

**MINUTES**  
**LAS VEGAS-CLARK COUNTY LIBRARY DISTRICT**  
**BOARD OF TRUSTEES' MEETING**  
**LAS VEGAS, NEVADA**  
**November 9, 2017**  
**(approved April 11, 2019)**

The Board of Trustees of the Las Vegas-Clark County Library District met in regular session in the Clark County Library, Las Vegas, Nevada, at 6:15 p.m., Thursday, November 9, 2017.

**Present:**

Board:	R. Ence, Chair	S. Moulton
	Y. Yturralde	S. Bilbray-Axelrod
	M. Francis Drake	F. Ortiz
	J. Melendrez	K. Benavidez
	E. Foyt	
Counsel:	G. Welt	
Absent:	R. Wadley-Munier	
Staff:	Dr. Ronald R. Heezen, Executive Director	
	Numerous Staff	
Guests:	Martha Ford, Piercy Bowler Taylor & Kern	

R. Ence, Chair, called the meeting to order at 6:10 p.m.

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

All members listed above represent a quorum. Trustee Melendrez attended via telephone and was on the line when the meeting started. Trustee Yturralde attended via telephone and called in at 6:34 p.m. Trustee Wadley-Munier had an excused absence. Appendix A. Trustee Francis Drake led attendees in the Pledge of Allegiance.

**Public Comment (Item II.)**

None.

**Agenda (Item III.)**

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

**Approval of Proposed Minutes will be postponed until the December 14, 2017 Regular Board of Trustees Meeting. (Item IV.)**

No action.

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

Trustee Foyt reported on the Nevada Library Association Conference, held in South Lake Tahoe, NV, in October. She enjoyed catching up with several people in the library field she had known several years before and thanked the District for allowing her to attend.

Chair Ence commented on how full of joy he felt at the East Las Vegas Groundbreaking event that took place on November 2, 2017. He thanked everyone who is involved in the project.

**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.)**

Executive Director Dr. Ron Heezen expressed thanks to the following:

- Brian Zawistowski, Nyla Walker, Suzanne Scott, Julie Okabayashi, and Nivea Balsera for their work on this Board Meeting.
- Brian Zawistowski, Nyla Walker, Ryan Neely, Jennifer Weitz, Kristin Kennedy-Larsen, John Vino, Truman Driver, and Junior Reyes for their work on the East Las Vegas Groundbreaking. Dr. Heezen had not included them in his remarks at the event and wanted to get their names on the record.
- Dr. Heezen also acknowledged and thanked Trustee Ortiz and Councilman Coffin for their work in making the project and the event a reality. Councilman Coffin was also responsible for the wonderful thank-you plaques that were given out at the event.

Dr. Heezen then provided an addendum to his report that was handed out at the meeting with answers to questions raised by Trustees at previous meetings. The questions and answers are below:

- 1) Will there be a problem with our Union contract if we hire a third party (Unique Services) to answer customer calls? *We have been assured by our liaison with Teamsters 14 that this will not be an issue.*
- 2) Can we provide water and snacks for patrons who are sequestered during a branch lockdown? *John Vino and Nicole Baker are in the process of arranging for this. We are working through the logistics.*
- 3) Can we clarify the Purchasing Policy to match the board's original intent? *The document is complete and will be presented at the December 14, 2019 Board of Trustees meeting. There was a wording change in the Purchasing Policy that was corrected. The \$175,000 limit approved was for public works/construction projects, NOT Capital Projects.*
- 4) Are we complying with Federal requirements concerning service to citizens who speak Tagalog? *James Bean and Jennifer Schember worked with Scott Abbott to determine that the services we provide are within the Federal Guidelines.*

*For clarification, we currently provide library materials (books, movies, etc.) in Tagalog so staff believes think we are covered from this standpoint. In checking with Collection and Bibliographic Services, we spend about \$3K annually on Tagalog materials compared to \$10K annually on Chinese language materials. This is dictated by our patron usage and requests. We spend \$25K on all other languages (except Spanish, which is, by far, much greater).*

*In regards to the Call Center operations question from Trustee Melendrez, where he wanted to know if the Call Center staff spoke Tagalog, staff checked and they do not (the only non-English phone calls they've received during the past two years is Spanish, which they've been able to accommodate). However, if they do receive a call from someone who speaks Tagalog, they would handle it in the same*

*manner District staff would. The patron would be transferred to someone in the District who speaks Tagalog, of which we do have several. A list of staff who speak other languages is available to all of our staff and the Call Center staff. Staff do not think we could require the Call Center to speak Tagalog, if we don't make the same requirement at each of our locations.*

*James and Jennifer are prepared to address the Board on this issue, if you wish.*

5) During the presentation about staff safety training, John Vino mentioned a "near miss." To what was he referring? *We had a man come into a library who appeared to be wearing face paint (or a tattoo) and acting strangely. He was trespassed and, two days later, stabbed and killed someone at a property very close to the branch from which he was trespassed.*

*Our training shows that a near-miss experience can cause emotional harm. Early support from a trained professional can prevent complications that may arise from a near-miss experience.*

*It is part of the District Critical Incident Report Team (CRIT) team responsibility to assess if support is needed in these cases.*

*In addition we track near misses as part of our risk management effort because an event that has occurred previously can occur again, especially if the underlying cause was not addressed.*

*Our Workplace Violence Prevention Program requires, depending on the severity, a review of an event as part of a debrief to determine if procedures were followed and what went right, what went wrong, and what changes might be needed.*

6) Shouldn't we find a bio-hazard company to deal with issues following an emergency? *For minor biohazard issues, we use our janitorial service which has certified its employees for this. If it was a major occurrence, we have received from Metro a list of providers who would be qualified to deal with a large scale issue.*

7) Are we able to review customer comments made to or about Unique? *Yes. All interactions are recorded and we review them at random or we can review them specifically if there is a concern.*

8) SWAT team tactics may be different from those used by other Metro officers or the FBI. Shouldn't our Discipline and Security Team meet with SWAT teams, as well as the others? *The District teaches Homeland Security's recommended Run, Hide, Fight – both are recommended by Metro and the FBI - the Discipline and Security Team (DST) has met with both organizations.*

*Our training program includes specific instruction on what to expect and how to interact with law enforcement in the case of a Lockdown or Active Shooter Event.*

*We plan to check in with different law enforcement agencies periodically to advise them of our training and protocols for active shooter incidents.*

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

Trustee Bilbray-Axelrod has been noticing a drop-off in the circulation and gate-count statistics. This led to a discussion between Bilbray-Axelrod, Operations Director Jenn Schember, and Dr. Heezen about how the District is reviewing those areas and what staff have noticed. Branches are as busy as ever. Bilbray-Axelrod is concerned that the District is missing something that would explain the gate count drop. Ms. Schember briefly explained issues with the counters but that does not account for the entire lower gate-count. Bilbray-Axelrod suggested that staff need to look more specifically at the numbers, for example if numbers stay high for after-school hours, perhaps staff can look into ways to increase adult customers to increase the gate-count during the day.

IT Director Al Prendergast said that, last month, a counter at one of the libraries was down for a week due to lack of replacement spare parts, so that accounts for some of the lower gate count.

Trustee Ortiz suggested, anecdotally, that immigration rhetoric and fears may be a factor in the lower numbers. Communication is important to educate the community that libraries are a safe zone with access to tools they can use.

Trustee Yturralde called into the meeting at this time.

