, utility permits and fees	\$2,114,643	\$23,707,322				<b>\$25,821,965</b>
Operating Costs including security, parking, marketing, contract services, janitorial, landscape maintenance, utilities, insurance *4% increase annually			\$352,200	\$366,288	\$380,939	<b>\$1,099,427</b>
Staffing *based on East Las Vegas and Windmill			\$2,000,000	\$2,120,000	\$2,247,200	<b>\$6,367,200</b>
<b>TOTAL</b>	<b>\$2,114,643</b>	<b>\$23,707,322</b>	<b>\$2,352,200</b>	<b>\$2,486,288</b>	<b>\$2,628,139</b>	<b>\$33,288,592</b>

\*The land cost assumption is that land we'll secure a BLM site. If we purchase land, the estimated budget is \$750,000 per acre @ 6 acres = \$4,500,000.

# NEW BRANCH PROTOTYPE COST ESTIMATE

Category	Total (5 Years)
Capital Improvements	\$25,821,965
Operating	\$1,099,427
Staffing	\$6,367,200
<b>Total</b>	<b>\$33,288,952</b>

Part 3.2




# Growth Exercise

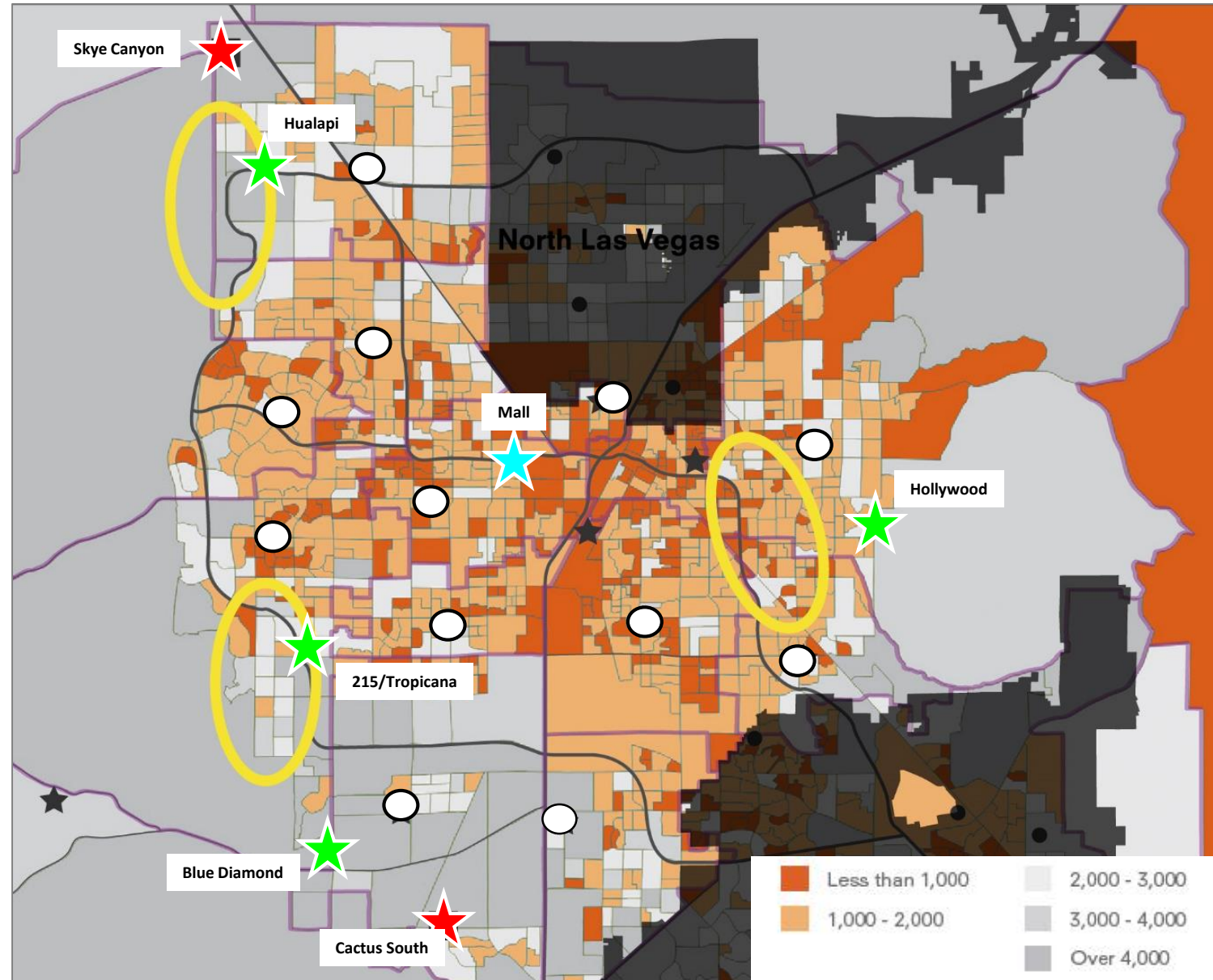
- We'll do an exercise for each of you to rank the importance of sites/projects
- The results will be shared today and used by staff to prioritize sites/projects including funding