Trustee Ortiz asked about a reduction in library cards. Ms. Schember and Dr. Heezen explained that an annual purge is done and, BAM and IT staff have worked together to send personalized emails to remind customers of upcoming due dates.

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

Trustee Benavidez is interest in the outreach to the East Las Vegas community and asked Branding and Marketing (BAM) Director Betsy Ward to discuss how that effort is moving forward. Ms. Ward explained that BAM staff are working on an Request for Proposal (RFP) to hire an agency to update the District's logo and branding. Once that has begun, she plans to work with different agencies on outreach to African, Latino, and Asian communities. If all goes well, Ward hopes to have an agency in place to start that work in February. Benavidez emphasized the need to get going on the outreach to the East Las Vegas community so there is something in place when the building opens.

Trustee Benavidez said she had received a call from former Councilman Reese regarding keeping his wife, former District Trustee Carol Reese, on invitation lists and requested that be done. Executive Assistant Allison Boyer explained that both Gary and Carol Reese received invitations to the East Las Groundbreaking as well as former Trustee Andy Arthurholtz. Both were also sent plaques to thank them for their work on this project.

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

Trustee Francis Drake and her husband attended the recent Las Vegas Book Festival, which the District sponsored. They also attended the Comic Book Festival which took place at the same library that this meeting is taking place at. She knows a lot of work goes into these very popular events.

Community Engagement Director Matt McNally thanked Trustee Drake for attending both events and said that the Las Vegas Book Festival (formerly known as the Vegas Valley Book Festival) is the District's biggest partnership; it also has the most expenses but it is one of the most popular events the District is involved in. McNally briefly detailed the effort that goes into the planning of this event, which has many groups coming together with a lot of moving parts to put into place.

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

No questions.

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

Trustee Bilbray-Axelrod asked about the free grief and healing-related resources that were provided by vendor Overdrive after the October 1 shooting. Mr. Prendergast said the digital resources have been added to the District's collection and will be available until the number of checkouts on these items have been reached. Depending on the use Prendergast believes these resources will receive, the District will then be able to purchase them after that point. In response to a follow-up question from Bilbray-Axelrod, Ms. Ward said the gift has been highlighted on the website and on social media.

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

No questions.

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

No questions.

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

No questions.

**Unfinished Business  
(Item VII.)**

None.

**Discussion and  
possible Board  
action regarding the  
Finance and Audit  
Committee's  
recommendation to  
approve the audit  
performed by Piercy  
Bowler Taylor &  
Kern for the Fiscal  
Year 2016-2017.  
(Item VIII.A.)**

Finance and Audit Committee Chair Felipe Ortiz reported on the Committee meeting held immediately before this meeting. Ortiz then moved to approve the 2016-2017 Audit Report as presented by Piercy Bowler Taylor & Kern, and to incorporate the Opinion Letter into the official minutes of the Board of Trustees' November 9, 2017 meeting. There was no opposition and the motion carried.

The Opinion Letter is attached as Appendix B.

**Update on Library  
District's Fiscal Year**

Deputy Director/CFO Fred James presented information regarding the District's current financial status and future revenue and expenditure

**2017-2018  
Financials and  
future projections.  
(Item VIII.B.)**

projections.

Mr. James introduced his Assistant Finance Director Floresto Cabias and new staff member, Senior Accountant Anita Lai. Ms. Lai was brought in due to the expansion of the District's financial picture. The District's financial statements are being increased by the addition of three new component units: the Mesquite and East Las Vegas LLC's (created by the New Markets Tax Credits (NMTC) funding) and the Las Vegas-Clark County Library District Foundation. These three entities are now required to be included as part of the District's financial statements, but will also have their own financial statements and audits.

Mr. James did provide projections for the next 15 years, until Fiscal Year 2032-2033, but emphasized that the first five years, until Fiscal Year 2022-2033, are the most relevant.

Mr. James emphasized several areas in his presentation:

- The Ending Fund Balance in the District's General Fund is so important as it is what the District has managed to save from the Fiscal Year's budget and transfer to the Capital Projects Fund.
- The expenditure savings are due to vacant positions and lower than anticipated costs in benefits and supplies and services.
- The Capital Projects Fund is where the District saves money for funding new buildings, programs, vehicles, materials, and maintaining the District's infrastructure.
- The District will be debt-free in 2019, at the same time; it will open the second of its new libraries, the East Las Vegas Library.
- The state of Nevada provides him with the projections for future property tax (PTX) and consolidated tax (CTX) revenues that have been very accurate compared to the actual revenues.
- He will not know about the effect of the October 1 attack on CTX revenues until January, 2018.
- He has reviewed the District's past year budgets and savings have been consistent from year to year, and run approximately 10%.
- His projections, based upon the above information, is the District's current financial position and, based upon that, he is comfortable with the projections for the next five years. This can change due to economic change or something catastrophic occurring, or if the District begins to hire people that have not been projected at this time.
- The District was frugal and used conservative budgeting and revenue projections to save the money for the two new buildings. Once that construction is completed, the amount left over will have to be saved prior to planning new programs and construction. The final price per square foot of the East Las Vegas Library, \$500, has made that point clear.

- The District can save up to 25% in the Ending Fund Balance.
- He reminded Trustees that staff are currently working on the Facilities Master Plan and, at this point, have no idea of how much that will cost, so money must be saved to implement that project. This will probably take all the money the District has been able to save.

Mr. James' presentation is attached as Appendix C.

Trustee Ortiz asked about how much of the District's budget goes to salaries and benefits. Mr. James said that 60-67%, depending on the year, has gone to salaries and benefits. This will not change with the new contract.

Trustee Ortiz also wondered about the effect of tax law changes on the District's outstanding medium-term bond. James explained that there will be no changes to the District's bond, but future bonding may not be deductible to the bond purchasers. In addition, the NMTC program may not be deductible as well. The District needs to complete the current process for the two NMTC projects by the end of the year so they go through as planned.

Trustee Ortiz asked if the District had an inventory of all assets in order to properly estimate infrastructure needs. Mr. James explained that General Services Director Steve Rice has been working with a vendor on an assessment to update this list as part of the Facilities Master Plan. This will update the inventory to the current level and staff can then update on an yearly basis.

Trustee Bilbray-Axelrod requested that Trustees be provided with CTX figures once Mr. James receives them from the state. Bilbray-Axelrod asked if the District can still identify Bureau of Land Management acreage for acquisition and James said that option is still open.

There was a brief discussion about the District's current financial statement and comments about the cost of construction and the effect the number of large building projects in the Southern Nevada area had on construction costs, and the ways to work around these issues. The East Las Vegas Library came out to \$500 per square foot and that will limit future plans if that level stays the same. Chair Ence, Trustees Bilbray-Axelrod, Benavidez, Moulton, and Mr. James all participated.

Mr. James thanked Financial Services staff for their work.

This item was for discussion only.

**Announcements  
(Item IX.)**

The next Board Meeting will be held Thursday, December 14, 2017 in the Windmill Library Auditorium at 6:00 p.m.

Trustee Bilbray-Axelrod thanked her fellow Trustees and District staff for the support provided during the illness of her husband Danny Axelrod.

**Public Comment  
(Item X.)**

None.

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**Executive Session**      Removed from Agenda.  
**(Item XI.)**

**Adjournment**              Chair Ence adjourned the meeting at 7:21 p.m.  
**(Item XII.)**

Respectfully submitted,

Elizabeth Foyt, Secretary

# 2017 ATTENDANCE

## Appendix A

### November 9, 2017 Regular Board Meeting

2017		January 12 Regular Board Mtg	February 9 Regular Board Mtg	March 9 Naming Policy Cmte	March 9 Regular Board Mtg	April 6 Finance & Audit Cmte	May 18 Regular Board Meeting	June 8 Risk Management Cmte	June 8 Nominating Cmte	June 8 Regular Board Mtg	July 13 Regular Board Mtg	August 10 Special Board Meeting	September 14 Naming Libraries Cmte	September 14 Regular Board Mtg	October 12 Regular Board Meeting	October 26 Special Board Meeting	November 9 Finance & Audit Cmte	November 9 Regular Board Mtg
Bilbray-Axelrod	Shannon	P	A-E	A-E	A-E	A-E	A-E	P	P	P	A-E	P	P	P	P	P	P	P
Crear*	Keiba	P	P	P	P	X	X	X	X	X	X	X	X	X	X	X	X	X
Drake	Marilyn	P	P	P	P		P	P	P	P	P	P	P	P	P	A-E	P	P
Ence	Randy	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P
Melendrez	Jose	P	P	P	P	P	P		P	P	P	P	P	P	P	A-E	P	P
Moulton	Sheila	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P
Ortiz	Felipe	P	P	P	P	P	P	P	P	P	P	P	P	P	A-E	P	P	P
Saunders*	Michael	P	P	P	P	X	X	X	X	X	X	X	X	X	X	X	X	X
Wadley-Munier	Robin	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	A-E	A-E
Yturralde	Ydoleena	P	P	P	P	P	A-E	P	P	P	P	A-E	P	P	P	A-E	A-E	P
Benavidez**	Kelly	X	X	X	X	P	P		P	P	P	P	P	P	A-E	P	P	P
Foyt**	Elizabeth	X	X	X	X	P	P		P	A-E	P	P	P	P	P	P	P	P

attended Committee meeting but not a member

A-E Excused Absence  
A-U Unexcused Absence

as of November 9, 2017

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

**LAS VEGAS - CLARK COUNTY LIBRARY DISTRICT**

**REQUIRED  
COMMUNICATIONS  
LETTER**

**TO THE  
BOARD OF TRUSTEES AND AUDIT COMMITTEE**

**FOR THE YEAR ENDED  
JUNE 30, 2017**

**LAS VEGAS - CLARK COUNTY LIBRARY DISTRICT**  
**REQUIRED COMMUNICATIONS LETTER**

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Board of Trustees and Audit Committee  
Las Vegas - Clark County Library District  
7060 West Windmill Lane  
Las Vegas, Nevada 89113

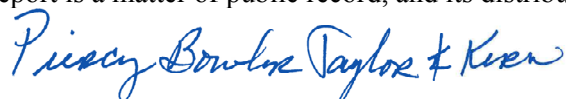
RE: Required Communications

Ladies and gentlemen:

As part of our engagement to audit the basic financial statements of the Las Vegas - Clark County Library District (the District) as of June 30, 2017, and for the year then ended, we are required under applicable auditing standards to communicate certain matters to those charged with governance responsibilities for the District for the purpose of assisting them in meeting their responsibilities with regard to the financial reporting process. This report contains those required communications.

The matters reported herein were considered in forming our opinion on the District's basic financial statements contained in our report dated November 3, 2017, and these matters do not change that report.

The purpose of this communication, among other things, is to describe the scope of our testing of internal control over financial reporting and compliance, and the result of that testing, and not to provide an opinion on the effectiveness of the District's internal control over financial reporting or on compliance. This communication is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering the District's internal control over financial reporting and compliance. Accordingly, this communication is not suitable for any other purpose. However, this report is a matter of public record, and its distribution is not limited.



November 3, 2017

Copies provided to:  
Dr. Ronald R. Heezen, Executive Director  
Fred James, Chief Financial Officer/Deputy Director  
Floresto Cabias, Assistant Finance Director

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### MANAGEMENT'S RESPONSIBILITY

It is management's responsibility to provide those charged with governance responsibilities, prior to issuance of the District's annual basic financial statements and our report thereon, with detailed information related to the District's 1) initial selection of, and changes in, significant accounting policies and practices, 2) significant estimates, 3) significant unusual transactions, and 4) corrected and uncorrected misstatements, if any.

Appended to this communication is a copy of the letter of representation, requested by us, to be executed by management with regard to our audit services.

### SIGNIFICANT AUDIT ADJUSTMENTS (CORRECTED MISSTATEMENTS)

Our audit resulted in no significant adjustments to the District's basic financial statements.

### DIFFICULTIES OR CONTENTIOUS MATTERS ENCOUNTERED IN PERFORMING THE AUDIT

Management cooperated fully, and no significant difficulties or contentious matters were encountered in completing the June 30, 2017, audit.

### MATTERS INVOLVING INTERNAL CONTROL

We planned and performed our audit of the basic financial statements of the District as of June 30, 2017 and for the year then ended, in accordance with auditing standards generally accepted in the United States and *Government Auditing Standards* issued by the Comptroller General of the United States. We considered the District's internal control over financial reporting (internal control) as a basis for designing our auditing procedures for the purpose of expressing our opinion on the District's basic financial statements. Such procedures were not performed for the purpose of expressing an opinion on the effectiveness of the District's internal control. Accordingly, we do not express an opinion on the effectiveness of the District's internal control.

The principal objectives of effective internal control are to provide management with reasonable, but not absolute, assurance that assets are safeguarded against loss from unauthorized use or disposition, and that all transactions are executed in accordance with management's authorization and recorded properly to permit the preparation of basic financial statements in accordance with accounting principles generally accepted in the United States. The concept of reasonable assurance requires that management, in fulfilling its responsibility, make estimates and judgments to assess the expected benefit and related costs of control procedures. Because of inherent limitations in any internal control, errors or fraudulent acts, particularly when involving forgery and collusion, may occur and not be detected. In addition, there is a risk that procedures may become inadequate in future periods because of changes in conditions and the degree of compliance with the procedures may deteriorate.

**Definitions.** A *deficiency* in internal control over financial reporting exists when the design or operation of a control does not allow management or employees, in the normal course of performing their assigned functions, to prevent or detect misstatements on a timely basis. A *material weakness* is a deficiency, or a combination of deficiencies, in internal control, such that there is a reasonable possibility that a material misstatement of the District's basic financial statements will not be prevented or detected and corrected on a timely basis. A

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*significant deficiency* is a deficiency, or a combination of deficiencies, in internal control, that is less severe than a material weakness yet important enough to merit attention by those with governance. Our consideration of internal control would not necessarily identify all deficiencies in internal control that might be significant deficiencies or material weaknesses.

**Findings.** Our procedures did not identify any internal control deficiencies that we consider to be a material weakness.

### OTHER GOVERNANCE MATTERS

**Auditors' responsibility under applicable professional standards.** As stated in our report on the District's basic financial statements, our responsibility as independent auditors, under applicable professional standards, is to express an opinion, based on our audit, on the District's basic financial statements, which are the responsibility of the District's management. Our responsibilities, as contrasted with management's, are spelled out more fully in our letter of engagement.

Despite any limited assistance we may have provided to management in its preparation, our responsibility for information accompanying the District's basic financial statements is limited to 1) reading such information to ascertain that it is materially consistent with information presented in the District's basic financial statements 2) considering whether any statements contained therein may appear to be materially misstated, and 3) assuring the satisfactory resolution of our concerns, if any. In this instance, we performed the required procedures, and any changes requested by us in this process were satisfactorily made and all questions satisfactorily resolved.