# NEW ASSET LOCATIONS

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## 8 potential assets

- 2 designated assets 
  - Skye Canyon
  - Cactus South
- 4 potential new building sites 
  - Hollywood
  - Blue Diamond
  - Hualapi
  - 215 & Tropicana
- 1 Meadows Mall site 
- 1 Bookmobile



# EXERCISE AND RESULTS

- Please fill in a score of up to 6 points for each column.
- Points can be distributed to any number of sites/projects. For example:
  - All 6 points may be assigned to one site/project
  - 1 point may be assigned to six sites/projects
  - Any other combination

Sites/Projects	Fit with Circles	Growth	Best Investment
Skye Canyon			1
Cactus	6		
Hollywood		4	1
Blue Diamond			1
Hualapai			1
215 & Tropicana			2
Meadows Mall		2	
Bookmobile			
Total (1)	6	6	6



- Fit with Circles
  - 6 = strong fit
  - Represents the extent to which the project is within an identified area
- Growth
  - Represents how well the project addresses population growth in the District
- Best Investment
  - Represents how well the project best impacts the community

# Part 4

3:00 to 4:00 (60 minutes)

# Wrap Up and Next Steps

- Observations, findings, and interpretation of exercise results
- Clarity on project and financing approach
- Impact measures
- Summary of potential capital project expenditures
- January meeting



# Working to achieve a unified vision of facility adaptation, development, and maintenance.

## Today's objectives

- Develop a shared vision of the Library District's capital project needs and capacity for the next 20 years
- Review and prioritize individual projects
- Select projects for further review
- Remove projects from the inventory of project idea forms collected in September through November, 2018

## There are several possible scenarios in setting the District's strategic direction:

### Potential scenario

- First few years: adapt existing assets
- Middle to later years: develop big ticket new assets

### Potential scenario

- First few years: develop inexpensive new assets
- Middle years: adapt existing assets
- Later years: develop new asset

### Potential scenario

- This year: take no action
- Next year: commit to the first round of projects

### Potential scenario

- First few years: develop new asset
- Middle to later years: adapt existing assets



District facilities reach and impact people across a range of measures displayed in the table to the right

Measures in each category are a benchmark for how new asset investments should leverage reach and impact

For new assets, a key question is:

**Will the investment in a new facility meet and exceed our existing community reach and impact?**

Measures	Average Branch Annual Reach and Impact*	Average Branch Daily Reach and 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

# SUMMARY OF PROJECT CAPITAL EXPENDITURES

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Category	Bookmobile	Meadows Mall	New Branch	Rainbow	West Las Vegas	Adapt 13 Branches
Capital Improvements	\$400,000	\$1,252,000	\$25,821,965	\$250,000	\$150,000	\$40,000,000
Operating	\$352,060	\$2,081,264	\$1,099,427	\$364,100	\$100,000	\$0
Library Materials	--	--	--	\$661,308	--	--
Staffing	\$1,195,141	\$1,666,153	\$6,367,200	\$944,895	\$0	\$5,000,000
<b>Total</b>	<b>\$1,947,201</b>	<b>\$5,660,725</b>	<b>\$33,288,592</b>	<b>\$1,558,995</b>	<b>\$250,000</b>	<b>\$45,000,000</b>

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

# THANK YOU

**LAS VEGAS-CLARK COUNTY LIBRARY DISTRICT**