In considering the matters reported herein, you should be cognizant of your responsibility for oversight of the financial reporting process and management's responsibilities for establishing and maintaining an effective internal control subject to regulatory and ownership approval, and for the District's basic financial statements.

**Fraudulent or other illegal or abusive activities.** We did not become aware of any possible fraudulent or other illegal or abusive activities or any significant complaints or concerns regarding the District's accounting and financial reporting.

**Significant accounting policies.** The significant accounting policies employed by the District are disclosed in the notes to the District's basic financial statements and are essentially as prescribed, recommended or permitted under applicable authoritative literature for, or commonly used by, other entities in your industry. The accounting policies have been consistently applied and are not controversial or lacking in authoritative guidance or consensus.

**Significant estimates.** The basic financial statements do not contain any significant management estimates except with regard to the useful lives of the capital assets and valuation of the other postemployment benefit obligation and net pension liability.

**Significant unusual transactions.** Significant unusual transactions are those that occur outside the normal course of business or that otherwise appear to be unusual due to their timing, size, or nature. We are not aware of any significant unusual transactions.

**Related parties.** No significant audit issues were encountered in connection with the District's related party transactions, for example, nondisclosure by management or questionable authorization/purpose.

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**Disagreements or pre-retention discussions with, and consultations with other accountants by, management.** We are also required by professional standards to communicate any significant disagreements with management, consultations by management with other accountants that we become aware of, or discussions with us prior to our retention regarding any major issues, over the application of accounting principles, management's judgments about accounting estimates, disclosures to be made in the District's basic financial statements, the scope of the audit or the wording of the auditors' report, regardless of whether the matter was satisfactorily resolved. No such disagreements were encountered in our audit, nor are we aware of any consultations with other accountants, nor were we consulted prior to retention, regarding any such matters.

**Licensing and independence.** This will confirm that we are duly licensed to perform this engagement. In addition, in our professional judgment, we are independent of the District and, when applicable, its affiliated entities under all applicable rules, regulations, and interpretations, and we represent that we know of no relationships that a reasonably informed person might consider an impairment of our independence under such requirements with regard to this engagement.

**Management consulting services.** We have not provided the District with any management consulting services.

**Compliance with laws, regulations, contracts and grants.** Compliance with laws, regulations, contracts and grants applicable to the District is the responsibility of the District's management. As part of obtaining reasonable assurance about whether the District's basic financial statements are free of material misstatement, we performed tests of the District's compliance with certain provisions of laws, regulations, contracts and grants. However, our objective was not to provide an opinion on overall compliance with such provisions.

In accordance with auditing standards generally accepted in the United States and the standards applicable to financial audits contained in *Government Auditing Standards* issued by the Comptroller General of the United States, we have issued our report dated November 3, 2017, on our consideration of the District's internal control over financial reporting and on our tests of the District's compliance with certain provisions of laws, regulations, contracts, and grant agreements and other matters. The purpose of that report is to describe the scope of our testing of internal control over financial reporting and compliance and the results of that testing, and not to provide an opinion on internal control over financial reporting or on compliance. This report is an integral part of an audit performed in accordance with auditing standards generally accepted in the United States and the standards applicable to financial audits contained in *Government Auditing Standards* issued by the Comptroller General of the United States and should be considered in assessing the results of our audit.

In accordance with the requirements of Title 2 U.S. Code of Federal Regulations Part 200, *Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards* (the Uniform Guidance), auditing standards generally accepted in the United States and the standards applicable to financial audits contained in *Government Auditing Standards* issued by the Comptroller General of the United States, we have issued our report dated November 3, 2017, on our consideration of the District's compliance with requirements applicable to major programs and on internal control over compliance. The purpose of that report is to describe the scope of our testing of compliance and internal control over compliance and the results of that testing, and to provide an opinion on the District's compliance with such requirements, but not to provide an opinion on the effectiveness of internal control over compliance. Accordingly, we do not express an opinion on the effectiveness of the District's internal control over compliance. This report is an integral part of an audit performed in accordance with the requirements of the Uniform Guidance, auditing standards generally accepted

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in the United States and the standards applicable to financial audits contained in *Government Auditing Standards* issued by the Comptroller General of the United States and should be considered in assessing the results of our audit.

Material instances of noncompliance are failures to follow requirements or violations of prohibitions contained in laws, regulations, contracts and grants, that when aggregated, in our judgment, are material to the District's basic financial statements or a major grant program. The results of our tests of compliance and internal control over compliance did not disclose material instances of noncompliance or material weaknesses in internal control over compliance.

**REPRESENTATIONS SOUGHT  
FROM MANAGEMENT**

November 3, 2017

Piercy Bowler Taylor & Kern  
Certified Public Accountants  
6100 Elton Avenue, Suite 1000  
Las Vegas, Nevada 89107

To the Firm:

In this letter, the use of the phrase "financial statements" refers to the basic financial statements and related disclosures of the Las Vegas - Clark County Library District (the District), including any accompanying or supplemental information, as of June 30, 2017 and for the year then ended. It is in relation to these financial statements and in connection with the professional audit services that you provided that we make the representations contained herein.

Certain representations in this letter are described as referring or being limited to matters that are "material" to, or that could have a "material effect" on, the financial statements. We understand that items are considered qualitatively material, regardless of size, if they involve an omission or misstatement of information that, in the light of surrounding circumstances, makes it probable that the judgment of a reasonable person relying on the information would be changed or influenced by the omission or misstatement. However, such materiality considerations do not apply to those representations contained herein that are not directly related to amounts included in the financial statements. For purposes of these representations, any matters having a possible effect of \$8,000 individually or \$13,000 in the aggregate, on the financial statements are considered quantitatively material.

#### **GENERAL REPRESENTATION OF TRUTHFULNESS**

We have responded fully and truthfully to all inquiries made to us by you and confirm, to the best of our knowledge and belief, all representations we have previously made (or should have made) including, but not limited to, those specifically stated in this letter.

We reconfirm, to the best of our knowledge and belief, those representations previously made with respect to all comparative prior period information presented with the current period financial statements updated as necessary in this letter.

We agree to hold you harmless and indemnify you for any costs incurred as a result of your reliance on any false representations made to you by management personnel in connection with your services.

#### **TRANSACTIONS, RECORDS, ESTIMATES, ADJUSTMENTS, AND FINANCIAL REPORTING**

1. We are responsible for authorizing, initiating, processing, and reporting transactions only in connection with the legitimate business purposes and best interests of the District, including, but not limited to, all related party and other transactions outside the normal course of business, if any.

It is also our responsibility to ensure that such transactions comply with various laws, regulations, and contractual agreements applicable to the District and the District has complied with all such requirements that would have a material effect on the financial statements in the event of non-compliance.

The District has complied with all restrictions on resources, including donor restrictions, and all aspects of contractual and grant agreements that would have a material effect on the financial statements.

We are responsible for evaluating the classification of contract and grant revenues as either contributions or exchange transactions in accordance with the provisions of applicable standards and for ensuring that all such revenues are appropriately reported.

We have properly classified and reported the District's equity and changes therein, in accordance with all resource restrictions and the provisions of applicable standards.

The District has complied with all applicable laws and regulations in adopting and amending the budget, and the budget information presented in financial statements includes all approved amendments.

The funds established by the District are in the required form and are being used expressly for the purpose(s) for which they were created in accordance with all applicable statutory and regulatory requirements, including specifically the provisions of Nevada Revised Statutes 354. In addition, reserves, if any, in each fund are limited to an amount that is reasonable and necessary to carry out the purpose(s) of the fund.

We have determined that there are no component units or joint ventures that require disclosure under applicable *Governmental Accounting Standards*.

2. We are unaware of any material transactions that have not been recorded in the financial records underlying the financial statements including, but not limited to, related party transactions, (such as sales or purchases of goods or services, loans, transfers, leasing arrangements or guarantees) and related amounts receivable or payable or illegal transactions.
3. We have made available to you all financial records and related data underlying the financial statements of which management is aware of and believes are relevant to the preparation of the financial statements and any additional items that you requested, including but not limited to, 1) the names of all related parties and all relationships and transactions with related parties, and 2) minutes of and related resolutions (or accurate and complete summaries of discussions held and actions taken at) all meetings of those charged with governance through the date of this letter. Such minutes or summaries include and fairly describe all decisions made and actions taken by the respective bodies that bear significantly on the financial statements. Furthermore, we have provided you with unrestricted access to persons within the District that you have selected to obtain audit evidence from.
4. We are responsible for and have identified all fair value and other accounting estimates that materially affect the financial statements including, specifically, those that are susceptible to material revision during the first year subsequent to the end of the most recent period presented as a result of evolving events that have a reasonable probability of occurrence. We have informed you of the key factors and significant assumptions that underlie those estimates.

We understand that the service(s) provided by you did not include preparing, or assisting in the preparation of, any fair value estimates contained in the District's financial statements.

5. We are responsible for all recorded accounting estimates, including all asset valuation allowances. Such estimates reflect management's best judgment considering all reasonably available facts, including management's knowledge and experience about past events and current circumstances, and expected courses of action and are not materially misstated.
6. We have evaluated and have recorded (or will record) adjustments to the books of account for all financial statement misstatements identified by us or by you, if any, during the course of your engagement. There are no misstatements that remain unadjusted as a result of perceived immateriality, both individually and, if applicable, in the aggregate.
7. We are responsible for the fair presentation of the financial statements in accordance with accounting principles generally accepted in the United States. In other words, it is our responsibility to ensure that the financial statements and related disclosures are free of material misstatements in relation to the requirements of accounting principles generally accepted in the United States, which financial reporting framework we have evaluated and determined to be acceptable and appropriate.

We are responsible for the fair presentation of the accompanying supplemental information.

We are responsible for the financial statements including all disclosures required by laws and regulations or other applicable standards to which the District is subject.

We are responsible for performing a search for agreements, including those of other governments, that may affect the District's tax revenues and determining which agreements meet the definition of "tax abatements" under GASB Statement No. 77. We have performed such a search, identified all agreements that we believe meet such definition, and believe the financial statements contain all required disclosures.

We are responsible for the proper classification of revenues in the statement of activities and reporting of all inter-fund, internal, and intra-entity activity and balances in accordance with Governmental Accounting Standards Board Statement No. 34, as amended.

We are responsible for identifying all funds that meet the quantitative criteria in Governmental Accounting Standards Board Statement No. 34, as amended for presentation as a major fund and for ensuring that all qualifying funds are reported as such. In addition, any fund presented as a major fund that does not meet the quantitative criteria has qualitative significance to users of the financial statements.

Any assistance that you provided to us in connection with the preparation of the financial statements and/or analysis of accounts including that which resulted in proposed adjustments was evaluated, reviewed, and approved by Fred James, Chief Financial Officer/Deputy Director, a member of the District's management team, who possesses suitable skills, knowledge, and/or experience to do so, meaning that this individual understands the services performed sufficiently to oversee them, but is not required to possess the expertise to perform or re-perform the services.

8. There have been no significant changes in business activities, accounting practices or internal controls that might affect the financial statements.
9. We have reviewed and approved what we intend to be the final draft of the financial statements.

### SPECIFIC DISCLOSURE REPRESENTATIONS

1. **Delayed adoption of new accounting principle(s).** As indicated in the notes to the financial statements, management has opted to delay the adoption of certain new accounting principle(s) until required to do so, and the expected future effect of adoption is disclosed therein.
2. **Related party transactions and balances.** There are no material related party transactions and related amounts receivable or payable.
3. **Concentrations, risks and uncertainties.** Except as disclosed in the financial statements or an attachment to this letter, there are no concentrations of credit or other business or economic risks (including, but not limited to, customers, suppliers, lenders, products, services, sources of labor or materials, franchise or other licenses, operating areas, markets, *etc.*) that make the District vulnerable to a severe impact within the first year subsequent to the end of the most recent period presented. In addition, we are not aware of any undisclosed matters regarding the financial stability of depository banks or other financial institutions that might affect your judgment about the significance of any risk of loss to the District associated with uninsured deposits.
4. **Receivables.** All material receivables recorded in the financial statements represent valid claims arising as a result of sales, loans or advances or other transactions occurring within or before the end of the most recent period presented and have been reduced to their estimated net realizable value by appropriate collection and/or other applicable valuation allowances.
5. **Investments in marketable securities.** All material investments in marketable debt and equity securities are classified and valued appropriately, in accordance with the District's intent and ability, and futures contracts, held as hedges, if any, are accounted for pursuant to applicable standards. There are no significant concentrations of market risk associated with such investments.
6. **Financial instruments.** Management has used the methods and assumptions disclosed in the financial statements, and taken all reasonable, appropriate and practical steps in the circumstances, to ascertain the appropriate accounting for and objectively estimate the fair value of material financial instruments and other assets carried or reflected in the financial statements or disclosures, if any, including instruments that do not have readily determinable market values, pursuant to applicable standards.
7. **Fair value measurements.** All assets and liabilities recorded in the financial statements at estimated fair value are appropriately segregated into fair value measurement input categories ("Level 1", "Level 2" or "Level 3") subject to any applicable and disclosed practicability exceptions. Such fair value measurements are based upon the methods and assumptions disclosed in the financial statements, and management has taken all reasonable, appropriate and practical steps in the circumstances, to objectively estimate the fair value of such assets and liabilities including those that do not have readily determinable market values and all such fair value measurements are supported by appropriate documentation.
8. **Title, carrying values and classification of assets.** There are no management plans or intentions that may materially affect the carrying value or classification of any District assets and the District has satisfactory title to such assets. All recorded carrying costs are recoverable, net of any impairment write-downs and other recorded valuation allowances and provisions, which are adequate, and we are unaware of any undisclosed value impairment indications, including those relating to long-lived assets, liens, encumbrances or other title impairments as of the end of the

most recent period presented.

9. **Debt covenants.** No debt covenants have been violated and/or no events of default have occurred through the date of this letter. Furthermore, the District has not received any correspondence from lenders related to possible debt covenant violations or events of default.
10. **Commitments, contingencies and accruable liabilities.** There are no matters of pending or threatened litigation, asserted or unasserted claims or assessments that our lawyers have advised or that we are aware of that are probable of assertion, that could have a material effect on the financial statements, including, but not limited to, 1) environmental remediation obligations, 2) gain or loss contingencies that require recognition or disclosure in accordance with applicable accounting standards, 3) guarantees (written or oral) or "in-substance" guarantees of the obligations of other entities or individuals (including, for example, general partnership interests) or for which the District is contingently liable to a bank or other lending institution, 4) warranties or rights of return, 5) arrangements with financial institutions involving compensating balances or other restrictions on cash balances, 6) lines-of-credit or similar arrangements, 7) unconditional promises to contribute or otherwise transfer cash or other assets, 8) conditional promises to contribute or otherwise transfer cash or other assets that would require accrual or disclosure under applicable standards, 9) potential losses from unfavorable sales commitments, 10) other commitments requiring disclosure in the financial statements (including for the issuance of capital stock or partnership or other equity units, asset repurchase agreements, capital stock reserved for options, warrants, conversions or similar rights), 11) side agreements or other arrangements (either written or oral) with others, or 12) other unrecorded liabilities.
11. **Multiple-employer cost-sharing defined healthcare benefit plan(s).** We have no intention to terminate or materially modify the District's defined healthcare benefit plan(s). Although it is possible that a liability would be incurred by the District in the event of its withdrawal from participation in, or the termination of, such plan(s), the liability is not subject to reasonable estimation based on available information. Adequate provision has been made for the defined benefit obligations using actuarial assumptions and methods that reflect the conclusions of qualified actuaries as stated in actuarial reports dated July 1, 2014, 2011 and 2008, which are appropriate in the circumstances.
12. **Multiple-employer cost-sharing defined pension benefit plan(s).** Except as disclosed in the financial statements or an attachment to this letter, we have no intention to terminate or materially modify the District's defined pension benefit plan(s). Although it is possible that a liability would be incurred by the District in the event of its withdrawal from participation in, or the termination of, such plan(s), the liability is not subject to reasonable estimation based on available information. Furthermore, all contributions required for the District's defined benefit plan(s) have been made or recorded as liabilities as of the end of the most recent period presented.

The District records its proportionate share of the net pension liability of the Nevada Public Employees' Retirement System in accordance with applicable standards. Management has agreed its contributions to the amounts and allocation metrics used by the Nevada Public Employees' Retirement System in determining the the District's proportionate share, which is appropriate in the circumstances.
13. **Solvency.** We understand that you have neither determined nor will opine as to whether the District is solvent or insolvent for bankruptcy or other purposes since such would be a legal determination that may be made only by a court.
14. **Use of a specialist and/or reliance on government pension plan auditors in connection with the valuation of assets or liabilities.** For assets and liabilities valued with the assistance of a

valuation specialist and/or government pension plan auditor, we made an objective evaluation of their qualifications, objectivity or independence to perform the assignment and did not do anything that might have materially biased or influenced their conclusion(s).

15. **Subsequent events.** We are responsible for evaluating events or transactions that have occurred subsequent to the end of the most recent period presented, but before the financial statements are issued or available for issuance (subsequent events), through the date of this letter, for recognition and disclosure. We have performed appropriate subsequent events evaluation procedures, which are sufficient in the circumstances. Except as disclosed in the financial statements or an attachment to this letter, there have been no significant events subsequent to the end of the most recent period presented that, in our judgment, would materially affect and, therefore, require adjustment to, or disclosure in, the financial statements.

### INTERNAL CONTROL OVER FINANCIAL REPORTING AND FRAUD

1. We are responsible for designing, implementing, establishing and maintaining effective internal control over financial reporting that provides reasonable assurance that 1) the financial statements are fairly presented in conformity with accounting principles generally accepted in the United States, 2) the District's resources are adequately safeguarded, 3) the District is in compliance with all applicable laws, regulations and contractual requirements, and 4) fraudulent and other illegal acts are detected and prevented, including those involving both fraudulent financial reporting and misappropriation of assets possibly leading to financial statement misstatements.
2. We are responsible for evaluating the qualifications of all service organizations employed by the District including, but not limited to, computer service bureaus, financial institutions, investment advisors, brokers and other agents that we engage, particularly as to their integrity and ability to perform the services requested in accordance with management's authorization(s), and do not use or rely upon any services that your Firm performs in making these evaluations.
3. We are unaware of any fraud that is either material, probably material or that, although not material, involves management or other employees who have a significant role in internal control over financial reporting.
4. There has been no communication from or action by law enforcement or regulatory agencies concerning possible, alleged or suspected fraud, deficiencies in financial reporting practices or other noncompliance with laws, regulations or contractual requirements or any other illegal acts that should be considered for disclosure or for recording a loss contingency.
5. We are responsible for assessing the expected benefits and the related costs of all control procedures, including any additional or alternative procedures recommended by you.
6. We are responsible for considering and have considered the cause(s) of proposed adjustments (whether or not made and without distinction between those proposed by us or you), if any, including those that may have resulted, in whole or in part, from deficiencies in the design and operation of related controls.
7. There have been no changes in internal control over financial reporting or any other factors subsequent to the end of the most recent period presented that might significantly affect internal control over financial reporting, including any corrective actions taken by management with regard to any identified material weaknesses and other significant deficiencies.

8. We understand that a *deficiency* in internal control over financial reporting exists when the design or operation of a control does not allow management or employees, in the normal course of performing their assigned functions, to prevent or detect misstatements on a timely basis. A *material weakness* is a deficiency, or combination of deficiencies, such that there is a reasonable possibility that a material misstatement of the financial statements will not be prevented or detected. A *significant deficiency* is a deficiency, or combination of deficiencies, that is less severe than a material weakness yet important enough to merit attention by those charged with governance.
9. We are responsible for and continually assess the effectiveness of internal control over financial reporting including disclosure controls, and do not use or rely upon procedures performed by your Firm for this purpose.
10. We have disclosed to you all known deficiencies in the design or operation of internal control over financial reporting, including disclosure controls, that were identified as part of management's assessment or otherwise, specifically identifying all such deficiencies that are material weaknesses and other significant deficiencies as defined above, if any.
11. All control deficiencies identified by management, or by you during or as a result of previous engagements, if any, have been communicated to those charged with governance of the District and resolved to management's satisfaction.

#### COMPLIANCE WITH AND INTERNAL CONTROL OVER FEDERALLY FUNDED PROGRAMS

1. We are responsible for complying, and have complied, with the requirements of Title 2 U.S. Code of Federal Regulations Part 200, *Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards* (the Uniform Guidance), various other laws, regulations, and provisions of contracts, including grant agreements applicable to each of the District's federal programs and represent that the District has complied, in all material respects, with all such requirements.

We have specifically identified and disclosed to you the provisions of contracts and grant agreements that have a direct and material effect on each of the District's federal programs.

We have identified and disclosed to you all amounts questioned and any known instances of non-compliance with the requirements of federal awards, including the results of, or current status of, other audits or program reviews through the date of this letter.

We are responsible for tracking the status of all audit and program review findings and have identified and disclosed to you all such findings. In addition, we are responsible for the preparation and implementation of the corrective action plan and a copy thereof has been provided to you.

2. We have made available to you all records and related data for our federal programs, including but not limited to: 1) a schedule of expenditures of federal awards prepared in accordance with the Uniform Guidance, which includes all expenditures made during the most recent period presented for all awards provided by federal agencies (including those passed through other entities) in the form of grants, federal cost reimbursement contracts, loans, loan guarantees, property, donated surplus property, cooperative agreements, interest subsidies, insurance, food commodities, direct

appropriations and other assistance; 2) all contracts and grant agreements, including amendments, if any, and other correspondence with federal agencies or pass-through entities related to the District's federal programs; and 3) all documentation related to the compliance requirements, including information related to federal program financial reports, and claims for advances and reimbursements.

3. We have specifically identified and disclosed to you all amounts that have been awarded to us under the authority of the *American Recovery and Reinvestment Act of 2009*, including any such amounts expended or received by us.
4. All federal program financial reports and claims for advances and reimbursements are supported by the books and records from which the financial statements have been prepared. The copies of federal program financial reports provided to you are true copies of the reports submitted (including electronically transmitted) to the applicable federal agency or pass-through entity.
5. We are responsible for and have monitored subrecipients compliance with applicable laws and regulations including the Uniform Guidance, reviewed and issued decision(s) as to subrecipient audit findings, if any, and ensured that corrective action was taken timely. In connection with reviewing the subrecipients' audit findings, we have considered the possible need for adjustment to our own books and records and made such adjustments as determined to be necessary.
6. All costs charged to federal programs, including allocated indirect costs, if any, are in compliance with applicable cost principles.
7. We are responsible for the accurate preparation of the summary schedule of prior audit findings, which includes all findings required to be included by the Uniform Guidance. We are also responsible for the completion of the "data collection form" and the submission of our "reporting package" as required by the Uniform Guidance.

Furthermore, we understand that if we fail to submit the "data collection form" and "reporting package" timely, it will preclude us from being classified as a "low-risk" auditee in each of the subsequent two years and may result in increased audit fees for each of those years.

8. We are responsible for designing, implementing, establishing and maintaining effective internal control over compliance for federal programs that provides reasonable assurance that we are managing federal awards in compliance with all applicable laws, regulations, and provisions of contracts, including grant agreements, which could have a material effect on our federal programs.
9. There have been no changes in internal control over compliance for federal programs subsequent to the most recent financial reporting period presented that might significantly affect internal control over compliance or have a direct and material effect on any of the District's federal programs. In addition, there have been no known instances of non-compliance occurring subsequent to the most recent financial reporting period presented through the date of this letter.

### INTENDED USERS OF THE FINANCIAL STATEMENTS

The financial statements are intended solely for the third party users specified in the District's letter of engagement with you or in a supplemental written communication to you and no others without your prior written approval.

There are no current plans for the issuance of public debt (*i.e.*, municipal bonds including revenue bonds) during the first year subsequent to the end of the most recent period presented; and therefore, the financial

statements are not expected to be included in any offering documents.

#### **NATURE AND PURPOSE OF THE PROFESSIONAL SERVICE YOUR FIRM PROVIDED**

**Purpose of audit.** We understand that your audit of the District's financial statements was made for the purpose of enabling you to express an opinion as to whether the financial statements are presented fairly, in all material respects, in conformity with accounting principles generally accepted in the United States.

We understand that the required supplementary information (management's discussion and analysis, budgetary comparison schedules and other required information) presented with the financial statements is not a required part of the financial statements, but is required by applicable standards to be presented and that although you applied limited procedures to this information you did not audit it; and therefore, you will express no opinion on the required supplementary information.

We understand that the other supplementary information (introductory section, combining and individual fund financial statements and schedules and statistical section) presented with the financial statements is not a required part of the financial statements.

We understand that the introductory section and statistical section were not subjected to the procedures applied in the audit of the District's financial statements; and therefore, you will express no opinion on this information.

We understand that the combining and individual fund financial statements and schedules were subjected to the procedures applied in the audit of the financial statements; and therefore, you will express an opinion on this information in relation to the financial statements taken as a whole.

We understand that the nature of the service that you provided requires that your service team exercise professional judgment in connection with virtually every aspect of and throughout the engagement, and that such judgment(s) might vary from those of another professional in the same or similar circumstances.

Very truly yours,

Las Vegas - Clark County Library District

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Dr. Ronald R. Heezen, Executive Director

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Fred James, Chief Financial Officer/Deputy Director



# Update on Library District's Fiscal Year 2017-2018 Financials and Future Projections



Presented by

Fred James, CPA, Deputy Director/CFO

# Statement of Revenues, Expenditures and Changes in Fund Balances FY 2017

	Governmental Funds				
	Major Funds			Aggregate	
	General	Debt Service	Capital Projects	Non-Major Funds	Total
<b>Revenues</b>					
Property taxes	\$ 38,619,668	\$ 883			\$ 38,620,551
Intergovernmental revenues, consolidated taxes	21,019,709				21,019,709
Grants				\$ 963,837	963,837
Charges for services	1,798,891				1,798,891
Interest	26,038	79,887	\$ 34,468		140,393
Contributions				361,820	361,820
Miscellaneous	346,473			5,828	352,301
Total revenues	61,810,779	80,770	34,468	1,331,485	63,257,502
<b>Expenditures</b>					
Culture and recreation:					
Salaries and wages	26,846,624			274,087	27,120,711
Employee benefits	9,983,404			116,461	10,099,865
Supplies and services	9,936,123	26,560	1,945,250	774,560	12,682,493
Capital outlay	8,637,434		2,706,487	131,869	11,475,790
Debt service:					
Principal		6,590,000			6,590,000
Interest		1,038,750			1,038,750
Total expenditures	55,403,585	7,655,310	4,651,737	1,296,977	69,007,609
<b>Net change in fund balances</b>	6,407,194	(7,574,540)	(4,617,269)	34,508	(5,750,107)
Fund balances, beginning of year	9,666,594	23,260,728	37,520,492	383,086	70,830,900
<b>Fund balances, end of year</b>	\$ 16,073,788	\$ 15,686,188	\$ 32,903,223	\$ 417,594	\$ 65,080,793

## General Fund Budget to Actual Comparison FY 2017

	<b>Budget</b>			<b>Variance to</b>
	<b>Original</b>	<b>Final</b>	<b>Actual</b>	<b>Final Budget</b>
<b>Revenues</b>				
Property taxes	\$ 38,019,000	\$ 38,019,000	\$ 38,619,668	\$ 600,668
Intergovernmental revenues, consolidated taxes	20,775,000	20,775,000	21,019,709	244,709
Charges for services	1,900,000	1,900,000	1,798,891	(101,109)
Interest	15,000	15,000	26,038	11,038
Miscellaneous	220,000	220,000	346,473	126,473
<b>Total revenues</b>	<b>60,929,000</b>	<b>60,929,000</b>	<b>61,810,779</b>	<b>881,779</b>
<b>Expenditures</b>				
Culture and recreation:				
Salaries and wages	28,325,929	28,325,929	26,846,624	1,479,305
Employee benefits	11,512,714	11,512,714	9,983,404	1,529,310
Supplies and services	12,307,818	12,307,818	9,936,123	2,371,695
Capital outlay	9,065,160	9,065,160	8,637,434	427,726
<b>Total expenditures</b>	<b>61,211,621</b>	<b>61,211,621</b>	<b>55,403,585</b>	<b>5,808,036</b>
<b>Net change in fund balance</b>	<b>(282,621)</b>	<b>(282,621)</b>	<b>6,407,194</b>	<b>6,689,815</b>
Fund balance, beginning of year	6,803,767	6,803,767	9,666,594	2,862,827
<b>Fund balance, end of year</b>	<b>\$ 6,521,146</b>	<b>\$ 6,521,146</b>	<b>\$ 16,073,788</b>	<b>\$ 9,552,642</b>

## Expenditure Savings

- **\$1.5M in salaries and wages**
  - Due primarily to vacant positions throughout the year
- **\$1.5M in employee benefits**
  - Group insurance
  - Employee retirement
- **\$2.4M in supplies and services**
  - Utilities, operating supplies, professional/legal services, software maintenance, contracted services, book materials/supplies
- **\$0.4M in capital outlay**
  - Library media materials

## Budget Projections FY 2018-19 Through FY 2022-23

General Fund	5 Years						
	Actual 2016-17	Budgeted 2017-18	Projected 2018-19	Projected 2019-20	Projected 2020-21	Projected 2021-22	Projected 2022-23
Revenue	61,810,779	70,275,000	65,692,613	68,484,549	71,566,353	74,786,839	78,227,034
Expenditures	55,403,585	65,757,212	68,251,823	70,600,630	73,528,083	76,586,708	79,782,609
Excess (Deficiency) of Revenues over Expenditures	6,407,194	4,517,788	(2,559,210)	(2,116,082)	(1,961,730)	(1,799,869)	(1,555,575)
Less transfers out		7,400,000	17,700,000	4,800,000	5,500,000	5,900,000	6,500,000
Excess (Deficiency) of Revenues over Expenditures & Transfers Out	6,407,194	(2,882,212)	(20,259,210)	(6,916,082)	(7,461,730)	(7,699,869)	(8,055,575)
Fund balance, beginning of year	9,666,594	16,073,788	19,985,654	6,586,185	6,779,991	6,729,376	6,755,361
Fund balance, end of year	16,073,788	13,191,576	(273,556)	(329,897)	(681,739)	(970,493)	(1,300,214)
Projected Savings		6,794,078	6,859,741	7,109,888	7,411,115	7,725,854	8,056,712
Fund balance, end of year Adjusted	16,073,788	19,985,654	6,586,185	6,779,991	6,729,376	6,755,361	6,756,498
	29.01%	30.39%	9.65%	9.60%	9.15%	8.82%	8.47%
<b>Capital Project</b>							
Total available for the year	37,635,492	39,501,297	23,965,087	19,565,087	22,315,087	25,465,087	29,335,087
Less Budgeted/Projected Capital expenditures	5,534,195	33,236,210	9,200,000	2,750,000	2,750,000	2,630,000	2,530,000
After General Fund transfers at 6-30	32,101,297	6,265,087	14,765,087	16,815,087	19,565,087	22,835,087	26,805,087

# Capital Projects Fund Transfer and Budgeted Expenditures FY 2017-18

From General Fund to Capital Projects Fund	06-30-2017 Est. Ending Funding Balance	2017-18 Transfers	2017-18 Budgeted Revenues	Total Available for FY 2017-18	2017-18 Budgeted Expenditures	06-30-2018 Est. Ending Funding Balance
Library Services Platform Replacement	281,992			281,992		281,992
Technology Replacements & Upgrades	828,716	810,000		1,638,716	(1,175,000)	463,716
Building Repair & Maintenance	3,670,436	365,000		4,035,436	(3,417,900)	617,536
Vehicle Purchase & Replacement	639,327			639,327	(150,000)	489,327
Library Materials	300,000	100,000		400,000	(200,000)	200,000
Furniture Purchase & Replacement	381,512			381,512	(250,000)	131,512
Financial Services	200,359	265,000		465,359	(265,000)	200,359
Programming & Venues Services	337,226	390,000		727,226	(390,000)	337,226
Capital Construction	26,263,655	5,470,000	150,000	31,883,655	(27,388,310)	4,495,345
<b>Total FY 2017-18</b>	<b>32,903,223</b>	<b>7,400,000</b>	<b>150,000</b>	<b>40,453,223</b>	<b>(33,236,210)</b>	<b>7,217,013</b>

Las Vegas-Clark County Library District  
Budget Projections

General Fund

			5 Years					10 Years					15 Years				
	Actual 2016-17	Budgeted 2017-18	Projected 2018-19	Projected 2019-20	Projected 2020-21	Projected 2021-22	Projected 2022-23	Projected 2023-24	Projected 2024-25	Projected 2025-26	Projected 2026-27	Projected 2027-28	Projected 2028-29	Projected 2029-30	Projected 2030-31	Projected 2031-32	Projected 2032-33
Revenue	61,810,779	70,275,000	65,692,613	68,484,549	71,566,353	74,786,839	78,227,034	81,825,477	85,589,449	89,526,564	93,644,786	97,952,446	102,458,258	107,171,338	112,101,220	117,257,876	122,651,738
Expenditures	55,403,585	65,757,212	68,251,823	70,600,630	73,528,083	76,586,708	79,782,609	83,122,178	86,612,110	90,259,418	94,071,446	98,055,886	102,220,795	106,574,613	111,126,178	115,884,749	120,860,024
Excess (Deficiency) of Revenues over Expenditures	6,407,194	4,517,788	(2,559,210)	(2,116,082)	(1,961,730)	(1,799,869)	(1,555,575)	(1,296,701)	(1,022,661)	(732,854)	(426,660)	(103,440)	237,464	596,726	975,042	1,373,127	1,791,714
Less transfers out		7,400,000	17,700,000	4,800,000	5,500,000	5,900,000	6,500,000	7,400,000	7,900,000	8,500,000	9,500,000	10,200,000	11,000,000	12,000,000	13,000,000	13,000,000	15,000,000
Excess (Deficiency) of Revenues over Expenditures & Transfers Out	6,407,194	(2,882,212)	(20,259,210)	(6,916,082)	(7,461,730)	(7,699,869)	(8,055,575)	(8,696,701)	(8,922,661)	(9,232,854)	(9,926,660)	(10,303,440)	(10,762,536)	(11,403,274)	(12,024,958)	(11,626,873)	(13,208,286)
Fund balance, beginning of year	9,666,594	16,073,788	19,985,654	6,586,185	6,779,991	6,729,376	6,755,361	6,756,498	6,462,336	6,303,704	6,212,760	5,823,045	5,469,537	5,088,704	4,518,566	3,798,754	3,970,571
Fund balance, end of year	16,073,788	13,191,576	(273,556)	(329,897)	(681,739)	(970,493)	(1,300,214)	(1,940,203)	(2,460,325)	(2,929,150)	(3,713,900)	(4,480,394)	(5,292,999)	(6,314,570)	(7,506,392)	(7,828,119)	(9,237,714)
Projected Savings		6,794,078	6,859,741	7,109,888	7,411,115	7,725,854	8,056,712	8,402,538	8,764,029	9,141,910	9,536,945	9,949,931	10,381,703	10,833,136	11,305,146	11,798,690	12,314,773
Fund balance, end of year Adjusted	16,073,788	19,985,654	6,586,185	6,779,991	6,729,376	6,755,361	6,756,498	6,462,336	6,303,704	6,212,760	5,823,045	5,469,537	5,088,704	4,518,566	3,798,754	3,970,571	3,077,058
	29.01%	30.39%	9.65%	9.60%	9.15%	8.82%	8.47%	7.77%	7.28%	6.88%	6.19%	5.58%	4.98%	4.24%	3.42%	3.43%	2.55%
Capital Project																	
Total available for the year	37,635,492	39,501,297	23,965,087	19,565,087	22,315,087	25,465,087	29,335,087	34,205,087	39,375,087	45,145,087	51,525,087	58,605,087	65,605,087	73,605,087	82,605,087	91,605,087	102,605,087
Less Budgeted/Projected Capital expenditures	5,534,195	33,236,210	9,200,000	2,750,000	2,750,000	2,630,000	2,530,000	2,730,000	2,730,000	3,120,000	3,120,000	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000
After General Fund transfers at 6-30	32,101,297	6,265,087	14,765,087	16,815,087	19,565,087	22,835,087	26,805,087	31,475,087	36,645,087	42,025,087	48,405,087	54,605,087	61,605,087	69,605,087	78,605,087	87,605,087	98,605,087